

**REPUBLIC OF THE GAMBIA**



**THE GAMBIA INCLUSIVE RESILIENT AGRICULTURE VALUE CHAIN DEVELOPMENT (GIRAV) PROJECT**

**STAKEHOLDER ENGAGEMENT PLAN (SEP) INCLUDING PROJECT GRIEVANCE  
MECHANISM (GM)**

**Draft Report**

**SEPTEMBER 2021**

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## Abbreviations and Acronyms

AIDS	Acquired Immune Deficiency Syndrome
BP	Bank Policy (World Bank)
CBG	Central Bank Gambia
CERC	Contingency Emergency Response Component
CORAF	West and Central African Council for Agricultural Research and Development
COVID-19	Coronavirus Disease 2019
CPCU	Central Project Coordinating Unit
CRR	Central River Region
DLS	Department of Lands and Surveys
DPPH	Department of Physical Planning and Housing
DOA	Department of Agriculture
DOF	Department of Forestry
EIA	Environmental Impact Assessment
ESMF	Environmental and Social Management Framework
ESF	Environmental and Social Framework
ESS	Environmental and Social Standard
FAO	Food Agriculture Organization
FGD	Focus Group Discussion
GBV	Gender Based Violence
GCCI	Gambia Chamber of Commerce and Industry
GIRAV	Gambia Inclusive Resilient Agricultural Value Chain Development Project
GIEPA	Gambia Investment and Export Promotion Agency
GEAP	Gambia Environment Action Plan
GM	Grievance Mechanism
GRC	Grievance Redress Committee
HIV	Human Immunodeficiency Virus
KII	Key Informant Interview
LGA	Local Government Authorities
LRR	Lower River Region
NRA	National Roads Authority
MOA	Ministry of Agriculture
NARI	National Agricultural Research Institute

NBR	North Bank Region
NEA	National Environment Agency
NGO	Non- Government Organization
PAP	Project Affected Person
PDO	Project Development Objective
PFI	Partner Financial Institutions
PIM	Project Implementation Manual
RPF	Resettlement Framework
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
STD	Sexually Transmitted Diseases
URR	Upper River Region
VAC	Violence Against Children
VC	Value Chain
WB	World Bank
WCR	West Coast Region

## 1. INTRODUCTION

The World Bank (WB) is financing the preparation of The Gambia Inclusive and Resilient Agricultural Value Chain Development Project (GIRAV), to support agricultural value chain development and to move from subsistence to a more market-oriented agriculture, for an amount of US\$ 30 million and for a period of five years. Building on the Gambia Commercial Agricultural Value Chain Management (GCAV, P125024) achievements, the project will contribute to increase private sector investment in the agribusiness. It will contribute to creating the basis to expand the private sector's involvement in agricultural value chains<sup>1</sup> including production, processing, marketing, and service delivery.

### 1.1. Project Objectives

The Project Development Objective (PDO) is to promote the development of inclusive, resilient, and competitive agricultural value chains, focusing on smallholder farmers and agribusinesses in project target areas.

The project will consist of three interlinked and sequenced technical components, organized to address the key binding constraints for the development of the agriculture and agribusiness sector: (i) Improving the business environment for commercial agriculture development; (ii) Building a productive and climate-resilient agri-food system; and (iii) Mobilizing productive private investments along the value chains. A fourth component (Project implementation and coordination) will focus on project operations. These are described below.

#### Project Components

As currently designed, the project comprises five components:

#### Component 1. Improving the business environment for commercial agriculture development

The objective of Component 1 is to establish an enabling environment that can foster private investment and build a competitive and sustainable commercial agriculture/agribusiness sector in The Gambia. This aim will be achieved by: (i) strengthening the capacity of the key organizations engaged in agri-food value chains and improving value chain coordination and partnership between actors; (ii) developing critical marketing infrastructure; (iii) improving rural connectivity; and (iv) strengthening quality and sanitary and phytosanitary control systems.

- **Subcomponent 1.1: Strengthening the capacity of the key organizations and improving value chains coordination and partnership-** this will include: (a) Strengthening of producer and professional organizations; (b) Establishment of well-coordinated/integrated value chains cooperation mechanism among the various players of the targeted value chains to respond to market demand/opportunities;(c) Strengthening the capacity of the Gambia Investment & Export Promotion Agency (GIEPA) and Gambia Chamber of Commerce and Industry (GCCCI) for mobilizing, facilitating, and monitoring private investments in agriculture and agribusinesses;(d) Supporting

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<sup>1</sup> The four proposed priority value chains are rice (for substituting for increasing imports), horticulture (vegetables and mango for supplying urban centers and exports), cashew (for exports and domestic processing), and poultry (urban markets) and in relation with maize for feeding.

public-private dialogue on specific issues and reforms required for the development of commercial agriculture to ensure sustainability.

***Sub-Component 1.2: Developing critical marketing infrastructures-*** The sub-component will support the establishment/improvement of aggregation/logistics platforms (bulking, storage, conditioning/processing) at critical locations in the project areas. These aggregation/logistics platforms will also offer an efficient access to the main utilities and services to smallholders and SMEs.

***Sub-Component 1.3: Strengthening quality and sanitary and phytosanitary control systems*** will contribute to establishing a coherent food safety and quality control system which is critical for Gambian agricultural products to access exports markets and improving the management of food safety risks for the domestic consumers.

***Subcomponent 1.4: Improving rural connectivity*** by developing and rehabilitating feeder roads along with a maintenance program to ensure sustainability. This program will follow the National Rural Road Development and Maintenance Strategy,

### **Component 2: Building a productive and climate-resilient agri-food system**

The objective of this component is to increase agricultural productivity through climate-smart intensification of selected production systems focusing on enhancing water management and fostering access to improved technologies and innovations.

***Subcomponent 2.1: Promoting modern irrigation in women and youth-led agribusiness firms*** this sub-component aims at promoting the development of new agribusiness firms led by women and youth (18-35 years of age) equipped with modern irrigation technologies.

### ***Subcomponent 2.2: Increasing access to technology, innovation, and advisory services***

This component's objective is to increase the access to and wide-scale adoption of improved technologies, innovations and advisory services adapted to the needs and scale of farmers and SMEs, to increase productivity, competitiveness and resilience at farm-level but also downstream of the value chains.

### **Component 3: Mobilizing productive private investments along the value chains**

This Component will support private investments in productive activities and related services by addressing the major market failures that constrain the financing of investments in agricultural value chains. It will (i) develop the capacity of financial institutions (PFIs) to scale up their financing of agri-food value chain actors; (ii) establish a matching grant (MG) instrument to co-finance competitively selected private productive investments; and (iii) provide technical assistance and capacity building to strengthen technical, entrepreneurial, and management skills of smallholders and SMEs.

### ***Subcomponent 3.1: Building the operating capacities of partner financial institutions***

This subcomponent will enhance access to commercial credit for agri-food value chain actors. The project will identify PFIs interested in growing this segment of their portfolio and help them and finance the costs of the specialized service providers that will be recruited to deliver these capacity-building activities on the basis of the specific needs expressed by PFIs.

### ***Subcomponent 3.2: Co-funding productive investments to leverage private capital mobilization***

This subcomponent will co-finance competitively selected private productive investments sub-project in the targeted VCs in irrigation, agricultural production, marketing, processing or service provision presented by small private investors, individuals or in groups, and SMEs – in the targeted regions and selected value chains or, on a case-by-case basis, promising sub-projects in any region of the country based on the investment’s prospective impact on the local economy and its contribution to the PDO.

### ***Subcomponent 3.3: Technical Assistance to smallholders and SMEs promoters of productive investment subprojects***

The MG mechanism will be sustained with a technical assistance and capacity building (i) to strengthen technical, entrepreneurial, and management skills of PIS promoters, (ii) to prepare, improve or finalize their business plans; and (iii) to successfully implement their investments.

### **Component 4: Project coordination, monitoring and knowledge management**

This component will facilitate: (i) administrative, technical, and financial management of the project; (ii) coordination among all institutional partners to ensure efficient flow of information and support to all value chain actors; (iii) effective contractual arrangements with key implementing partners (GIEPA, NARI, CORAF, etc.) and other private sector operators; (iv) monitoring and evaluation of the performance and the financial, environmental, and social impact of the project; and (v) development of communication activities to publicize and disseminate the project results, best practices and success stories.

### **Component 5: Contingency Emergency Response (CERC)**

This component is included to create a financing mechanism within the project for emergency demands arising from natural disasters, disease, and other shocks. This CERC is particularly critical in this context of COVID19 pandemic as even if the situation is currently manageable, the trend cannot be predicted. Added to it is the locus evasion, which is threatening West Africa region. If such a crisis develops, the government may request the World Bank to reallocate project funds to cover some costs of emergency response and recovery.

## **1.2. Summary of the main infrastructural activities of the project**

The main infrastructural activities of the project are:

- a) Establishment/improvement of critical marketing infrastructures such as aggregation/logistics platforms (bulking, storage, conditioning/processing) at critical locations in the project areas under ***Sub-Component 1.2***
- b) Developing / rehabilitating feeder roads under ***Subcomponent 1.4***
- c) Expanding irrigated areas and providing support to women-vegetables community gardens, youth groups and SMEs under ***Subcomponent2.2***.

### 1.3. Country Context

#### a) Demographic trends

The population of The Gambia is 1,856,417 (2013 Census) which marks an increase of 36.4 per cent during the inter-census period 2003 to 2013 and an annual growth rate of 3.6 per cent per annum.<sup>2</sup> The population is young, with about two-thirds under age 30 (in specific, 46.2% under 15 years of age; 3.7% over 60 years) as of 2015.<sup>3</sup> The WHO states that the life expectancy at birth is 59.8 years (male), 62.5 years (Female), and 61.1 years (both sexes).<sup>4</sup> The overwhelming majority of the population are Muslims.

#### b) Agriculture

The Gambia is primarily an agricultural country with 80 per cent of the population dependent on agriculture for its food and cash income. Agriculture is characterized by subsistence production of food crops (rice, millet, sorghum), semi-intensive cash crop production (groundnuts, cotton, sesame), and traditional livestock production.

According to the latest statistics, the total area put to production during the 2019 cropping season was 218,968.2 hectares and almost 70% of the total area cultivated in 2019 was under cereals.<sup>5</sup> In summary, Total production realized from 2019 cropping season were as follows: groundnuts 85,311.55mt, early millet 33,488.3mt, upland rice 27,028.8mt, maize 16,088mt, etc. Total production from coarse grains (early millet 33,488.3, late millet 6,555.6, maize 16,088 and sorghum 6,296.1) was 63,250.2 tons and rice 33,759.4. The staple food of the country is rice, which, apart from pump irrigated rice (mostly controlled by men), is mainly women's responsibility.

There are three main avenues for a woman to obtain land (alluvial rice land or swamp):

- (i) Through her spouse, the fields so acquired have usually been worked by her mother in-law;
- (ii) The compound can give pieces of land to daughters as part of their marriage dowries, in which case, this plot of land is usually removed from that of the original compound owners; and
- (iii) Rice land can be acquired on loan from friends in other compounds who have excess land. The system is thus flexible enough to supply land, especially rice land, required by the women of a farming village.

Horticulture is also important, is practiced largely by the women during the dry season, and it constitutes an important source of income for them. Land for gardens are obtained mostly on loan from the village chief referred to as Alkali/family heads. The horticultural crops include onions, tomatoes, small and large pepper, cabbage, lettuce, garden egg, bitter tomatoes, and okra, among others.

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<sup>2</sup> *The Gambia Population and Housing Census, 2013-Gambia Bureau of Statistics*

<sup>3</sup> The World Health Organization. WHO/CCU/18.02/The Gambia Updated May 2018 [https://apps.who.int/iris/bitstream/handle/10665/136857/ccsbrief\\_gmb\\_en.pdf;jsessionid=BF906C4D78EE43193E0A13D15CE6DB9A?sequence=1](https://apps.who.int/iris/bitstream/handle/10665/136857/ccsbrief_gmb_en.pdf;jsessionid=BF906C4D78EE43193E0A13D15CE6DB9A?sequence=1)

<sup>4</sup> *Ibid.*

<sup>5</sup> 2019 National Agricultural Sample Survey: Agricultural Statistics and Resources Economics Unit (ASRE) Ministry of Agriculture

#### **d) Youth**

The youth defined 'as all young males and females aged 15–35 years is estimated at 36.7 per cent of the total population; females represent 38.5 per cent and males 34.8 per cent. Banjul, Kanifing and Brikama have higher youthful population than the national average in 2013 census, which means that youth are more concentrated in urban areas as opposed to rural areas. The growing youthful population of The Gambia raises considerations related to meaningful education and skills development, access to safe labor/employment and decent standard of and access to health services, among others. Given low employment opportunities, many male and female youth migrate to Europe – often leading to loss of life during the journey as well as sexual exploitation and exploitative labor practices, especially of minor youth. Women, girls and boys are also more vulnerable to risks related to SEA/SH and Violence against Children (VAC).

#### **e) Gender and Gender-Based Violence (GBV) and Gender Inequality**

Gender disparities in The Gambia are still significant, and the resulting constraints in education, health, income, and legal rights prevent women from participating effectively in national development. This is partly because Gambian society is still very much patriarchal, and women are perceived primarily as wives and mothers whereas men are seen as the main breadwinners. In their assigned role as the main caregivers within the home, women are particularly disadvantaged in the labor market because of the need to combine paid jobs with unpaid work such as childcare and household chores. This leaves them with fewer employment choices. Access to credit is also generally more difficult for women, especially rural women experience discrimination as regards access to credit because they do not own land and cannot offer land as adequate security or collateral. Early marriage and low literacy rates further reduce employment prospects.

Partly because of these equality and equity gaps, the majority of the poor and extremely poor in The Gambia is made up of the women who comprise up to 50 percent of the national population. In 2019, The Gambia was ranked 174 out of 189 countries with a score of 0.466, according to the UNDP Human Development Report's Index ranking. According to the Gender Inequality Index<sup>6</sup> (GII), 2016 Gambia was ranked 143<sup>rd</sup> with a value of 0.622. The poverty of women is closely linked with very low literacy levels (40 percent for women and 64 percent for men) and education attainment rates for a variety of reasons, including restrictive cultural norms and challenges in physical access to school.

To address these challenges and reduce gender disparity, the Government formulated policies and legislations to increase opportunities for women and prevent violence against women. The policies include "Gender and Women Empowerment Policy 2010-2020" which has the "overall goal...to mainstream gender in all national and sectoral policies, programs, plans and budgets to achieve gender, equity, equality and women empowerment in the development process." Specific legislation to address these conditions include the Women's Act, 2010, which seeks to eliminate all forms of discrimination

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<sup>6</sup> The Gender Inequality Index (GII) reflects women's disadvantage in three dimensions—reproductive health, empowerment, and the labor market—for as many countries as data of reasonable quality allow. The index shows the loss in human development due to inequality between female and male achievements in these dimensions. It ranges from zero, which indicates that women and men fare equally, to one, which indicates that women fare as poorly as possible in all measured dimensions.

against women and the Women's Amendment Act 2015, which specifically prohibits FGM, a provision absent in the 2010 Act. There is also the Sexual Offences Act, 2013, which criminalizes sexual offences against all persons, especially vulnerable groups, including women, children and individuals who have mental and physical disabilities. However, while there have been some legislative gains, this still has not translated into significant outcomes to close gender gaps in a number of spheres.

**f) Violence Against Children (VAC)**

Violence Against Children (VAC) is defined as physical, sexual, emotional and/or psychological harm, neglect or negligent treatment of minor children (i.e. under the age of 18), including exposure to such harm,<sup>7</sup> that results in actual or potential harm to the child's health, survival, development or dignity in the context of a relationship of responsibility, trust or power. This includes using children for profit, labor<sup>8</sup>, sexual gratification, or some other personal or financial advantage. This also includes other activities such as using computers, mobile phones, video, and digital cameras or any other medium to exploit or harass children or to access child pornography. In The Gambia, for instance, there have been reports of children, mostly girls, subjected to domestic service and commercial forms of exploitation (i.e., tourism).<sup>9</sup> Boys in urban areas are known to work as taxi or bus attendants whilst girls work as street vendors, selling food items such as candy, water, fruits for their parents.

During the implementation of this Project, the potential areas where this can be manifested may include employing children under the age of 18 years in project activities. Other ways may include using children, for sexual exploitation and physical or sexual violence, especially during the short stay of contractors in the communities.

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<sup>7</sup> Exposure to GBV can also be considered VAC where there is a gender bias and/or the act is of a sexual nature, such as SEA, which is a form of GBV and can be experienced by both girls and boys. Bullying in school, however, may be considered VAC, for instance, but it is not likely to be considered a form of GBV or SEA/SH,

<sup>8</sup> The employment of children must comply with all relevant national legislation, including labor laws in relation to child labor and the World Bank's policies on child labor and minimum age. They must also be able to meet the Project's Occupational Health and Safety competency standards.

<sup>9</sup> See note 5

## 2. PROJECT BENEFICIARIES AND PROJECT INTERVENTION ZONE

### 2.1. Direct Project beneficiaries

The key projects beneficiaries would be small and medium scale farmers, agricultural SMEs and other private actors of the selected value chains (traders, processors, exporters, service providers), with a focus on youth and women-led businesses. The project will directly benefit about 50,000 farmers and other actors of selected agricultural value chains and at least 40 percent of the direct beneficiaries will be women, and 30 percent will be youth. In addition, at least 10 SMEs will benefit directly from the project through capacity building and matching grants. Other beneficiaries would be Gambia's public institutions responsible for the development of commercial agriculture and exports.

### 2.2. Indirect project Beneficiaries

The project's indirect beneficiaries include public and private service providers, government agencies, and non-governmental organizations involved in the selected agricultural value chains. Actors from diverse ministries and institutions will participate in the project, including the Ministry of Agriculture; the Ministry of Youth, the Ministry of Women's Affairs; and the Ministry of Trade, Industry, Regional Integration and Employment. The project will seek to strengthen collaboration across these line ministries in addressing issues associated with the selected value chains.

### 2.3. Objectives of Stakeholder Engagement Plan

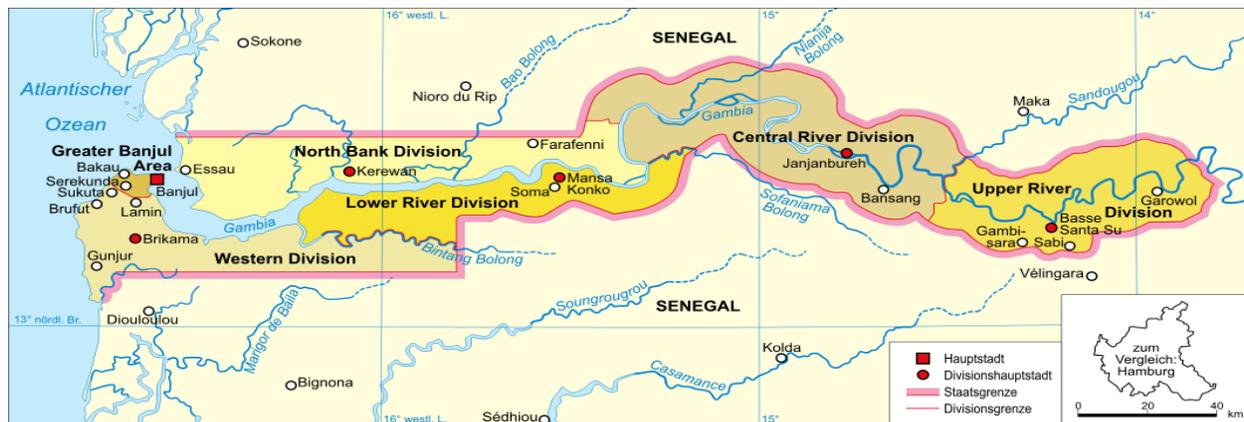
Stakeholder engagement is an inclusive process conducted throughout the project life cycle. It is designed, to support the development of strong, constructive and responsive relationships that are important for successful management of a project's environmental and social risks. The objectives of the plan are as follows:

- To establish a systematic approach to stakeholder engagement that will help Borrowers identify stakeholders and build and maintain a constructive relationship with them, in particular project-affected parties.
- To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance.
- To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them.
- To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format
- To provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow Borrowers to respond to and manage such grievances.

## 2.4. Project Intervention Zone

The priority intervention areas of the project will be Banjul/Kanifing, West Coast Region, North Bank Region, Lower River Region, Central River Region and Upper River Region as shown in Figure 1 below.

**Figure 1: Map of the Administrative Regions of The Gambia**



## 2.5. Potential Environmental and social Risk

Although the project has many benefits, it also has potential negative environmental and social risks, which will need to be managed to reduce their potential impact on the beneficiary communities. These risks include:

- **Risk of loss of land and other assets or access to livelihood**

These risks are associated with land acquisition or restriction of land use or involuntary resettlement and may result in economic displacement or physical displacement, which could be either temporary or permanent. These risks are associated with project activities such as the establishment or development of marketing infrastructure, development or rehabilitation of rural roads and the expansion of irrigated perimeters. Unless satisfactorily managed, the impact could be increased poverty, social dislocation etc. for those affected. This question of involuntary resettlement is addressed in the Resettlement Policy Framework for the Project, prepared under Environmental and Social Standard (ESS) 5.

- **Risk of exclusion of vulnerable and disadvantaged groups and individuals**

This category of people such as widows with large families, landless farmers and family heads aged over 70 years with no support is more likely to suffer the negative effects of the project. Generally, they have limited access to project benefits such as access to cultivable land, credit and improved technological packages. They are also more likely to be excluded from the general consultation process and as a result, their concerns and priorities may not be adequately taken into account during project preparation.

- **Risks of Communicable Diseases**

The risk of spreading communicable diseases is always present irrespective of the duration of project activity and increases with the importation of workers to communities. Communicable diseases of most concern, especially during the implementation and operation phase of this project are COVID-19 especially for local community elders and persons with pre-disposed conditions and sexually transmitted diseases (STDs) which may increase in occurrence because of the influx of labor outside the community.

- **Risks of SEA/SH and VAC**

Women and children are at risk of SEA/SH and VAC during the implementation and operation phase given their overall vulnerability in Gambian society as presented above which may be aggravated by the arrival of workers. For the children, the risks are the employment of children on worksites or casually request for them to carry out errands or small administrative tasks. There is also the risk of using children in gardens and project sponsored agricultural activities.

### 3. STAKEHOLDER IDENTIFICATION AND ANALYSIS

The purpose of stakeholder identification is to determine groups and individuals likely to be directly or indirectly affected (positively or negatively) or to have an interest in the project. In order to develop an effective plan, the identification of stakeholders takes account of the interests the stakeholders in the project, participation needs, level of vulnerability, expectations in terms of participation and priorities of the stakeholders.

Project stakeholders are defined as individuals, groups, or other entities who:

- (i) are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as ‘affected parties’); and
- (ii) may have an interest in the Project (‘interested parties’). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.

Cooperation and negotiation with the stakeholders throughout the project development process often also require the identification of persons within the groups who act as legitimate representatives of their respective stakeholder group, i.e., the individuals who have been entrusted by their fellow group members with advocating the groups’ interests in the process of engagement with the project. Community representatives may provide helpful insight into the local settings and act as main conduits for dissemination of the Project-related information and as a primary communication/liaison link between the Project and targeted communities and their established networks. Verification of stakeholder representatives (i.e. the process of confirming that they are legitimate and genuine advocates of the community they represent) remains an important task in establishing contact with the community stakeholders. Legitimacy of the community representatives can be verified by talking informally to a random sample of community members and heeding their views on who can be representing their interests in the most effective way.

#### 3.1. Methodology

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

- *Openness and life-cycle approach*: public consultations for the project(s) will be arranged during the whole lifecycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.

- *Informed participation and feedback*: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns.
- *Inclusiveness and sensitivity*: stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders are always encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth, elderly and the cultural sensitivities of diverse ethnic groups. Women and girls should be independently consulted in safe and enabling environments, with female facilitators leading the group discussion, especially with regard to sensitive topics regarding SEA/SH risk and insecurity.<sup>10</sup>
- *Flexibility*: if social distancing inhibits traditional forms of engagement, the methodology should adapt to other forms of engagement, including various forms of internet communication. (See Section 3.2 below).

Based on these underlying principles the methodology for the present study consisted of:

- a) Meetings with the CPCU
- b) Review of the relevant literature
- c) Consultations with the different stakeholders.

The stakeholders of the GIRAV project comprise the following categories:

- **Affected Parties** –These are stakeholders likely to be affected by the project because of actual impacts or potential risks to their physical environment, health, security, cultural practices, well-being, or livelihoods and may include individuals or groups, including local communities, persons, groups and other entities within the project area of influence that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures;
- **Other Interested Parties** – refers to individuals, groups, or organizations with an interest in the project, which may be because of the project location, its characteristics, its impacts, or matters related to public interest. For example, these parties may include regulators, government officials, the private sector, the scientific community, academics, unions, women's organizations, other civil society organizations, and cultural groups.

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<sup>10</sup> Regarding sensitive topics such as SEA/SH risk and insecurity, women and girls should be independently consulted in safe and enabling environments, with female facilitators leading the group discussions. Consultations with women and girls should also be organized by age range to allow younger and older women and girls to be consulted separately as a means of encouraging open sharing for different age groups.

- **Vulnerable Groups** – persons who may be disproportionately affected or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status<sup>11</sup>, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.

### 3.2. Affected Parties

Affected Parties include local communities, community members and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category:

- Women vegetable growers
- Young farmers
- Rice farmers
- Food Processors
- Contractors, suppliers, and their workers
- Village Development Committees, including women, youth, and elder councils
- Farmers ass
- Village chiefs known locally as “Alkalo”
- Producers’ associations (Vegetable Growers Association, Cashew Growers Association, National Poultry Farmers’ Cooperative Association, Rice Farmers Growers Cooperatives.

**Table 1:** provides a summary of potentially Affected Stakeholders at national, regional and community levels.

**Table 1: Summary of Affected stakeholders at national, regional and local levels**

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE/INTEREST IN THE PROJECT
<b>Stakeholders –National level</b>		
Central Projects Coordinating Unit	Coordination of the implementation of the project in the agricultural sector	Project coordination, monitoring and knowledge management- Component 4
Small and medium scale farmers	Expand production in agriculture improve conditions of youth and women	Access to credit, improved technological packages and capacity building
Producer and professional associations in the selected value chains (traders, processors, exporters, service providers)	Support members in their respective value chains to address the operational as well marketing constrains faced by the members	Strengthen the linkages and the innovative platforms and provide credit and capacity building in support of their members

<sup>11</sup> Vulnerable status may stem from, among other things, an individual’s or group’s race, national, ethnic or social origin, colour, sex, sexual orientation, gender identity, language, religion, political or other opinion, property, age, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources.

<b>STAKEHOLDER</b>	<b>RESPONSIBILITY/OBJECTIVE</b>	<b>ROLE/INTEREST IN THE PROJECT</b>
<b>Stakeholders –National level</b>		
Partner Financial Institutions	Provision of credit and finance to the public for economic activities	Establishment of new funding mechanisms and capacity building of partner financial institutions - Component 3.1
SMEs in the agricultural sector	Improve production and opportunities in the agricultural sector for young entrepreneurs	Financial support and capacity building as well as support in marketing
<b>Stakeholders – Community /Local</b>		
Women community garden groups	Improvement of their socioeconomic conditions through gardening	Access to funding for their gardens and support in the marketing
Young entrepreneurs	Empowering youth in agriculture	Access to credit and improved technological packages to support individual enterprises
Village Chief (Alkalo)	Administration of the village with the support of the village elders	Support in the sensitization of the community on the project activities Prepare the land ownership transfers to women groups Act as an entry points for lodging grievances/complaints
Village Development Committee	Responsible for planning socio-economic development for the village and seeking funding for those plans	Sensitization of the project activities; Act as an entry points for lodging grievances/complaints

### 3.3. Other interested parties

Table 2 below presents this category of stakeholders.

**Table 2: Summary of Other Interested parties at national, regional and local levels**

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE IN THE PROJECT
<b>Institutional Stakeholders –National level</b>		
Ministry of Agriculture	Policy formulation and oversight responsibility for project implementation for the development of agriculture	Overall oversight responsibility for the project. Guide and support the CPCU in the implementation of E & S instruments.
Ministry of Finance and Economic Affairs	Responsible for managing the public finances of the Government and formulation economic and financial policies for development	Loan negotiations, mobilizing of project counterpart funds and compensation funds for resettlement
Department of Agriculture	Oversee implementation of the policies and activities of the agricultural sector under the Ministry of Agriculture	Provide advise and support access to and adoption of improved technologies adapted to the needs of farmers and SMEs in the selected value chain  Support strengthening of producer and professional organizations;
National Agricultural Research Institute	Policy in agricultural research and promotion of improved seed and technological packages	Support in the propagation of improved seed and technological packages to individual farmers and SMEs in the select value chain
National Roads Authority (NRA)	Policy and implementation of the National Rural Road Development and Maintenance Strategy.	Support technical design, selection and supervision of the construction of selected priority rural roads for rehabilitation and construction under the project.
The National Environment Agency	Policy and coordination of the environmental management	Monitor the implementation of the E & S instruments
National Agency Food Safety and Quality Authority (FSQA)	Strengthening the institutional and regulatory framework for food quality control and SPS management	Strengthening quality and sanitary and phytosanitary control systems for agricultural products to improve market access for the select value chain crops
Horticultural Technical Services	Policy and implementation of policies in the horticultural sector,	Support the implementation of women and youth horticultural enterprises  Participate in the evaluation of applications for project sponsorship in the horticulture subsector

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE IN THE PROJECT
<b>Institutional Stakeholders –National level</b>		
Communication Unit, Dept. of Agriculture	Inform the farming community about recent developments in agriculture	Informing the farming communities about the project activities and opportunities
Gambia Investment & Export Promotion Agency (GIEPA)	Promote investment in The Gambia	Mobilizing, facilitating, and monitoring private investments in agriculture and agribusinesses. Support public-private dialogue for the development of commercial agriculture
Gambia Chamber of Commerce and Industry.	Promote private sector development and articulate the challenges faced by the private sector before the Government	Mobilizing, facilitating, and monitoring private investments in agriculture and agribusinesses. Supporting public-private dialogue on specific issues and reforms required for the development of commercial agriculture to ensure sustainability.
National Livestock Owners Association	Organize livestock owners and dealers into a structured body that can articulate the demands/ concerns of livestock farmers	Provide support in sensitizing its members on project activities and opportunities in the livestock sector
National Coordinating Office for Farmer Organization	An apex body for the different farmer associations	Sensitize members on project activities and opportunities for its members
Irrigated Rice Farmers	Production of local rice	Support in strengthening rice irrigation
Gambia Radio and Television Services	Provide nationwide coverage of news and entertainment	Broadcast information on project activities to increase awareness. This may include press releases and special coverage.
Media Television (Paradise TV, QTV, etc.)	Provision of news and entertainment to the public	Inform public about project activities and any special messages released by the project
Print media	Inform the general public	Prepare and print articles to provide information to public about the project including special announcements.
Telecommunication companies	Provision of telephone and other services	Support user groups in the project to benefit from the different communication option such as close-user groups
Central Bank of Gambia	Manage the Financial System to encourage and promote sustainable economic development.	Support accelerate the establishment and operationalization of the Partial Credit Risk Guarantee Fund (PCRGF) of the project

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE IN THE PROJECT
<b>Institutional Stakeholders –National level</b>		
<b>Institutional Stakeholders – Regional level</b>		
Regional Directorates of Agriculture	Responsible for implementing policy decisions and supporting extension staff in the communities.	Provide technical advice and guidance for farmers engaged in rice irrigation and horticulture
Regional Governors	Overall administration of the region and overseeing local administrative structures	Support the sensitizing of the public, facilitate the registration of land transfer documents and support resolution of project grievances at the community level
Local Government Authorities	Responsible for running councils to support socioeconomic development	Process land certificates for women groups who benefited from voluntary land donations
Community radios	Entertainment and news for the public	Convey announcements about the project to the communities within its coverage.
NGOs and Civil society organizations	Promotion of development at community level	Provide support to the project in community level interventions, particularly with respect to disadvantaged and vulnerable groups

### 3.4. Disadvantaged and Vulnerable Groups

This category includes women, the elderly, and persons with disabilities, persons suffering from HIV/AIDS and other chronic diseases who are generally marginalized and unable to fully participate and benefit from the development benefits. The vulnerability may stem from a person’s origin, sex, gender identity, sexual orientation, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g. minorities or fringe groups), or dependence on other individuals or natural resources, etc. Because of their status, they may not be adequately consulted about the project partly because of their inability to attend meetings or failure to understand the language that the meeting is being conducted. These and other factors can combine to reduce their access to potential project benefits. This category will therefore require specific measures and/or assistance to address their vulnerability to certain risks, including SEA/SH and VAC.

To ensure adequate engagement with the vulnerable individuals and groups often requires the application of specific measures and assistance aimed at facilitating their participation in project-related decision-making so that their awareness of and input to the overall process are commensurate to those of the other stakeholders. These will require arranging special meetings with them at a more convenient place and time. In this regard, women and girls, for instance, should be independently consulted in safe and enabling environments and grouped by age ranges with female facilitators leading the group discussions, especially in the case of sensitive topics such as SEA/SH risk.

Within the Project, the vulnerable or disadvantaged groups may include, but are not limited to, the following:

- Women farmers,
- female-headed households,
- the elderly, persons with low literacy levels, and households that are food insecure
- People with HIV/AIDS.

Description of the methods of engagement that will be undertaken by the project is provided in the following section.

### 3.5. Stakeholder Analysis

Stakeholder analysis helps determine the likely relationship between the stakeholders and the project, and helps to identify the appropriate consultation methods for each stakeholder group during the life of the project.

#### **a) Relationship between stakeholders**

Projects have different stakeholders with each having its own interest, which can either be positive, wanting the benefits of the outcomes or process of the project, or negative, seeing the outcomes or process as a hindrance to them. Similarly, the relationships between stakeholders are also varied and unequal with some having more power over the fate of the project even though they may have less interest in it, whilst others with little power have great interest to see the project implemented. These complex relationships are important to recognize and manage effectively if the project is to attain its objectives. The sections below highlight these relationships in terms of influence and interest and the key needs of the stakeholder groups.

#### **b) Stakeholder Influences and Interest**

In a stakeholder analysis, influence is defined as the extent to which a stakeholder is able to persuade, induce, or coerce others into following certain courses of action with respect to the project. The analysis below is based on several categorizations and assessments. For stakeholders, their level of influence over the project was assessed at three simple levels (high, medium and low).<sup>12</sup>

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<sup>12</sup> For further information on the colour codes see Annex 3

## Color Code

High		Medium		Low	
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The level of interest determines how each stakeholder can/is prepared to contribute to the success or prevent the achievement of project objectives. The level of interest has been classified into five (5) categories: Strong, Moderate, Low, Negative and Passive.

## Color code legend:

Strong		Moderate		Low		Negative		Passive	
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**Table 3: Stakeholder Analysis in terms of influence and interest**

No.	Stakeholders	Level of influence	Level of interest	Proposed actions
1	Central Project Coordinating Office	High	Strong	This category must be fully engaged with, and make; they have to be involved in all relevant developments
2	Project Steering Committee	High	Moderate	Provide regular information on project activities
3	Ministry of Agriculture			Maintain a high level of dialogue and involvement at all stages of project implementation
4	Ministry of Finance & Economic Affairs	High	Moderate	Strengthen involvement through information and regular consultation and establish a functional feedback mechanism
5	Technical and financial partners	Moderate	Moderate	Strengthen involvement through information and regular consultation and establish a functional feedback mechanism
6	Private sector	Low	Moderate	Strengthen involvement through information and regular consultation and establish a functional feedback mechanism
7	Media	Moderate	Low	Develop a new solid and lasting information and communication partnership through greater involvement of the various media in the reforms undertaken and their dissemination across member countries
8	Local Producers and farmer organizations	Low	High	Strengthen local information, consultation and awareness mechanisms that target local actors for better ownership of initiatives
9	Decentralized administrative structures	Low	Moderate	Strengthen involvement through information and regular consultation and establish a functional feedback mechanism
10	NGOs and civil society organizations	Low	High	Make greater use of the knowledge and experience of these organizations at the grassroots interventions

### c) Summary of the needs of project stakeholders

The table below presents a summary of the needs of different groups of stakeholders in terms of language, means of communication and any special needs.

**Table 4: Summary of the needs of different groups of stakeholders**

Stakeholder Groups	General Composition	Language requirements	Preferred means of communication	Special needs (Access, meeting times etc.)
Government Ministries & Technical Depts.	Comprise advisers/experts in agriculture, finance, local government authorities, trade, gender and youth affairs	English	Letters, emails meetings & video conferencing	Need to have advance notice for meetings and should preferably take place during working days
Technical Implementing partners	Comprise implementing partner agencies which include NRA, GCCI FSQA	English	Letters, emails meetings & video conferencing	Need to have advance notice for meetings and should preferably take place during working days
Financial	Comprise financial institutions, traders and service providers	English Local languages	Mails, emails meetings & video conferencing	Need to have advance notice for meeting and should preferably take place during working hours
Media	Several housing including print and electronic , (radio , newsprint and television)	English Local Languages	Mails, emails meetings & video conferencing	Need to have advance notice for meeting and should preferably take place during working hours
Project affected persons ( rice farmers, women vegetable growers, traders, processors, livestock owners, SMEs	Estimated beneficiaries 50,000 who include women and youth	English & local languages	Prospectus , fliers, Communication through radios and television Creation of WhatsApp	Targeting with special assistance of NGOs and the local extension workers Information in local languages through community radios
Disadvantaged and Vulnerable groups	Comprise women, the elderly, and persons with disabilities, persons suffering from HIV/AIDS and other chronic diseases	Local languages	Prospectus, fliers, Communication through radios and television Creation of WhatsApp group	Targeting with special assistance of NGOs and the local extension workers Information in local languages through community radios
Contractors and service providers	These include firms to carry out the construction works and provide supplies etc.	English and local languages	Letters, emails meetings, announcements through the media	Need to give information wide publicity through media when tenders are placed.

## 4. STAKEHOLDER ENGAGEMENT PLAN

### 4.1 Summary of Stakeholder consultations during project identification and preparation stage

During the preparation phase of the project, there were many consultations with stakeholders aimed at informing them about the project activities and discussing how the project can respond to the different stakeholder needs. This, it is hoped will encourage stakeholder buy-in. **Table 5** below gives a summary of these consultations.

**Table 5: Summary of meetings convened during the preparatory phase of the project.**

Date	Nature of meeting	Participants	Topics discussed
21/01 /2021	Inaugural formal meeting of the Country Technical Team (CTT)	Members of the Country Technical Team	Overview of the proposed GIRAV Project, which included a presentation of the project Concept Note, highlighting the different components of the project.  Presentation and adoption of the Terms of Reference for the CTT.  Review of the various studies required during the project preparation phase and the development of the TOR for all these consultancies
18/2/20-22/2/21	Virtual W/Bank Mission	W/Bank, CPCU, Gambia Chamber of Commerce & Industry, Gambia Import & Export Promotion Agency, Maro Farms, Gambia Horticulture Enterprise, Supersonics company	-Discussions of the proposed project activities -Information on needs of potential beneficiaries - Information about the matching grant and other concessionary financing mechanisms
	Virtual W/Bank Mission	Virtual consultation with farmers organizations National Livestock Owners Association, National Coordinating Office for Farmer Associations etc.	-Discussions of the proposed project activities - information about potential beneficiary needs - information about the matching grant and other concessionary financing mechanisms
	Virtual W/Bank Mission	Ministry of Finance, W/Bank, M/ Agriculture, CPCU staff, Aid –Coordinating Unit , M/Finance, NARI, FSQUA	- Discussions of the proposed project - Discussions about the management structure of the project
	Virtual W/Bank Mission	Meeting with in -country UN agencies – FAO, UNCDF and the EU	-Presentation of project activities Discussions of the different intervention areas of other development partners to build on synergies and avoid duplication.
23/6/21	Formal meeting	CPCU staff and consultants preparing the E & S documents	Identification of project stakeholders and the communication channels considered efficient at national and community level
24/03 /2021	Formal meeting	CPCU staff and the consultants	Consultant supporting team for Project Preparation (preparation TORs, consultation,

Date	Nature of meeting	Participants	Topics discussed
			field visits, Organizational Plan and write-up of Project Appraisal Document)
31/03/2021	Second formal meeting of the CTT	Members of the CTT	Mapping out of all agriculture projects' interventions associated to rice production, horticulture and vegetable production. The reason is to minimize or eliminate duplication. Preparation of Activity Work plan for the Project Preparatory Facility (PPF).
12/7/21-16/7/21	Stakeholder consultations by the Consultant	Potential community beneficiaries and other stakeholders	Consultations with stakeholders on: -about the project activities - benefits and risks - preferred channels for information dissemination - engaging with vulnerable groups

4.1. Stakeholder Consultations during the preparation of the Stakeholder Engagement Plan

During the study, the stakeholders were widely consulted and informed about the project, the potential positive and negative risks and impacts including resettlement issues, the preferred channels for information dissemination. The Consultant also consulted disadvantaged and vulnerable groups as well as NGOs and civil society groups. These consultations covered both the Resettlement Policy Framework and the SEP and were held from 7/12/21 to 7/16/21.

The key issues discussed during these consultations include:

- a) The proposed objectives and activities of the project;
- b) Potential risks and impacts of the project that could result from land acquisition, restriction on land use involuntary resettlement;
- c) The proposed risk management measures, which include payment of fair and timely compensation to PAPs;
- d) The grievance mechanism to be setup to address grievances arising out of the implementation of the project;
- e) The special case of vulnerable and disadvantaged groups who may be disproportionately affected adversely by the project;
- f) Challenges of GBV, SEA/SH and VAC;
- g) Communication need needs of the stakeholders and the preferred medium.

Women and other vulnerable groups received special attention by facilitating their participation in meetings by organizing meetings exclusively for women and facilitated by female facilitators. These consultations helped highlight the special challenges faced including information access by these groups and the proposed measures that could address them.

During the consultations, the beneficiary communities welcomed the project and expressed the hope that they will be among the beneficiaries. For the communication channels, the communities referred to the community radios, WhatsApp and announcements through the public address system in the village mosques.

The consultations in each of the community visited were documented and an attendance register was opened to record all persons who attended the meeting in all the affected administrative regions.

Similar consultations were held with representatives of government agencies (both at national, regional and community levels), state-owned enterprises, NGO and the private sector.

The details of these consultations are provided in the Resettlement Policy Framework document.<sup>13</sup>

#### 4.2. Proposed strategy for information disclosure

The table below describes how information will be shared and consulted upon with the stakeholders.

**Table 6: Strategy for Consultation and information disclosure**

Project stage	Target stakeholders	List of information to be disclosed	Methods and timing proposed
Before Appraisal	Ministry of Agriculture, CPCU and the Country Technical Team <ul style="list-style-type: none"> <li>Ministry of Finance &amp; Economic Affairs</li> <li>World Bank Staff</li> </ul>	<ul style="list-style-type: none"> <li>Project documents PAD and relevant E&amp;S documents</li> <li>GM procedures, including SEA/SH, and information on SEA/SH and VAC risk mitigation and response</li> <li>Regular updates on Project Development</li> <li>Financing Agreement</li> </ul>	<ul style="list-style-type: none"> <li>-Consultation meetings (including via remote methods such as video conferencing)</li> <li>-Focus group meetings</li> <li>-Official correspondence</li> <li>-Workshops</li> </ul> <p>At initial stage of project identification</p>
During preparation of ESMP and LMP, RPF and SEP Elaboration	Beneficiary communities Relevant government agencies at national and regional levels including Governors , Chiefs, Community leaders and village development committees members Vulnerable groups including women	<ul style="list-style-type: none"> <li>ESMP requirements including LMP</li> <li>RPF,</li> <li>GM Procedure, including for SEA/SH reporting</li> <li>Project components</li> <li>Project benefits</li> <li>Environmental and social risks</li> </ul>	<ul style="list-style-type: none"> <li>Meetings with the communities</li> <li>FGD and Key Informant Interviews</li> <li>Use of media to disclose approved E &amp; S documents</li> </ul> <p>Before appraisal</p>
During Project Implementation	<ul style="list-style-type: none"> <li>Ministry of Agriculture &amp; Technical Departments</li> </ul>	<ul style="list-style-type: none"> <li>ESMP requirements</li> <li>GM Procedures including for SEA/SH reporting</li> </ul>	<ul style="list-style-type: none"> <li>Public notices</li> <li>Electronic publications and press releases on the M/</li> </ul>

<sup>13</sup> Please refer to The Gambia Inclusive Resilient Agriculture Value Chain Development (GIRAV) Project: Resettlement Policy Framework, September 2021

Project stage	Target stakeholders	List of information to be disclosed	Methods and timing proposed
	<ul style="list-style-type: none"> <li>• Project Implementation partners</li> <li>• Governors</li> <li>• Local Government Authorities</li> <li>• Contractors</li> <li>• Farmers’ Associations,</li> <li>• Regional Agricultural Directorates</li> <li>• Partner Financial Institutions</li> <li>• Gambia Investment &amp; Export Promotion Agency</li> <li>• Women farmers and vegetable growers</li> <li>• National Agency Food Safety and Quality Authority (FSQA)</li> <li>• Central Bank of The Gambia</li> <li>• NGOs and civil society organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Messages on accessing credit and sponsorship</li> <li>• Information on capacity building programs</li> <li>• Project land requirements</li> </ul>	<p>Agriculture and project websites</p> <ul style="list-style-type: none"> <li>• Focus group meetings</li> <li>• Traditional drama groups</li> <li>• Town/village criers</li> <li>• Announcement by the mosque</li> <li>• Text messages and social media</li> </ul> <p>Within 30 days after project effectiveness</p>

4.3. Stakeholder Engagement Plan

The Project will explore various options for engaging stakeholders in this challenging environment of COVID -19. An important guidance on communications and stakeholder engagement that the Project will rely draw on is the World Health Organization’s (WHO) “COVID-19 Strategic Preparedness and Response Plan: Operational Planning Guidelines to Support Country Preparedness and Response” (2020) as well as the national guidelines for preventing the spread of COVID-19. It will also take account of the World Bank’s “Technical Note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings” (March 20, 2020). In line with the above guidelines, different engagement methods are proposed and they cover different needs of the stakeholders as indicated below:

- Consultation meetings with small groups
- Focus group meetings with a limited participants
- One-on-one interviews
- Public notices (including in local and national newspapers, radio, TV)
- Electronic publications and press releases on the TV, radio and CPCU website
- Telephonic interview
- Text messages
- Social media

**Table 7: Summary of stakeholder needs, methods and tools and techniques for stakeholder engagement**

Project stage	Topic of consultation / message	Method used	Timetable	Target stakeholders	Responsibilities
<b>1. BEFORE APPRAISAL</b>					
<b>Project preparation</b>	<ul style="list-style-type: none"> <li>• Project design</li> <li>• Project benefits &amp; risks</li> <li>• Institutional arrangements</li> <li>• Identification of implementing partners</li> <li>• Project financing</li> <li>• Other donor projects in the sector</li> </ul>	<ul style="list-style-type: none"> <li>-Interviews</li> <li>-Formal meetings</li> <li>-Video conference</li> <li>- Letters &amp; memos</li> </ul>	Before appraisal	<ul style="list-style-type: none"> <li>-M/Agriculture,</li> <li>-M/Finance &amp; Economic Affairs</li> <li>-Country Technical Team</li> <li>-Farmers organizations,</li> <li>- Financial institutions,</li> </ul>	CPCU
<b>During development of E &amp; S documents (ESMF and LMP, RPF &amp; SEP)</b>	<ul style="list-style-type: none"> <li>• Project benefits &amp; risks</li> <li>• Stakeholder consultation requirements</li> <li>• Gender</li> <li>• Vulnerable groups</li> <li>• GM Procedures including SEA/SH reporting procedures</li> <li>• Land requirements for project activities</li> </ul>	<ul style="list-style-type: none"> <li>• Key Informant Interviews</li> <li>• Focus group discussions</li> <li>• Meetings with female groups facilitated by female</li> </ul>	• Before appraisal	<ul style="list-style-type: none"> <li>• Government technical departments</li> <li>• Regional Agricultural Directorates</li> <li>• Governors</li> <li>• Local communities</li> <li>• NGOs active in the agricultural sector</li> <li>• Vulnerable groups including women and girls</li> </ul>	CPCU through Consultant
<b>2. IMPLEMENTATION PHASE</b>					
<b>Sensitization of E &amp; S instruments</b>	<ul style="list-style-type: none"> <li>• ESMP, LMP &amp; RPF requirements</li> <li>• GM procedures including SEA/SH reporting</li> <li>• Messages on SEA/SH and VAC risk mitigation and response</li> <li>• Role of the communities</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Workshops</li> <li>• Drama groups</li> <li>• Community radios</li> <li>• Traditional notifications including drama groups, town criers</li> <li>•</li> </ul>	• At the start of the project and throughout the implementation	<ul style="list-style-type: none"> <li>• Local communities</li> <li>• Vulnerable groups including women</li> <li>• Village development committees</li> <li>• Governors</li> <li>• Community elders-chiefs and alkalos</li> <li>• SEA/SH service providers</li> </ul>	• CPCU

Project stage	Topic of consultation / message	Method used	Timetable	Target stakeholders	Responsibilities
<b>Project Components</b>					
<b>1.1: Strengthening the capacity of the key associations and improving value chain coordination and partnership</b>	<ul style="list-style-type: none"> <li>• value chains cooperation mechanism</li> <li>• Capacity building of supporting institutions</li> <li>• public-private dialogue on specific issues and reforms</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• After start of project activities</li> </ul>	<ul style="list-style-type: none"> <li>• GCCI,</li> <li>• GIEPA</li> <li>• Producer and Professional organizations (NALOA, NACOFAG, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• CPCU</li> </ul>
<b>1.2: Developing critical marketing infrastructures</b>	<ul style="list-style-type: none"> <li>• Identification of site for marketing infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Before start of infrastructure works</li> </ul>	<ul style="list-style-type: none"> <li>• CPCU</li> <li>• Governor</li> <li>• Community elders</li> </ul>	<ul style="list-style-type: none"> <li>• CPCU &amp; Consultant</li> </ul>
<b>1.4: Improving mobility and connectivity with better access to road</b>	<ul style="list-style-type: none"> <li>• Identification of sites for the roads to be rehabilitated</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Before start of infrastructure works</li> </ul>	<ul style="list-style-type: none"> <li>• CPCU</li> <li>• NRA</li> <li>• Regional Governor</li> <li>• Communities likely to be affected</li> <li>• Contractors</li> </ul>	<ul style="list-style-type: none"> <li>• CPCU</li> </ul>
<b>2.1: Promoting modern irrigation in women and youth-led agribusiness firms</b>	<ul style="list-style-type: none"> <li>• Types of support to be granted</li> <li>• Selection criteria</li> <li>• Conditions of support</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> <li>• FGD</li> <li>• Workshops</li> <li>• Radio programs</li> <li>• Press releases</li> <li>• Project website</li> </ul>	<ul style="list-style-type: none"> <li>• Before the start of activities</li> </ul>	<ul style="list-style-type: none"> <li>• National and regional Directorates of Agriculture</li> <li>• Community elders and the VDC</li> <li>• Regional Governors</li> <li>• Women's groups</li> <li>• Youth groups</li> <li>• Horticulture Technical Services</li> <li>• Vulnerable individuals and groups</li> </ul>	<ul style="list-style-type: none"> <li>• CPCU</li> </ul>
<b>2.2: Increasing access to technology, innovation, and advisory services</b>	<ul style="list-style-type: none"> <li>• Improved technologies to be adopted</li> <li>• Advisory services to be provided</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> <li>• FGD</li> <li>• Training workshops</li> <li>• Village drama groups</li> <li>• Radio &amp; TV programs</li> </ul>	<ul style="list-style-type: none"> <li>• Before the start of activities and throughout implementation</li> </ul>	<ul style="list-style-type: none"> <li>• National and Regional Directorates of Agriculture</li> <li>• Individual farmers including women and their associations</li> </ul>	<ul style="list-style-type: none"> <li>• CPCU</li> </ul>

Project stage	Topic of consultation / message	Method used	Timetable	Target stakeholders	Responsibilities
				<ul style="list-style-type: none"> <li>• Vulnerable groups and individuals</li> </ul>	
<b>3.1: Building operating capacities of partner financial institutions</b>	<ul style="list-style-type: none"> <li>• Identification and Selection criteria</li> <li>• Training Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> <li>• Training Workshops</li> <li>• Radio &amp; TV programs</li> <li>• Project website</li> </ul>	<ul style="list-style-type: none"> <li>• Before the start of activities</li> </ul>	<ul style="list-style-type: none"> <li>• Select Financial institutions</li> <li>• Central Bank of The Gambia</li> <li>• Min. Finance &amp; Economic affairs</li> <li>• GCCI</li> </ul>	CPCU with support of the Central Bank
<b>3.2: Co-funding productive investments to leverage private capital mobilization</b>	<ul style="list-style-type: none"> <li>• Information on matching-grant</li> <li>• Conditions of access</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> <li>• Workshops</li> <li>• TV and radio announcements</li> </ul>	<ul style="list-style-type: none"> <li>• Before start of activities and throughout implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Individual women farmers and youth SMEs</li> <li>• Ministry of Agriculture</li> <li>• Min. Finance &amp; Economic Affairs</li> </ul>	CPCU
<b>3.3: Technical Assistance smallholders and SME promoters of productive investment subprojects</b>	<ul style="list-style-type: none"> <li>• Information on program assistance</li> <li>• Selection criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> <li>• Workshops</li> <li>• TV and radio announcements</li> </ul>	<ul style="list-style-type: none"> <li>• Before start of activities and throughout implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Individual women farmers and youth SMEs</li> <li>• Dept. of Agriculture</li> <li>• GCCI</li> </ul>	<ul style="list-style-type: none"> <li>• CPCU and Mini. of Agriculture</li> </ul>

#### 4.4. Proposed strategy to incorporate the view of vulnerable groups

The project will carry out targeted stakeholder engagement with vulnerable groups to understand their concerns and needs in terms of accessing information on the project, accessing credit and other support services in their communities. As mentioned above, these might include arranging special meetings with them at a more convenient place and time. Similarly, women and girls, for instance, should be independently consulted in safe and enabling environments and grouped by age ranges with female facilitators leading the group discussions, especially in the case of sensitive topics such as SEA/SH risk. For the physically challenged persons with visual and hearing impairment, for example this may require providing transportation to the meeting venue and having the information translated into sign language.

#### 4.5. Reporting back to stakeholders

The Ministry of Agriculture through the CPCU will document all program activities, and the consolidated reports shall be made available to the stakeholders and the relevant authorities. The SEP will be periodically revised and updated as necessary during project implementation in order to ensure that the information presented therein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the development. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP. Monthly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the senior management of the project. A sample form for feedback for collecting information from stakeholders is attached as **Annex 2**. The monthly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year will be conveyed to the stakeholders in two possible ways:

- Publication of a standalone annual report on project's interaction with the stakeholders.
- Several Key Performance Indicators (KPIs) will also be monitored by the project on a regular basis, including the following parameters:
  - Number of Consultation meetings and other public discussions
  - Number of community sensitization and training on GM handling activities
  - Number of press releases published or broadcasted in MOBSE and local, regional and nation media
  - Number of training program on GRM management for main Project stakeholders
  - Number of grievances from staff and communities
  - Number of grievances received from persons or vulnerable groups
  - Number of grievances resolved within the prescribed timeline
  - Number of complaints received regarding GBV/SEA/SH.

#### 4.6. Communication plan

The proposed stakeholder engagement strategy highlighted above would help increase awareness among the stakeholders about the project and its activities and their roles in its implementation. To ensure an effective delivery of the strategy, the project will develop a communication plan that takes account of the stakeholders' needs and preferences in terms of information. The plan will identify, on an annual basis, the communication activities to be carried out and the resources requirements to implement these activities. At the grassroots level, the project will collaborate with NGOs and CSOs in targeting and conveying messages especially among the disadvantaged and vulnerable groups.

## 5. Resources and Responsibilities for implementing stakeholder engagement activities

### 5.1. Resources

The environmental and social specialists to be appointed by the CPCU will be in charge of stakeholder engagement activities and the team will undertake consultations with vulnerable groups (including with women).

### 5.2. Management functions and responsibilities for managing the Stakeholder Engagement Plan

Overall responsibility for the project will lie with the Ministry of Agriculture, which has a Central Project Coordinating Unit that will be responsible for the day-to-day project management and coordination of project activities. The CPCU is familiar with the implementation of World Bank funded projects and has recently implemented successfully The Gambia Agricultural Value Chain Project. However, the CPCU currently lacks full time environmental and social specialists. This situation needs to be addressed and the planned recruitment these specialists, as a matter of high priority, will help remedy this handicap and greatly improve the CPCU's capacity to manage the environmental and social risks of the project.

The CPCU will be in charge of the day-to-day management of the project. This includes: i) coordinate the project activities; (ii) ensure the financial management of the project activities in all components; (iii) prepare consolidated annual work plans, budgets, monitoring and evaluation reports (M&E), and the implementation report of the project to be submitted to the Steering Committee and the Association (IDA). The environmental and social team of the CPCU, when recruited will be directly responsible for carrying out stakeholder engagement activities, in consultation with other members of the CPCU.

The stakeholder engagement activities will be documented through:

- Monthly/quarterly reports
- Ministry of Agriculture website, radio and TV
- Letters and press releases

Stakeholder engagement plan will be incorporated in the Project Operations Manual and Annual World Plan and Budget.

## 6. GRIEVANCE MECHANISM (GM)

The Grievance Mechanism is designed with the objective of resolving disputes at the earliest possible time before they escalate. Project-affected persons should be heard and be able to voice concerns, and as such, they must have access to fair, transparent, and accessible means to address their concerns and views related to the project. Furthermore, the mechanism should be effective in addressing project complaints and concerns at project-level so that grievances are not referred to the court system for resolution, which is often not timely nor financially feasible or accessible to all. A functioning, inclusive and accessible grievance mechanism is essential for social sustainability of the project.

The present GM responds to concerns and grievances of PAPs related to the environmental and social performance of the project. However, the grievance mechanism for project workers will be provided separately under the Labor Management Procedures prepared for this project. The grievance mechanism provided below will set specific procedures to manage SEA/ SH complaints ethically and confidentially accompanied by an appropriate response protocol.

### 6.1. Principles of GM

The GM will adopt the following six core principles to enhance its effectiveness:

- a. Fairness:** Grievances will be treated confidentially, assessed impartially, and handled transparently.
- b. Objectivity and independence:** The GM will operate independently of all interested parties in order to guarantee fair, objective, and impartial treatment to each case. Officers working under the GM will have adequate means and powers to investigate grievances (e.g., interview witnesses, access records).
- c. Simplicity and accessibility:** Procedures to file grievances and seek action will be made simple enough that project beneficiaries can easily understand them. Project beneficiaries will have a range of contact options including, at a minimum, a telephone number, an email address, and a postal address. The design of the GM will be such that it is accessible to all stakeholders, irrespective of where they live, the language they speak. The GM will not have complex processes that create confusion or anxiety (such as only accepting grievances on official-looking standard forms or through grievance boxes in government offices).
- d. Responsiveness and efficiency:** The GM will be designed to be responsive to the needs of all complainants. Accordingly, all officers handling grievances will be trained to take effective action upon, and respond quickly to, grievances and suggestions.
- e. Speed and proportionality:** All grievances, simple or complex, will be addressed and resolved as quickly as possible. The action taken on the grievance or suggestion is expected to be swift, decisive, and constructive.
- f. Participatory and socially inclusive:** All project-affected persons – community members, members of vulnerable groups, project implementers, civil society, and the media - are encouraged to bring grievances and comments to the attention of project authorities. Special attention is given to ensure that poor and disadvantaged groups, including those with special needs, can access the GRM.

### **The key objectives of the GM are:**

- Record, categorize and prioritize the grievances according to severity and immediacy of the issue, and provide timely, fair, accountable resolution to grievances at the project level
- Settle the grievances via consultation with all stakeholders (and inform stakeholders of the solutions, obtain their views on the outcome, and ensure they understand possible next steps to escalate if they are not satisfied with the outcome)
- Forward any unresolved cases to the relevant authority
- Regularly analyze grievances to assess if there are systemic issues in the project that should be addressed to mitigate the same types of issues being reported.

The GM operates within the existing legal, cultural and community context of The Gambia. It will also take into consideration World Bank procedures and recommendations regarding complaint handling.

## **6.2. Structure of the GM**

The GM shall consist of a three-tier system: (i) local/community level; (ii) project level grievance resolution; and (iii) national legal level. The general process is that a PAP should first raise a grievance at the local level. If it is not resolved at this level, it is referred to the Grievance Redress Committee (GRC). If this proves unsuccessful in resolving the grievance, the complainant can proceed to the judicial/legal system.

### **6.2.1. Local Level Grievance Redress**

Local communities have existing traditional and cultural grievance redress mechanisms. It is expected that some disputes at the community level may be resolved using these mechanisms, without the involvement of the Project, contractor(s), and or Government representatives at local and national level. The extended family, village and/or chiefs may be involved at this level. All complaints at the local level will be referred to this committee. Dispute resolution at this level will be practical and efficient for the PAP because in many cases, the types of grievances will often relate to issues of inventories, requests for information, or activities that have yet to take place, such as disbursement of compensation, which can be directly addressed by the project focal point in the region. In cases where the dispute relates to traditional and customary issues such as land ownership, inheritance and land boundaries the Project Focal Point in the Region will resort to the traditional dispute resolution mechanism comprising the Village head and community leaders. The specific composition and other details will be spelt out before project implementation. If the complaint cannot be resolved at this level, the PAP will be advised to proceed to the next level, the Project level-Grievance Redress Committee.

### **6.2.2. Project-level Grievance Redress Committee**

**The Grievance Redress Committee** will be responsible for receiving and resolving complaints in a fair, objective, accountable, effectively, timely and accountable manner in all phases of the project lifecycle. It will deal with all grievances that have not been resolved at the local level.

The broad responsibilities of the GRC include:

- Developing and publicizing the grievance management procedures
- Receiving, reviewing, investigating, and keeping track of grievances
- Adjudicating grievances
- Monitoring and evaluating the fulfillment of agreements achieved through the grievance redress mechanism.

The GRC will normally include a representative from each of the following agencies: (i) the Ministry of Agriculture; (ii) The Project Coordinator , CPCU or his representative; (iii) an NGO working in the area; (iv) a trade association; and/or (v) the Area Council; a representative of PAPs with the social development specialist in the CPCU serving as the secretary to the Committee.

### 6.2.3. National legal level

If the GRC does not provide a satisfactory resolution for the PAP, he or she will be advised to seek redress through the judicial system as provided for in the Constitution 1997 and other relevant laws. The cost relating to such process will be borne by the project.

### 6.2.4. Grievances at Contractor level

During project implementation, contractors should strictly adhere to the World Bank standards on Environmental, Social, Health and Safety (ESHS) and Occupational Health and Safety (OHS) in the workplace and on their relationship with affected communities. Codes of Conduct will be applied to help ensure the project meets its ESHS and OHS objectives, as well as preventing and/or mitigating the risks of SEA/SH and VAC on the project and in the local communities. Contractors should make sure these Codes of Conduct are signed and adopted by those working on the project and are meant to:

- create awareness of the ESHS and OHS expectations on the project;
- create common awareness about SEA/SH and VAC and ensure a shared understanding that they have no place in the project; and, create a clear system for identifying, responding to, and sanctioning GBV and VAC incidents.

The three codes of conduct are set for strict use and they include:

- Company Code of Conduct:** Commits the company to addressing GBV and VAC issues;
- Manager's Code of Conduct:** Commits managers to implementing the Company Code of Conduct, as well as those signed by individuals; and,
- Individual Code of Conduct:** Code of Conduct for everyone working on the project, including managers and MOBSE staff.

These codes of conduct will be explained and displayed in the work sites, workers and affected communities will be sensitized prior to works start and during all the Project implementation (*Sensitization campaign every six months for the affected community and every month for workers*). Every new worker will receive a training on these subjects before he starts working. The contractor liaison officer will work closely with CPCU safeguards team to bring to the GRC all complaints and special cases which affect the codes of conduct.

### 6.2.5. Grievance Mechanism Procedures for complaints unrelated to GBV/SEA/SH

The community will be informed and sensitized about the existence and use of the GM (through radio notices, community meetings, Imam and with some awareness trainings by the CPCU prior to the starting of the resettlement process and of the various uptake options where complaints can be submitted. These uptake channels can include:

- Toll-free telephone hotline;
- E-mail;
- Letter to project focal points in the regions;
- Complaint form to be lodged via any of the above channels
- Walk-ins may register a complaint on a grievance logbook at various easily accessible facilities.

The following procedures will be followed in treating complaints:

### **Step 1: Receipt and registration of complaints**

The channels for receiving complaints will be diversified as indicated above. Oral complaints must be transcribed in writing before the rest of the process in order to ensure traceability (by the secretariat). Any complaint, whether verbal or written, is immediately recorded in a Grievance logbook attached as Annex 1. The complainant shall receive an acknowledgment of receipt within 48 hours of filing his/her complaint.

### **Step 2: Investigation of complaints**

A sorting is carried out by the complaint handling bodies to distinguish between sensitive and non-sensitive complaints, taking into account the precise criteria retained by the Project Implementation Manual. Non-sensitive complaints will be dealt with by the GRC. Sensitive complaints, after registration by the MGP, are immediately transmitted to the special committee set up to address SEA/SH. The time required to analyze a complaint shall not exceed seven (7) days after receipt of the complaint.

### **Step 3: Investigation to verify the merits of the complaint**

At this stage, the information and evidence will be gathered to determine the validity or otherwise of the grievance and to provide solutions to the grievance raised. Specific expertise may be requested if the GRC if such expertise is not available from within the GRC. The maximum period for this phase is ten (10) working days. If further investigation is required, the complainant should be informed accordingly specifying the deadline when a reply will be provided.

### **Step 4: Response proposals**

Based on the findings of the investigations, a written reply will be sent to the complainant highlighting the validity or otherwise of the claim. If valid, the complainant will be informed in writing (email, letter, mails, SMS) the conclusions of the investigations, the solutions adopted, the means of implementing corrective measures, the schedule implementation and budget. The proposed response is made within five (5) working days after the investigations. Similarly, if the complaint is found to be unjustified, a written notification will be sent in the same format to the complainant.

### **Step 5: Review of responses in case of non-resolution at first instance.**

In the event of dissatisfaction, the complainant may contest the measures adopted. He then has the opportunity to request a review of the resolutions of the Grievance Redress Committee. The period allowed for this is a maximum of fifteen (15) working days from the date of receipt of the notification of the decision to contest the decision by the complainant. In such circumstances, the Committee has ten (10) working days to review its decision and propose additional measures if necessary which the complainant should be notified in writing.

### **Step 6: Implement corrective measures**

The implementation of the measures adopted by the grievance redress committee cannot take place without the prior agreement of both parties, especially the complainant, to avoid all forms of dissatisfaction and abuse. The procedure for implementing the corrective action (s) start five (05) working days after the complainant acknowledges receipt of the letter notifying him of the solutions adopted and his agreement to the decision to the measures proposed.

### **Step 7: Judicial settlement**

If all attempts at an amicable resolution are not acceptable to the complainant, the latter may resort to the judicial system. All measures must be taken to promote the amicable settlement of complaints (with the exception of complaints relating to EAS / HS) through the mechanism set up for this purpose, but complainants are free to opt for a judicial procedure if they wish. Thus, complainants must be informed of their freedom to have recourse to the judicial system. Legal costs or costs related to legal recourse will be borne by the complainant.

### **Step 8: Completion or termination of the complaint**

The procedure will be closed by the GRC if the mediation is satisfactory for the parties, in which case the complainant is required to confirm agreement in writing. The file is closed after five (05) working days from the date of implementation of the corrective decision, which will then be documented.

### **Step 9: Reporting**

All complaints received will be recorded in the grievance logbook, and once resolved the resolution should be recorded within ten (10) working days whether the complainant accepts the resolution or not. This operation will make it possible to document the entire complaint management process and to draw the necessary lessons through a simple and adapted database designed for this purpose. The database will also flag the most frequently submitted issues and the places from where the most complaints originate, resolutions applied, suggestions or best practices.

### **Step 10: Archiving**

The project will establish a physical and electronic filing system for filing complaints. Archiving will take place within five (05) working days of the end of the reporting. All the supporting documents for the meetings that will have been necessary to reach the resolution will be recorded in the complaint file. The archiving system will provide access to information on: i) complaints received ii) solutions found and iii) unresolved complaints requiring further action. The Grievance Logbook is provided in **Annex 4**.

#### **6.2.6. Complaints involving SEA/SH and VAC**

For complaints regarding SEA/SH and VAC, the procedure of receiving and treating the complaint will be different from the procedure for general complaints outlined above. At all times, the approach for such issues will follow a survivor-centered approach, and the anonymity of the survivor will remain intact, with the confidentiality of the survivor's express consent. The security of the involved parties will not be breached. A mechanism in the form of a **GBV/SEA/SH/VAC Compliance Team (GSVCT)** will be set up to manage cases of SEA/ SH and VAC. The membership of the GSVCT will include:

- a. A social or environmental safeguards officer trained by the GBV Consultant*
- b. The occupational health and safety manager from the contractor, or someone else tasked with the responsibility for addressing GBV and VAC with the time and seniority to devote to the position, he will also be trained by the GBV Consultant;*
- c. A representative from a local service provider with experience in GBV and VAC (the 'Service Provider').*
- d. A representative from the MOA unit that handles gender issues.*

These members will be specially trained on the management and review of SEA/SH complaints, the importance of a survivor-centered approach, as well as guiding principles for survivor care and management of SEA/SH data and claims. If permitted by the survivor, a representative from a service

provider should participate in the management committee to provide advocacy on behalf of the survivor and ensure that survivor care principles are respected throughout the process. Below are the procedures for managing SEA/SH – related complaints.

### 6.3. Procedures for the Management of SEA/SH-Related Complaints

#### **Step 1: Uptake**

A complainant who wishes to lodge an SEA/SH-related grievance may use any trusted channel available to her or him to file a complaint with the project GM. The project should identify secure, confidential, and accessible entry points through which survivors will feel safe and comfortable making reports (e.g., an anonymous complaint box, grievance form, telephone, service provider, community-based structure, or focal point, etc.). Complainants may also use contractor grievance processes to file SEA/SH claims, but once filed with the contractor, the claims should be referred for verification to the project GM operator.

A complaint intake form should be completed by the appropriate actor after having obtained the survivor's written consent to proceed with the grievance. If the complainant has not yet been referred for services, the intake actor should confirm whether the survivor wishes to receive support, and if so, obtain the survivor's consent to be referred for appropriate care and connect the survivor with locally available providers or arrange for remote support where needed. Medical, psychosocial, and legal aid services should at least be made available, other services as well if possible (for example, socio-economic, security and legal.).

If the survivor chooses to be referred for services only and not to file a complaint, then the survivor's wishes must be respected; the service provider can then ask if the survivor consents to share basic case information in order to assist the project to track the cases that choose not to access the GM. The survivor always retains the right to be referred for services whether or not there is a link established between the project and the incident in question.

Where community-based uptake points are utilized, these actors must be trained on how to receive and refer SEA/SH cases in accordance with survivor care principles, how to apply active listening techniques, and how to complete and store intake forms safely and confidentially. Any information collected about a survivor or the alleged perpetrator must be recorded and maintained separately from other grievance documentation, in a secure and lockable space, with strictly limited access.

#### **Step 2: Sort and process**

Once the complaint has been formally received by the GM operator, with informed survivor consent, the GM focal point should verify that the complainant has been offered the opportunity to receive services, and if not, ensure that the survivor is referred for necessary services upon obtaining the survivor's informed consent.

The complaint should then be triaged as a SEA/SH complaint and the coordinator for the verification structure notified that a SEA/SH complaint has been received and will need review. The GM focal point should also notify the appropriate CPCU focal point, who in turn will inform the World Bank project lead, within a 24-hour period that a SEA/SH complaint has been received. The GM focal point need only share the nature of the case, the age and sex of the complainant (if known), whether there is a link with the

project, and whether the survivor has been referred for services. Absolutely no identifying information for the survivor or the alleged perpetrator may be shared with either the CPCU or World Bank focal points.

### **Step 3: Acknowledge receipt**

The GM focal point should ensure that the complainant receives a document acknowledging formal receipt of the SEA/SH grievance within three days of the complaint being filed. Delivery of the acknowledgement to the complainant will depend upon how the complaint was initially received; if, ideally through a service provider, then all communication with the survivor can be done through the service provider.

### **Step 4: Verification process**

The verification process for a SEA/SH grievance will be handled by the GBV/SEA/SH/VAC Compliance Team (**GSVCT**) as described above. Once convened by the coordinator, GSVCT will review available information about the SEA/SH claim in question, the nature of the claim, and whether there is a link with the project. The committee will also make its recommendations to the alleged perpetrator's employer or manager as to appropriate disciplinary sanctions per the code of conduct, type of incident, and the appropriate labor laws and regulations. Potential disciplinary sanctions for alleged perpetrators can include, but are not limited to, informal or formal warnings, loss of salary, and suspension or termination of employment. The committee must complete the verification process and render its decision within 10 days of receipt of the complaint.

It should be noted that the objective of the verification process is to examine only whether there is a link between the project and the reported SEA/SH incident and to assure accountability in recommending appropriate disciplinary measures. The verification process establishes neither the innocence nor the guilt of the alleged perpetrator as only the judicial system has that capacity and responsibility. In addition, all final decisions regarding disciplinary actions will rest solely with the employer or manager of the alleged perpetrator; the verification committee can make only its recommendations.

### **Step 5: Monitor and evaluate**

Monitoring of the SEA/SH complaints will be important to ensure that all complainants are offered appropriate service referrals, that informed consent is obtained in all cases for both filing of grievances and service referrals, and that all grievances are handled safely and confidentially, and in a timely manner. Any information shared by the GM operator with the CPCU or World Bank will be limited as noted above under Step 2. The project GM operator should enter into information-sharing protocols with service providers in order to ensure safe and confidential sharing of case data as well as appropriate closures of SEA/SH cases.

### **Step 6: Feedback to involved parties**

Once the verification process has been concluded, the result of the process shall be communicated first to the survivor within fourteen days, ideally through the service provider, in order to allow the survivor and relevant advocates the appropriate amount of time to ensure adequate safety planning as needed. Once the survivor has been informed, the alleged perpetrator can be informed of the result as well.

If either party disagrees with the result, s/he can appeal the verification committee's decision via the GM appeals process and must file an appeal within fourteen days of receipt of the verification result. This appeal will be filed to the Permanent Secretary, who will set up a committee composing of Project Coordinator CPCU,

## **6.4 Resources And Responsibilities For Implementing Stakeholder Engagement Activities**

### **a. Management Functions and Responsibilities**

During the implementation phase of the Project, the grievance mechanism shall carry out the following:

- Establishing a Grievance Redress Committee (GRC) and MOA will determine a sitting allowance for GRC members
- Establish multiple grievance uptake locations and multiple channels for receiving grievances (for example: MOA CPCU office, Regional Agriculture Directorates ,Village Development Committees (VDC) etc.
- Fixed service standards (transparency, fairness, accountability, timeliness) for grievance resolution and adjudication process
- A reliable and effective reporting and recording system (grievance register, complaints logbook – both hard copy and e-copy)
- A clear and transparent procedure for assessing and responding to the grievance
- Capacity building of both actors working in the GM and among contractors and community of how the GM works
- Develop an SEA/SH and VAC Prevention and Management Plan.

## 7. MONITORING AND REPORTING

### 7.1. Involvement of stakeholders in monitoring activities

The Project will make available grievance forms in every village (Alkalo or VDC) as an accessible venue for filing a grievance and will discuss with the VDC and Alkalo requirements to consider social distancing measures. In addition, the project may consider the WhatsApp platforms for easier access to lodge complaints. A literate member of the VDC or the community will help in completing the forms. Codes of conduct will be developed and signed by these people to ensure that they will respect the confidentiality of the complaints. Every two weeks, Project Focal Point in the Region will collect forms filled out to submit them to the GRC. The E&S social team will also call VDC's and the Alkalo every month to check if any grievances or concerns which may have been brought to them, as well as speak with a member of the women and elder councils. These regular follow-up consultations can be held with women and girls in order to help monitor the effectiveness of the GM procedures, including those specifically designed to address SEA/SH risks, and whether the GM is in fact accessible, safe, and adequate to address the needs and risks of these stakeholders. These consultations should not seek out or discuss personal experiences of violence or abuse or individual survivors, but ask for overall feedback from women and girls.

### 7.2. Reporting back to stakeholder groups

The CPCU must document all program activities and the consolidated reports shall be made available to the stakeholders and the relevant authorities. The SEP will be periodically revised and updated as necessary in the course of project implementation in order to ensure that the information presented therein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the development. Any major changes to the project-related activities and to its schedule will be duly reflected in the SEP. Monthly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by the responsible staff and referred to the senior management of the project. The monthly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year will be conveyed to the stakeholders in two possible ways:

- Publication of a standalone annual report on project's interaction with the stakeholders.
- Several Key Performance Indicators (KPIs) will also be monitored by the project on a regular basis, including the following parameters:
  - Number of consultation meetings and other public discussions
  - Number of community sensitization and training on GM handling activities
  - Number of press releases published or broadcasted in MOA and local, regional and nation media
  - Number of training programs on GM management for main project stakeholders
  - Number of grievances received from persons or vulnerable groups
  - Number of grievances resolved within the prescribed timeline.

- Number of community sensitization meetings where SEA/SH and VAC risk and discrimination are discussed, including prohibited behaviors and GM complaint procedures addressing SEA/SH complaints
- Percentage of SEA/SH and VAC complaints resolved within the prescribed delay under the GM
- Percentage of SEA/SH and VAC complaints resolved outside of the prescribed delay under the GM
- Average time period for resolving SEA/SH and VAC complaints.

Finally, they will mention in the activity report, and this every six months, the mobilization actions put in place specifically, the problems encountered and the solutions provided to resolve them. These reports will be shared with other stakeholders, including the World Bank.

## 8. BUDGET

To ensure full implementation of the activities envisaged in this plan, the budget below has been prepared with indicative cost of the activities which comes to about USD22,000.00 (Twenty –Two Thousand).

**Table 8: Budget for the Implementation of the SEP**

Activity	Responsibility	Date of commencement	Cost in Dalasi	Cost in USD
Information Dissemination of the SEP	CPCU	After approval of IDA	150,000	3,000
Establishment of a platform (interactive website, Facebook pages, WhatsApp)	The Agriculture Communication, Education and Extension Services of the Department of Agriculture		200,000	4,000
Management of complaints not related to SEA/SH and VAC - Sensitization and training of management committees and office supplies	CPCU	Before the start of works	250,000	5,000
GBV / EAS / HS Action Plan - Training and awareness; Case management and support for psycho-social victims	CPCU with support from Gender specialist		200,000	4,000
M & E	CPCU	Regularly based on the overall project reporting plan	Included in project budget	-
External evaluation of the SEP	Consultant	Mid-term and final	300,000	6,000
<b>Total</b>			<b>1,100,000</b>	<b>22,000</b>

## 9. CONCLUSION

This GIRAV Stakeholder Engagement Plan, developed through a participatory approach, sets out the principles, the process of consultation and participation of stakeholders through their identification and analysis, planning of the consultation and participation strategy, the information dissemination strategy, the execution of the consultation and stakeholder participation, the grievance mechanism and the feedback strategy to the stakeholders. The plan will be implemented by the project in order to inform all stakeholders on all the stages of its implementation through interviews with the various actors and organizations concerned, public meetings, workshops or discussion groups on issues.

The plan is an operational and flexible document that will evolve as the Project is prepared and implemented, in order to take into account the engagement and participation needs of stakeholders whose actions will bring more benefit and value to the achievement of the objectives of the Project.

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## 10.ANNEXES

### 10.1. Annex1: Sample Form for recording consultations with stakeholders

<b>Date of Consultations</b>		
<b>Venue of the meeting</b>		
<b>Topic of consultations</b>		
<b>Stakeholders Present</b>	<b>Name and Function</b>	<b>Organization/Community</b>
	1.	
	2.	
	3.	
	4.	
	5.	
	6.	
	7.	
	8.	
	9.	
10.		
<b>Discussion points</b>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	
<b>Recommendations</b>		

## 10.2. Annex 2: Sample of a Feedback form

Address of the CPCU	Date of Consultation	Venue of Consultation
Name and Status of Stakeholder	Address:  Telephone:	Email:
Issues Raised	Summary of the results of the consultations	
Have we left out any point which was raised earlier?		
Have we left out any important information ?		
Is there another important stakeholder that should be consulted?		
What interests you most in the project?		
What information would you like the project to share with you? Through which channels?		
What are your suggestions and recommendations?		

### 10.3. Annex 3: Color codes on stakeholder analysis

#### a) Criteria for evaluating the level of influence of stakeholders

Level of Influence	Criteria and Recommended actions
High	Individuals or organizations in this category are considered to be "natural stakeholders" due to their high levels of influence. Collaboration with these individuals or organizations is therefore essential to ensure their support throughout the project. The actions of these actors can modify the project or even block the project. These are the actors who must be involved at all stages of the implementation of the project
Moderate	Individuals or organizations in this category attach great importance to the success of the project and therefore wish to be kept informed of its progress. These are actors whose actions may lead to rethinking the implementation of the project and cause certain stakeholders to adopt certain positions with regard to the project. They do not have the capacity to block the project but can slow down or delay its implementation. These are actors who must adhere to the implementation of the project and with whom it is necessary to ensure close collaboration.
Low	These are the actors who have a very low level of influence in the implementation of the project. The individuals or organizations in this category are not closely linked to the project and do not have a particular influence on the achievement of objectives. The strategy to put in place is to monitor these stakeholders in case their levels of power and / or interest increase.

#### b) Criteria for evaluating the level of commitment

Level of influence	Criteria and Recommended Actions
3	This criterion is attributed to actors who indicate in the interviews that they are against the project, want to oppose it or prefer not to see it implemented. Included in this category are stakeholders whose activities and investments may disrupt or destroy the achievements of the project. These are not stakeholders who do so knowingly but who have not been well informed about the project. For the latter, it is important to consider their potential influence on the project and to be proactive in managing such risks by providing opportunities for constructive engagement.
Low	In this category are classified the actors who are interested in the project, wish to collaborate in it but have only a weak capacity to participate effectively in the development and the implementation of the project. Access to information and contribution to decision-making bodies can be called into question at this level: these people are not in fact part of the GRIRAV's decision-making bodies and are not always informed of the activities of the GIRAV Project
Passive	This criterion is attributed to actors who have not expressed an interest in the project and who demonstrate no willingness to contribute to its development and / or its implementation. Also classified here are actors who have no interest in the project being implemented but who do not oppose its development.
Moderate	These actors demonstrate a strong will to cooperate, they are easily mobilized and actively participate in discussions. They have interests directly related to the project.
strong	These actors are proactive, they take initiatives, communicate on the project, mobilize people.

10.4. Annex 4: Grievance Logbook

Case number	Date Claim Received	Name of Person Receiving Complaint	Where/how the complaint was received	Name & contact details of complainant (if known)	Content of the claim (include all grievances, suggestions, inquiries)	Was Receipt of Complaint Acknowledged to the Complainant?  (Y/N – if yes, include date, method of communication and by whom)	Expected Decision Date	Decision Outcome  (include names of participants and date of decision)	Was Decision communicated to complainant? Y/N  If yes, state when and via what method of communication	Was the complainant satisfied with the decision? Y/N  If no, explain why and if known, will pursue appeals procedure	Any follow up action?
01											
02											
03											