STAKEHOLDER ENGAGEMENT PLAN

FOR THE

EARLY WARNING, FINANCE AND ACTION PROJECT (ENETAWF)

July 22, 2020

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LIST OF ACRONYMS

AP	Affected Person
ARTF	Afghanistan Reconstruction Trust Fund
CCAP	Citizens Charter Afghanistan Project
DDA	District Development Authority
ENETAWF	Early Warning, Early Finance, Early Action Project
ESF	Environmental and Social Framework
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Safeguard
FGDs	Focused Group Discussions
GBV	Gender Based Violence
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
IDA	International Development Association
IDP	Internally Displaced People
IPF	Investment project Finance
M&E	Monitoring and Evaluation
MAIL	Ministry of Agriculture Irrigation and Water
MEW	Ministry of Energy and Water
MRRD	Ministry of Rural Rehabilitation & Development
NEPA	National Environmental Protection Agency
NGO	Non-Governmental Organization
OHS	Occupational Health and Safety
PIU	Project Implementation Unit
PMU	Provincial Management Unit
Reach	Relief Effort to Afghan Communities and Households (COVID-19)
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SIA	Social Impact Assessment
WB	World Bank
WBG	World Bank Group

1. PROJECT DESCRIPTION

The Early Warning, Finance, and Early Action Project's (ENETAWF) objective is to increase the food and nutrition security of the most vulnerable households living in drought prone rural areas and put in place building blocks for an early warning-based shock responsive resilience support system with mechanisms for financing.

The Project consists of the following five key components:

i. **Early Warning component** that aims to establish an early warning system (EWS) that generates timely, robust and actionable early warnings of the onset of a drought. This component will support the GoIRA in establishing such a system and strengthen their capacity to develop and deliver critical weather, water and climate information services that underpin planning, decision-making and financing for drought risk management.

ii. **Early Finance component** that aims to establish procedures for timely financing to support pre-agreed early actions and rapid responses. The Early Finance component would ensure that the support program developed can be shock responsive, by establishing financing arrangements that ensure timely support to food/ nutrition insecure and vulnerable households affected by climate induced droughts.

iii. **Early Action component** aims to establish resilience building delivery system that can provide support (cash transfers, cash for works and nutrition packages) to extremely poor and food/nutrition insecure households and that can be scaled-up during a drought to extend support to others and increase support to pre-registered households who will be affected by the shocks that will be caused by the drought.

iv. **A contingency emergency response component (CERC)**, that will allow for rapid reallocation of project proceeds in the event of a natural or man-made disaster or health outbreak or crisis that has caused or is likely to imminently cause a major adverse economic and/or social impact. In case of activation of the CERC component, new areas and stakeholders will be affected by the project and therefore this SEP is required to be updated to reflect the emerging needs of the stakeholders

v. **Implementation management support and institutional strengthening component support** the implementation management and monitoring and evaluation of the project as well as the institutional strengthening and capacity development for the relevant departments in the Government.

1.1. Project Beneficiaries

The beneficiaries identified as the most in need of assistance across Afghanistan can be divided into three categories: (i) **Chronically food insecure households** who are extremely poor, lack consistent access to enough food for an active and healthy life and require yearlong assistance (this includes households whose income is not enough to cover their basic food and nutrition needs and households whose members cannot partake in any type of income-generating activity including subsistence agriculture, livestock production or working as casual laborers). This category includes female and child-headed households, orphans, households with pregnant and lactating women, infants and children, as-well as households with severely (mentally and/ or physically) disabled people, and households headed by the

elderly; (ii) **Seasonally food insecure households** who struggle to meet their basic food and nutrition needs in certain seasons, are especially susceptible to shocks, and therefore require support to bridge their food and nutrition gap and livelihood strengthening and resilience building support; (iii) **Shock-affected households** who can usually meet their basic food and nutrition needs but are vulnerable to natural or human-induced shocks (drought in this instance), and therefore require support when a drought occurs. Other beneficiaries include (iv) **users of weather**, water, climate and drought early warning services such as farmers, pastoralists, etc., and (v) **institutions** whose capacity will be enhanced for better service delivery.

Given the limited implementation capacity at all levels the project will seek to leverage institutions and distribution systems already in place. **20 of the targeted districts already have CDC** established by CCAP with bank accounts and beneficiary registries. In an additional **51 districts, the project intends to build on the emergency REACH project,** which will seek to revive NSP committees, create bank accounts and establish grain-banks. In the outstanding **7 hard to reach** and highly insecure districts the project will work with third party Facilitating Partners. Across **all 78 districts** the project will provide cash support to **85,000 chronically food** insecure households and **165,000 seasonally** food insecure households, for a total of 250**,000 households**. Chronically food insecure households will receive unconditional cash of US$20 per month for 6 months, and seasonally food insecure households will receive US$20 per month for six months in return for their participation in a labour-intensive public works. These works will be drawn from a shortlist of projects intended to build or rehabilitate community assets, enhancing agro-ecological resilience. From the 2nd or 3rd year onwards, the project will augment the regular support with nutritional supplements and behavioural interventions for food insecure households with pregnant women or infants under two years of age. This nutrition support will benefit 36,000 food insecure households with pregnant women or infants under two years of age. During drought year the project will scale-up vertically to provide additional support to the 250,000 households and horizontally to add 550,000 new beneficiary households i.e. overall 800,000 households will be supported during drought year.

ESS10 of World Bank's ESF requires the government to prepare and implement a Stakeholder Engagement Plan (SEP). Stakeholder engagement is an inclusive process conducted throughout the project life cycle to ensure consultation and communication, including grievance redress, and provision of appropriate information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable and accessible and appropriate manner and format. The overall objective of this Stakeholder Engagement Plan (SEP) is to define a program for stakeholder engagement, including public information disclosure and consultation, throughout the inception, construction and operation phase of the proposed projects. The SEP outlines the ways in which the implementing agencies, and CDCs/Facilitating Partners (FPs) will communicate with stakeholders and includes a mechanism by which people can raise concerns and provide feedback about Implementing Agencies (IAs include MRRD, MoF, NSIA, the Hydromet Agencies, MAIL, and National Disaster Management Authority), the CDCs, and the project itself. The SEP is a useful tool for managing communications between the implementers of a project and its stakeholders, including beneficiaries.

The detailed contents of the SEP can be summarized as follows:

- Outline of the stakeholder engagement requirements of GIRoA legislation and World Bank E&S Standards
- Guidance for stakeholder engagement, including the timing and methods of engagement with stakeholders throughout the life cycle of the project.
- Identification of key stakeholders that are affected, and/or able to influence the project.
- Description of the measures that will be used to remove obstacles to participation, and how the views of differently affected groups will be captured.
- Identification of effective ways and methods to disseminate project information as per needs of the stakeholders
- Guidance for IAs, CDCs/FPs and the supervision consultant on building mutually respectful, beneficial and lasting relationship with stakeholders
- Establishment of project-level grievance redress mechanism(s)
- Definition of roles and responsibilities for the implementation of the SEP

Communicating early, often and clearly with stakeholders helps manage expectations and avoid risks, potential conflict, and project delays. The involvement of the local population is essential to the success of the project in order to ensure smooth collaboration between project staff and local communities and to minimize and mitigate environmental and social risks related to the proposed project.

2. LEGISLATIVE FRAMEWORK

2.1 National requirements

Constitution of the Islamic Republic of Afghanistan was ratified in 2004 and i.e. lays down the legal framework that guarantees access to information for its citizens. Article fifty of the constitution states that "the citizens of Afghanistan shall have the right of access to information from state departments in accordance with the provision of the law".

The environmental law (2007) of the Islamic Republic of Afghanistan establishes the principle of the need for involvement of all interested parties in order to enable environmentally responsible development. Sub-article 5(6) of the Environmental Law states that "adverse effects should be prevented and minimized through long-term integrated cross-sectoral planning and the coordination of government and non-government bodies."

2.2 World Bank requirements

This Stakeholder Engagement Plan (SEP) is prepared for the overall ENETAWF Project and defines the procedures and approach to be followed in formulating sub-project specific Stakeholder Engagement Plans for each individual subproject in accordance with Environmental and Social Standard (ESS)# 10 of the WB Environmental and Social Framework. Borrowers are required to develop a Stakeholder Engagement Plan (SEP) proportionate to the nature and scale of the subproject and its potential risks and impacts and shall be implemented throughout the duration of the project.

3. BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

The first round of stakeholder's engagement took place in Kabul in January 2020. A total of about 80 participants were invited to the consultations through official letters and electronic media. Participants were from NGOs, academia, research institutes, international donors, private sector, and affected communities. The remaining 20% were from the government entities such as Ministry of Agriculture, Irrigation and livelihood (MAIL), Ministry of Energy and Water (MEW), National Environmental Protection Agency (NEPA) and other public institutions.

Key objectives of the consultation workshop were to:

- Engage stakeholders in project formulation by making the process more participatory, sharing project information and on anticipated impacts that might arise due to project activities;
- Disseminate plans for project activities to key stakeholders and get their inputs on better mainstreaming of Environmental and Social Management Framework (ESMF) and Abbreviated Resettlement Framework (RF) into the ENETAWF cycle;
- Seek cooperation from representatives of various NGOs, communities and government agencies to ensure good implementation of the ESMF and other environmental and social instruments
- Bringing an understanding among project beneficiaries and other stakeholders of what sustainable development entails.

Consultations on draft ESMF and SEP were conducted both at central and provincial level during June 03-06, 2020. The consultation meetings targeted about 349 people including line government and NGOs representatives, CDC members, Farmers, CSOs and representatives from vulnerable groups. CDCs used pre-defined criteria to identify the drought affected people and farmers including women and introduced them for consultation on draft ESMF. These criteria were shared with CDCs by regional CCAP offices. Draft and printed copies of the ESMF were shared among the participants and their views and feedback were collected. A virtual stakeholder workshop was conducted at central level on June 3, 2020, participated by 14 stakeholders mostly line government representatives and UN agencies personnel. Virtual and in person workshops were also conducted in 13 provinces from Jun 4-6, 2020 both at provincial capital level and at district level. The soft copy of the ESMF and SEP were also published on MRRD website on May 30, 2020.

Outcome of stakeholder consultation: participants raised their concerns linked to environmental, social and OHS issues- there were some requests with suggestion on citizen engagement and participatory approaches, GRM and public awareness sessions among the affected communities, including labor issues- and hiring labors from the targeted communities. Where appropriate, these have been incorporated into the project documents including ESMF and LMP. Ministry will make efforts to strengthen functionality of GRM to address concerns and complaints from local.

3.1. Consultation and Disclosure of draft SEP

The draft Stakeholder Engagement Plan (SEP) was shared with stakeholders for their review and feedback on May 30, 2020. The hard copies of the SEP were shared with provincial government authorities, drought affected people, and local CDCs and farmers in 13 provinces and at district level. The soft copies were also shared with stakeholders at central level on May 28, 2020 and their feedback and comments were incorporated into the SEP. The Draft SEP was also publicly disclosed on CCNPP website on May 30, 2020.

The final approved version of the SEP is re-disclosed on CCNPP website and on the WB website on August 3, 2020.

4. STAKEHOLDER IDENTIFICATION AND ANALYSIS

4.1 Stakeholders Identification

Project Stakeholders are defined as ''individuals, 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 (known as "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."

It is essential to identify who the stakeholders are and determine their needs and expectations for involvement, and their priorities and goals with respect to the Project. As part of this process it is essential to identify individuals and groups who may find it more difficult to participate and those who may be disproportionately affected by the project because of their marginalized or vulnerable status. Moreover, it is important to know how each stakeholder can be affected so that their involvement can be adapted to inform them and understand their views and concerns in a good manner.

It is particularly important to understand project impacts and whether they may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project. Hence, the E&S officer will identify vulnerable or disadvantaged individuals or groups and the limitations they may have in participating and/or in understanding the project information or participating in the consultation process. This may be women, youth, disabled community members, poor or socially marginalized groups/persons, local minority groups or IDPs/returned refugees.

All engagement should proceed on the basis of cultural acceptability and proper methods for each of the different stakeholder groups targeted and through legitimate channels. Therefore, it is important to negotiate and cooperate with the stakeholders who act as legitimate representatives of their respective stakeholder group, i.e. CDC head, village elders and local *Shura* members who have been assigned by their fellow group members to advocate the groups' interests in the process of engagement with the Project. It is because community representatives can provide awareness of the local settings and act as main channel for dissemination of the project-related information and as a primary communication link between the project and targeted communities.

The stakeholders of this project are very numerous, and to engage with them in an effective manner requires engagement with legitimate representatives of the various segments of stakeholders. These would include:

- Elected/appointed government official on district level such as the district governor (*Wolaswal*)
- Elected/appointed representative on village level known as *Arbab* or *Malik*;
- Members or head of District Development Associations (DDA);

- Community Development Council (CDC) head, village councils and self-governance bodies;
- Non-elected leaders that have wide recognition within their community, such as Chairpersons of local initiative groups, committees, local cooperatives, farmers' cooperatives etc.
- Religious leaders such as Mulla/Imam;
- Leaders of community-based organizations (CBOs), local NGOs and women's groups;
- Teachers and other respected persons in the local communities, etc.

For the purposes of effective and tailored engagement, ENETAWF stakeholders can be divided into the following core categories:

4.1.1 Affected Parties

The Project will identify individual, groups, local communities and other stakeholders that may be directly or indirectly affected by the project either positively or negatively. Engagement Plan (SEP) focuses particularly on those communities that are directly and adversely affected by project activities. All community members in the villages will be affected during implementation of the Project because by implementing the project they will have either direct or indirect impacts. The consultation with the affected people will be held in the villages through CDC meetings. These meetings will be organized by the Community Development Councils/or Facilitating Partners as an alternative whereby its members have been informed the objectives of the meeting. This will enhance the attendance of many community members in the meetings.

ENETAWF Communities in the targeted areas across all 78 districts:

- 85,000 chronically food insecure households
- 165,000 seasonally food insecure households, for a total of 250,000 households
- This nutrition support will benefit 36,000 food insecure households with pregnant women or infants under two years of age
- During drought year the project will scale-up vertically to provide additional support to the 250,000 households and horizontally to add 550,000 new beneficiary households i.e. overall 800,000 households will be supported during drought year

4.1.2 Interested Parties

Other interested parties will include institutions that are working in villages; these will include extension workers (MAIL), CDCs/village leaders and Civil Society organizations that are working with the affected communities. These groups will have a role to play and also will have a broader knowledge of the environmental and social characteristics of the project area and the nearby populations even if they are not directly affected. The government institutions at the national and local levels, development partners and civil society organization and other stakeholders are directly and/or indirectly engaged in the project.

The following projects' stakeholders (ministries and agencies) will play a crucial role in the design and implementation of the project:

- Line Government Agencies both at central and at provincial level
  - Ministry of Labors and Social Affairs (MoLSA)
  - Ministry of Refugees and Repatriation (MoRR)
  - Ministry of Finance

- The National Statistics Information Authority
- The Hydromet Agencies
- Ministry of Agriculture, Irrigation and Livestock (MAIL)
- The National Environmental Protection Agency (NEPA)
- United Nation agencies such as;
  - World Food Program (WFP)
  - The United Nations Population Fund (UNFPA)
  - The United Nations Environment Program (UNEP)
  - United Nations International Children Fund (UNICEF)
- International and national NGOs and research groups such as;
  - Integrity Watch Afghanistan (IWA),
  - Afghanistan Research and Evaluation Unit (AREU),

Mass media and associated interest groups, including local, regional and national printed and broadcasting media, digital/web-based entities, and their associations.

4.1.3   Vulnerable individuals & Groups

It is important to ensure social inclusiveness of the stakeholder engagement and take extra measures to facilitate the Involvement of vulnerable individual and groups. Vulnerability may stem from a person's ethnic/religious affiliation, gender, age, disability/poor health, poverty.

In order to involve vulnerable groups and individuals in the stakeholder engagement process, it is necessary to understand (i) which limitations do they face in participating and/or in understanding the project information or participating in the consultation process; and (ii) what might prevent these individuals or groups from participating in the planned process? (For example, language differences, lack of transportation to events, accessibility of venues, disability, lack of understanding of a consultation process). Ensuring their involvement often requires the application of specific measures and assistance facilitating their participation in the project-related consultations so that their awareness of and input to the overall process are proportionate to those of the other stakeholders.

Within the Project Area of Influence, the vulnerable groups may include the following:
- Elderly people and children (as children are involved to fetch water for household purposes along with women);
- Persons with disabilities and their careers;
- Low-income and extremely poor families and unemployed;
- Women-headed households or widowed mothers with underage children;
- Internally Displaced People (IDPs) and Returnees (displaced by violent conflict, drought) or labor migrants, adding to the pressure on local resources, including water resources and employment opportunities.
- Pastoral nomads and other migrating groups and ethnic minorities

Following measures will be adopted in the Stakeholder Engagement strategy to ensure that the views and concerns of vulnerable groups are properly reflected in the decision-making process and are incorporated in the project documents.

- Issuance of invitations specifically to: i) women, and in particular to female-headed households; ii) pastoral nomads and other migrating communities of the subproject area; (iv) disabled; iii) displaced PAFs/IDPs, (iv) other very poor and other vulnerable groups, incl. any local ethnic minorities.
- Conduct specific consultations with each of these groups separately in a location and venue easily accessible to them.
- Consultations with vulnerable people will be conducted throughout the project life. There will be separate Focus Group Discussions (FGD) arranged with vulnerable people during project design/Social Impact Assessment (SIA) preparation stage. At the initial FGD meeting the frequency of future meetings will be agreed. The key focus will be to explore problems and needs of these groups and how to reach them. There will also be regular meetings conducted with these groups during project implementation

4.2 The key stakeholders of the project

The below table describes the key stakeholders, with their interests in the project and impacts over these groups.

Table 1: Key stakeholders and need for their engagement

Stakeholder	Interest/Cause in Engagement
1. Project Affected People	
a. Drought affected people	As beneficiaries of the project, they are frontline stakeholders in subproject preparation and implementation. They will be affected both positively and negatively by the subproject activities. Some of them such as CDCs can be engaged in identification of projects beneficiaries and play leading role as community representatives in the selection and implementation of subprojects. Needs and interest are varying at grass root level, therefore the project needs to strategically identify the need and interest of each separate group of stakeholders and incorporate their views and concerns in project related decision-making process.
b. Chronically food insecure − extremely poor families − Families having no income-generating activities − Child-headed households − Female and, orphans, households with pregnant and lactating women − infants and children households − Households with severally disabled people − Households headed by elderly	
c. Seasonally food insecure households	
d. Shocks affected households	
e. Community Development Councils (CDCs)	
f. Tribal and religious elders in the targeted communities	
2. Other Interested Parties	

a) Government Stakeholders (Central Level)	
− Ministry of Finance (MOF)	
− Ministry of Agriculture, Irrigation and Livestock (MAIL)	
− Ministry of Public Health (MOPH)	Some of them are the members of the Early Warning, Early Finance and Early Action Committees facilitating the project preparation and implementation process. Some are policy making and legislative/executive authorities can provide legal and administrative support for project preparation and implementation. Others provide sectorial and thematic coordination and support to project activities. Some of them will be playing supervisory and monitoring agents' role to ensure transparency and accountability in project preparation and implementation process.
− Ministry of Education (MoE)	
− Ministry of Refugees and Repatriation (MoRR)	
− Ministry of Labors and Social Affairs (MoLSA)	
− Ministry of Communication and Information Technology (MCIT)	
− Afghanistan National Disaster Management Authority (ANDMA)	
− National Environmental Protection Agency (NEPA)	
− National Water Affairs Regulation Authority (NWARA)	
− Afghanistan Meteorology Department (AMD)	
− National Statistical Information Authority (NSIA)	
− Facilitating Partners (FPs) – In 7 Hard To Reach Districts FPs will be engaged	
b) Government Stakeholders (Provincial Level)	
− Directorate of Rural Rehabilitation and Development (DRRD)	Provide provincial level legal and legislative support. Play key role in project beneficiaries' identification, coordinating safety nets and labor-intensive public work activities and identification and preparation of subproject activities. Provide thematic and sectorial coordination and technical support to project activities. Coordinate project activities with other developmental activities in the region to avoid overlapping response. Help project staff in security provision and providing other facilities at field level. Participate in project related monitoring and oversight resulting in an increased transparency and accountability.
− Directorate of Agriculture, Irrigation and Livestock (DAIL)	
− Directorate of Labor and Social Affairs (DAIL)	
− Directorate of Public Health (DoPH)	
− Directorate of Education (DoE)	
− Provincial Office of Water Affairs Regulation	
− Directorate of Environmental Protection Agency (DEPA)	
− Provincial ANDMA Office	
− Provincial Statistics Information Office	
− Provincial/District Governor Offices	
− Provincial Council	
c) International Agencies	

− United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)	Provide platform for countrywide emergency response efforts. Sharing knowledge and information about relief services and coordinate service delivery process. By providing inputs inform the project preparation and implementation process. Can provide cross support to project activities and facilitate gross root level implementation
− United Nations Food and Agriculture Organization (UNFAO)	
− World Food Program (WFP)	
d) Non-governmental organizations/Civil society Organizations	
− Integrity Watch Afghanistan (IWA)	Can play vital role and interested in project related transparency and accountability process.
− Afghanistan Research and Evaluation Unit (AREU)	
− Facilitating Partners (FPs) – In 7 Hard To Reach Districts FPs will be engaged	
− Other provincial level CSOs engaged in transparency and accountabilities of government service delivery process	
e) Media Agencies	
− Media agencies (including TVs and Radio Channels both at central and provincial level)	Support awareness raising and accountability and transparency in the service delivery process of the project

4.3 Stakeholder Engagement Process

The table 1 provides an overview of stakeholder needs as per the project activities. This table can be used as a template at time of revising this document.

Table 1- summary of stakeholder needs:

Community	Stakeholder Group	Key characteristic	Languages Need	Preferred notification	Specific needs
Communities directly affecting by the project within the targeted 78 districts.	(i) potential beneficiaries I.e. poor and vulnerable groups; (ii) communities where project activities are implemented; (iii) Facilitating Partners (implementing	250,000 potential households; - 800,000 household during drought years	Pashto, Dari and if required in other languages as well	Notification via Community Development Councils (CDCs) Focus group discussions, Key informant interview (KII), Radio, Separate consultation with women and affected	a) Identifying suitable location for separate consultations with women (b) Addressing constraints suffered by other vulnerable groups including local minorities in accessing

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				persons in their local languages with a special consideration for vulnerable and disadvantaged groups	information from CDC and joining FGD c) Addressing constraints suffered by nomads/migrating groups/ IDP and returnees' communities in accessing information via CDC and joining FGD
the project in 7 HTR districts)					
Local communities indirectly affecting by the project activities and in living in project area of influence (inside the 78 districts)	Local communities in the area of influence (AOI) but not directly benefitted under ENETAWF subprojects.	Exact number and characteristics for this is not known and is subject to revision.	Pashto, Dari and if required in other languages as well	Notification via CDCs, Radio, announcement in mosques and social media, Focus Group Discussion and virtual meetings	Capacity building support for local CSOs and virtual meetings due to COVID-19
Local government agencies	a) Provincial line departments and government institutions b) All DDAs and CDCs comprising of male and female members (separate male/female CDCs)	Number of CDC Members will be determined for the resettlement Framework.	Pashto, Dari and if required in other languages as well	Email & mail notification and telephone Presentation and meetings. Virtual or one to one meeting. Key Informant Interviews and FGDs. Social media (What's App and FB groups).	

	b) Provincial CSOs and CBOs				
Civil Society and Research Organizations	Integrity Watch Afghanistan (IWA), Afghanistan Research and Evaluation Unit (AREU) Other provincial level CSOs engaged in transparency and accountabilities of government service delivery process	Can be engaged by the project to Support awareness raising and accountability and transparency in the service delivery process of the project	Pashto and Dari and if required in other languages as well	Communication via email and virtual monthly meeting skype and webex. One to one meetings and key informant interviews and FGDs. Communication through Social media (What's App and FB groups).	Sharing project related brochures and pamphlets to participate in public awareness raising, transparency and accountability process.
Media Agencies (including TVs and Radio Channels both at central and provincial level)	TVs such as Shamshad, Tolo, Ariana and radio Spogmai and provincial level TV and radio stations in the targeted **provinces/ districts**	Interested to advocate for transparency and accountability of the service delivery and can be easily mobilized and activated	Pashto, Dari and if required in other languages as well	Media outlets, Newsletters. Information sharing through social media and media briefings.	Connection could be made at both at central and at provincial level to enhance project related coverage in the targeted areas.
Vulnerable people in the targeted provinces	Elderly people and children, Persons with disabilities; Low-income and extremely poor families and unemployed;	Socio-economically vulnerable population and disenfranchised group often under represented and or ignored	Pashto, Dari and if required in other languages as well	Notification via Community Development Councils (CDCs) Focus group discussions, Key informant interview (KII), Radio, Separate consultation	a) Identifying suitable location for separate consultations with the vulnerable people (b) Addressing constraints suffered by other

				with vulnerable in their local languages	vulnerable groups including local minorities in accessing information from CDC and joining FGD c) Addressing constraints suffered by nomads/migrating groups/ IDP and returnees' communities in accessing information via CDC and joining FGD
	Women-headed households or widowed mothers with underage children; Internally Displaced People (IDPs) and Returnees (displaced by violent conflict, drought) or labor migrants, Pastoral nomads and other migrating groups and ethnic minorities				

5. STAKEHOLDER ENGAGEMENT PROGRAM

5.1   Planned stakeholder engagement activities

This section describes stakeholder engagement activities that will be implemented by the PIU-ENETAWF throughout the project life. It includes activities related to the specific project phases as well as the ongoing routine engagement.

5.2   Proposed Strategy for Information Disclosure

The Stakeholder Engagement plan will be disclosed on the MRRD's website. CDCs will be used as the main entry points for community engagement to effectively reach and consult different groups of stakeholders. Furthermore, information prior and during project implementation will be made available through brochures in local languages (Dari/Pashto), in the districts and urban areas in CDC and GA Offices, where activities will be conducted. Where radio stations have coverage to the project site, information will be transmitted through these in both Dari & Pashto languages. Also, social media will be used to disclose information about the project. ENETAWF will be responsible for the project launch and disclosure of the SEP, GRM and other E & S documents so that all involved communities are made aware of the different uptake channels to register their complaints or concerns. Information sharing meetings will be in the form of Focus Group Discussions if allowed by COVID-19, otherwise virtual meetings will be arranged. All views

and feedbacks will be recorded. CDCs are the key in the mobilization of the community and holding meetings with them once there are needs in the community.

The MRRD will employ different means of communication to disseminate information to different categories of stakeholders, and to engage them in consultations:

- To reach the maximum audience, radio spots (local radio) in national languages will be transmitted;
- Billboards will be placed in key strategic location, especially at district and at provincial level, to transmit brief information regarding the project activities and upcoming consultations;
- Workshop with the local communities for in-depth consultations;
- Brochures and leaflets which will contain information on eligibility criteria and entitlement matrix-these brochures will be distributed to local people in the targeted 78 districts and other sites if required.
- Press releases/press conferences
- Consultations in Kabul for all national stakeholder groups, and in district headquarters for all locally based stakeholder groups.
- Separate meetings will be conducted for women and other vulnerable and disadvantaged groups (as needed), as women cannot be expected to join non-segregated meetings. Suitable location(s) will be identified with easy access.

5.3   Engagement Methodology

Various engagement techniques to engage with stakeholders will be used. When selecting a consultation technique, the specific purpose, cultural appropriateness and practical functionality should be considered. Due to COVID-19 mostly face to face meeting are not feasible in many cases, therefore MRRD and other stakeholders including Facilitating Partners will follow the following techniques to reduce staff and communities' exposure to communicable diseases. The techniques mostly used are:

Table 2. Summary of Stakeholder Needs and Preferred Communication Means in period of COVID-19

Target Group	Engagement Technique	Appropriate application of the technique	Frequency of usage
Project affected Communities and other groups and entities within each sub-project areas and within the targeted 78 districts.	Project information displayed in local mosques, schools, health centers project offices etc. Virtual meetings, What's App Groups and Social Media, such as FB, Radio and TV broadcasting	• through social media and virtual sources • Enable stakeholders to speak freely about sensitive issues in one-to-one meetings, emails and other online channels • In person meetings and one to one meeting with	Monthly/quarterly

		the socially exclusive and vulnerable	
Local government agencies	Correspondences (Phone calls, Emails, Official letters by post, Text messaging),	• Distribute information to Government officials, NGOs, Local Government, and organizations /agencies • Invite stakeholders to meetings considering social distancing, virtual sessions and follow up	Whenever needed
UN agencies, NGOS, CSOs and other stakeholders	One-on-one Meetings, Virtual meetings, What's App Groups, Social Media and Webex Meetings	• Seeking views and opinions • Build personal relations with high level stakeholders • Disseminate technical information • Record discussions	Monthly/Quarterly basis
Vulnerable people	In person and one on one meetings with vulnerable people and their representatives, specifically with the department of social affairs and women to reach the most vulnerable groups in the targeted districts	• Seeking ideas how to promote social inclusion and representation • Discussion on how the selection criteria could be developed to avoid social exclusion • Disseminate project related information to the representatives of vulnerable peopl	Monthly/Quarterly

5.5   Estimated budget

A tentative budget for implementing the Stakeholder Engagement Plan (SEP) over five years is estimated. MRRD will review this plan every six months to determine if any changes to stakeholder classification or engagement are required. If so, the plan will be updated, and a new revision distributed. The budget will be revised accordingly.

Stakeholder engagement Activities	quantity	Unit cost (USD)	Times/year	total cost (USD)	Remarks

Staff salary (Senior GRM Officer)	1	1200	48	57,600	1200/ month
Provincial E&S and GRM Focal Point	15	1200	48	432,000	600/month. One for each province
Travel expense for staff	78	200	1	15,600	
Community meetings in 78 districts	78	50	1	3900	
Communication materials (pamphlets, posters- brochures- including design)	78	200	4	62,400	78 districts
Training on social/environmental issues line- ministries, provincial directorates and CSOs etc.	78	100	1	7800	
Citizen satisfaction survey – by the external consultant	1	5000	2	10000	To measure the grade of satisfaction on GRM functionality
Stakeholder consultation	2	500	4	4000	
Sub-total				**593,300**	

6. MONITORING AND REPORTING

6.1 Involvement of stakeholders in monitoring activities

The SEP will be revised and updated regularly as needed in order to make sure that the information presented here is most recent and consistent with the project context. The regular stakeholder meetings are also a way of monitoring the project progress and quality of stakeholder engagement. Stakeholders will be asked during the consultative process on how effective the meetings and process of engagement are. There will be internal monitoring of the SEP implementation and effectiveness by the M&E team of Project Implementation Unit (PIU). The PIU will monitor the SEP in accordance with the requirements of the Legal Agreement and the Environmental and Social Commitment Plan (ESCP) including changes resulting from changes in the design of the project or project circumstances. Moreover, for keeping transparency in performance and monitoring, an independent third-party monitoring will be contracted by PIU. The third-party monitoring will audit the implementation of Environmental and Social standards and measures of the project. It will involve auditing of project impacts and mitigation programs incl. the proper implementation of SEP, ESMP, EMSF and other relevant instruments as required. The independent

monitoring will be carried out by a qualified national / international firm that has a previous relevant experience. For further information, see the World Bank's Good Practice Note on Third-Party Monitoring.

6.2   Reporting back to stakeholder groups

The project's SEP will aim to support the development of a robust, productive and responsive relationship among the key identified Project stakeholders. Periodic stakeholder consultations throughout the project life will ensure that the stakeholders will be informed about important details on the undertakings, routines, status, and progress of the project. All such engagement meetings will have minutes recorded, which will be stored in the stakeholder engagement database; this will ensure that (i) there are records that can be referred to and that all views raised are taken into consideration, and (ii) commitments made are delivered upon. As described above, minutes of these meetings along with a matrix of comments and responses/commitments will be prepared and disseminated. Despite this information used internally to influence project related decision-making process, it will result in an annual report on stakeholder engagement under ENETAWF Key Performance Indicators.

 The key performance indicators identified to track the implementation of SEP are:

- 70% of the project related grievances are timely addressed
- In the project-related consultation meetings, 50% of participation is from non-governmental entities such as communities, private sector, Civil Society Organization etc.

ENETAWF will conduct citizen satisfaction survey to assess the beneficiaries' overall satisfaction and perception on the above citizen engagement program. The project will conduct citizens satisfaction survey following each year ofproject implementation. Satisfaction with information and consultation regarding ESF instruments and risks/impacts mitigation measures will be included.

7.   Management functions and Responsibilities

The MRRD PIU has the overall responsibility for the implementation and updating of SEP. At central level MRRD has a PIU and at regional level there is a PMU office. At the national level, MRRD will have an Environmental and Social E&S Unit (ESSU) with four staff; a Senior Environmental Officer, a Senior Social Officer, Senior Gender Officer and a Senior Grievance Handling Officer. This unit will be responsible for all E&S issues and ensuring the SEP is implemented and updated regularly.

At the regional level, in each of the 7 regions, there is one dedicated Environmental and Social E&S Officer (male or female) as a focal point. This officer will be responsible to cascade the training received from the central level ESSU to the E&S Focal Points/Senior Engineers in the PMUs and support the relevant PMUs in the implementation of SEP.

An E&S and Grievance Redress Mechanism Focal Point will be assigned within Provincial Management Unit (PMU) in order to provide essential coordination for handling E&S issues and complaints in a timely and satisfactory manner. The E&S and GRM Focal Point will oversee the implementation and monitoring of SEP implementation at provincial level

Responsibilities of the PIU and PMU in term of Grievance Redress have been outlined in the GRM section of the SEP.

8. GRIEVANCE REDRESS MECHANISM (GRM):

8.1. The ENETAWF'S GRM

The ENETAWF project will target 78 districts in total across the country, where it will use the existing GRM system of the Citizens Charter Afghanistan Project (CCAP) in 20 districts and will further expand this to the 51 non-CCAP districts. The existing GRM covers village/CDC level, Cluster level, district/Nahia level, provincial/municipal level, and central/HQ level. Different uptake channels are open for project beneficiaries and other stakeholders to lodge their grievances entertaining different platforms of grievance resolution. The Stakeholder Engagement Plan (SEP) for this project provide detailed GRM system which will be used for this project. Since only 20 of the planned 78 ENETAWF districts currently are covered by the CCAP, critical efforts need to be made to expand the existing GRM system into the new provinces and districts. In the 7 hard to reach districts the Facilitating Partners will establish their own GRM system, specially reactivating CDCs to establish village/CDC level, cluster and district level GRM. The PMU at regional level will receive the record of all grievances from provincial offices and the Facilitating Partners and will record those on the central database.

To ensure transparency and accountability in the design and implementation process of the ENETAWF, a Grievance Redress Mechanism (GRM) has been established as part of the Stakeholder Engagement Plan (SEP) to address project related grievances. This GRM is both centrally and locally based formalized system for receiving, evaluating, and addressing project related grievances from affected persons, groups or families at community, project, regional or central level. This manual describes the Grievance Redress Mechanism that ENETAWF project has put in place addressing grievances, complaints or concerns about project development and governance process that are inequitable, exclusive, non-transparent, non-accountable, non-participatory or not following the project implementation guidelines. The GRM system is also a channel for project staff and non-staff to report project management grievances including but not limited to reservations in areas of recruitment, financial management, procurement and operational mechanism of the project activities.

The GRM will entertain all types of complaints, comments, enquiry and suggestions, that relate to the ENETAWF project effectiveness and efficiency. In order to ensure transparency in handling and processing of grievances, all stakeholders, especially complainants will be kept informed of the handling process and the outcome of the redressal process in a timely manner. Confidentiality is an integral part of fairness, and the identity and personal details of complainants will only be disclosed to those involved in the resolution of the grievance (this may be GRM, or other project staff).

8.2. Who Can Use GRM?

Communities and other stakeholders and or non-stakeholders can complain about management and governance processes of ENETAWF that are inequitable, exclusive, non-transparent, non-accountable, non-participatory, and non-representative and/ or do not follow fair and transparent selection process of beneficiaries, sub-projects and labor selection for labor intensive public work, project implementation, procurement, and or financial management. A complaint can be filed against the Government, Community Development Councils (CDCs), Facilitating Partners, Provincial Management Unit (PMU) or

Project Implementation Unit (PIU), private individuals or any other party that interfere in development or governance, and subvert the process. In sum, the Grievances Redress Mechanism ensure that communities, or groups and individual within communities, can raise their voice and obtain fair and just resolution in case those that facilitate the program (Government or Facilitating Partner staff) or peoples' elected representatives (CDCs, as well as Cluster CDCs) do not follow accountable, transparent, participatory, inclusive, pro-poor and pro-women, development practices. Social conflict not related to the ENETAWF project do **not** qualify as a grievance. This is because the Grievances Redress Mechanism is limited to the development and governance work of the Government and its Partners, not issues that arise amongst local resident irrespective of the ENETAWF.

The GRM is also a channel for staff and non-staff (communities, staff from Facilitating Partners) to report project management grievances. These include, but are not limited to, digressions in the areas of recruitment, financial management, and procurement at district, provincial or HQ levels. Project Management Grievances will be registered then channeled to the Grievance Handling Division of MRRD or if at HQ to the Program Leadership.

8.3. The Purpose of GRM;

The purpose of the GRM:

- To give guidance to PIU/PMU and MRRD about grievance handling relating to project activities in an effective and efficient manner.
- To help stakeholders and the affected communities understand what they should expect from ministry, facilitating partner, CDCs, PMU and PIU.
- To educate project affected people (PAPs) and other stakeholders on how to lodge their complaint related to project activities.
- To promote a mutually constructive relationship between local communities, ministry, Facilitating Partners, CDCs, PIU and PMU.
- To provide clarity and predictability on how complaints are received, sorted/segregated assessed, resolved, and monitored.

8.4. Core Principles Of GRM

a. The affected communities and workers have the right to raise their concerns and complaints about the project activities.
b. The affected communities, workers and other stakeholder who raises a grievance will be offered the opportunity to discuss their complaint and their views will be sought on how they would like the matter to be taken forward. They will be kept informed of the progress of the grievance.
c. Decision makers will ensure that decisions are taken objectively, are non-discriminatory and pay due regard to the evidence available and the circumstances of the case.
d. Matters will be dealt with promptly, but with sufficient thoroughness.
e. The complainants will be given explanations of and have the right to appeal against the decision made on their grievance.

f. The outcomes of grievances will be actively managed to assist all concerned to move forward positively.

8.5. STRUCTURE OF GRIVANCE REDRESS COMMITEES (GRCs) FOR ENETAWF

Grievances that originate in communities and are complaints or concerns about the ENETAWF'S project development process and sub-projects or about CDCs and Cluster CDCs and their governance work are channeled through the below committees. Grievances that are about the administration of the ENETAWF (e.g. issues relating to recruitment, beneficiaries' selection, social inclusion, procurement, financial management or etc.) will be recorded in the grievance registration database by the grievance handling division. The ENETAWF GRM will consist of the following five layers of Grievance Redress Committees.

Village/CDC Level Grievance Redress Committee
The Community Participatory Monitoring Committee (CPM) also serves as the Grievances Redressal Committee (GRC) at the community/village level:

- The CPM/GR Committee will be a permanent body. The same members will serve on it during the lifespan of the CDC since there will be training investment.
- The CPM/GR Committee should be selected from sub-committee members and comprise of 10-12 people.
- Ideally, there should be an equal number of men and women.
- At least two of the team members should be literate and they should serve as CPM/GR Committee Chairperson and CPM/GR Committee Secretary. The Chairperson will be managing the team, and the Secretary will be responsible for documentation and filing
- The team cannot include any CDC members as this is meant to serve as an independent monitoring and grievances redressal mechanism
- Any grievance related to the ENETAWF or its sub-projects and the CDC/Cluster CDCs Governance work, PMUs or field staff will be registered and documented. Social issues unrelated to the ENETAWF's development or governance work is not a grievance to be raised here but should be solved internally by the community.

Each community will have a complaint box and the CPM/GR Committee should check the box at least once a week or if they know a grievance has been put. The person(s) can put a complaint anonymously. If they wish, individuals or groups can also hand a complaint to the CPM/GR Committee.

Grievances that are raised at the community level (through the box or to the Grievances Committee) will be first and foremost attempted to be resolved at the community level within a period of 10 days. If a Grievance is raised to the CDC members, they should share this grievance with the CPM/Grievances committee who is responsible to solve the issue at the community level. All Grievances must be put on the Grievances Form and registered in the Grievances Registration Book and channeled to the District Office via the Social Organizers and Facilitating Partners (FPs). If the Grievances is against a FP Social Organizer, it should be channeled through the Government MRRD District Office via the Government

Social Organizers or Engineers. All Grievances, even if they are solved at the community level, must be sent to the District Management Unit (DMU) and entered into the database.

The CPM/GR Committee will review the Grievance and decide if the Grievance is legitimate. If the Grievance is legitimate, the CPM/Grievances Committee should speak to the complainant and ask them if they wish to raise this grievance in person or if they wish to have the CPM/Grievances Committee raise the Grievances on behalf of the complainant. Depending on the Grievances (against the CDC, a sub-committee, or a villager), the CPM/Grievances Committee should organize a meeting with the complainant and the person(s) or body against whom the grievance is raised and discuss how it can be solved. If the complainants wish to remain anonymous and or have not put their names on the Grievances form, then the CPM/GR Committee should, after determining that the Grievance is legitimate, act on behalf of the complainant and try to resolve the issue. If the Grievance is solved, this is noted and the MRRD District Office is informed by the social organizer or FP, and the Grievance is entered in the database as solved.

If the Grievance cannot be solved at the community level, then it should be referred to the CPM/GR Committee at the Cluster level for further action and resolution. If the Cluster CDC and its sub-committees, as well as the CPM/GR committee have not been established, the Grievances is taken directly to the MRRD District Office by the Social Organizer or FP. The District Office will then channel the Grievance to the PMU where the database officer will then enter the form and inform the MRRD Grievances Redress Division (GRD), who will attempt to solve the issue.

Also note that MRRD's Social Organizers and or FPs should meet with the CPM/GR Committee in each follow up visit to note all grievances in the registration book, submit all grievances that have not yet been submitted to the District Office, and offer support to the CPM/GR Committee in case it is needed.

Cluster Level Grievance Redress Committee
- The Cluster CPM/GR Committee will be a permanent body. The same members will serve on it during the lifespan of the CDC since there will be training investment.
- The Cluster CPM/GR Committee will consist of 8-16 people and each CPM/GR Committee from each community in the cluster will select 2 persons (1 man and 1 woman) to serve in the Cluster CPM/GR Committee. Ideally, there should be an equal number of men and women
- At least two of the team members should be literate and they should serve as Cluster CPM/GR Committee's Chairperson and Cluster CPM/GR Committee's Secretary. The Chairperson will be managing the team, and the Secretary will be responsible for documentation and filing.
- Cluster Grievances Redressal Committee members cannot be CDC members or the professional from the Clinics/Schools who are included in the Committees.
- Any grievance related to the ENETAWF's development process or its sub-projects and the CDC/Cluster CDC's Governance work will be registered and documented. Social issues unrelated to the ENETAWF's development or governance work is not a grievance to be raised here but should be solved internally by the community.

The Cluster CPM/GR Committees resolve grievances received directly or grievances referred to from the communities under the Cluster. Grievances at this level should be addressed within 10 days. Here too, as in the community, the complainant and the person(s) or body (e.g. CDC) against whom the complaint is made, will have an opportunity to explain their position. The Cluster CPM/GR Committee should then attempt to solve or address the Grievance and make sure that the ENETAWF's Operation Manuals is followed. If the complainants wish to remain anonymous and or have not put their names on the Grievances form, then the Cluster CPM/GR Committee should, after determining that the Grievance is legitimate, act on behalf of the complainant and try to resolve the issue. If the Grievance is solved, the MRRD DMU is notified and the Grievance is noted as solved in the database. If the Grievance is not resolved at the Cluster level, it should be referred to the District level GRC for further action and resolution.

Note: The Government Social Organizers and FPs are responsible to meet the CPM/GR Committee in every follow up visit to collect new grievances that have been entered into the Grievances Registration Book and submit them to the District Office and offer and support the Cluster CPM/GR Committee might need.

District Citizens Charter Management Committee (DCCMC)
The District Citizens' Charter Management Committee (DCCMC) consists of the District Governor (who oversees the Committee), and the highest staff member of MRRD, MoPH, MoE, and MAIL. The MRRD District Manager will register all cases, their outcomes or recommendations and ensure these are entered into the database. The DCCMC, just as in the communities and Cluster communities, will provide an opportunity, where the two parties can explain their position and the DCCMC, led by the District Governor, will attempt to solve the Grievance. If the complainants wish to remain anonymous and or have not put their names on the Grievances form, then the Cluster CPM/GR Committee should, after determining that the grievance is legitimate, act on behalf of the complainant and try to represent the issue. If solved, DMU will enter the Grievance as solved; if not the PMU will be informed and will attempt to solve the Grievance. If the PMU cannot solve the Grievance, it will write a report and submit the report to the Provincial Citizens' Charter Management Committee (PCCMC), headed by the Provincial Governor, who will then attempt to solve the Grievance.

The CCNPP's district manager is responsible to refer and follow up with the DCCMC to ensure that the Grievances are heard by this body. If a grievance cannot be solved within 26 days at this level, it should be forwarded to the CCNPP's PMU for action and solution.

Provincial Citizens Charter Management Committee (PCCMC)
The Provincial Citizens' Charter Management Committee (PCCMC) members are heads of Provincial Directors of Rural Rehabilitation and Development, Agriculture, Irrigation, and Livestock, Public Health, Education. The Committee is chaired by the Provincial Governor and CCNPP's Provincial Manager will record and document decisions and follow up to ensure that Grievances not resolved at the District level are heard at the PCCMC level.

Finally, if not solved the Grievance will be sent to the Central Citizens' Charter Management Committee for resolution/ decision.

The CCNPP's Provincial Manager is responsible to refer and follow up the grievances received directly or referred grievances. Unsolved grievances should be presented to the Provincial Governor for his/her consideration that may need PCCMC meeting. Ultimately, if a grievance cannot be solved within 26 days at this level, it should send to the HQ's GRD/GRU for further process, where it will be forwarded to the Central Citizens' Charter Management Committee or the relevant Division/ Senior Management (depending on the Grievance).

Central Citizens Charter Management Committee (CCCMC)
Grievance Redress Division (GRD) is responsible to receive, analyze, categorize the incoming grievances and then refer them to the related entities for further action and solution. Grievances related to the ENETAWF's development or governance activities at the community or cluster community level that have gone through the various levels (including Cluster, District, and Province) and that have not been solved, will be channeled to the Central Citizens' Charter Management Committee (CCCMC). The CCCMC consists of the Deputy Ministers of all CCNPP Ministries and is chaired by the Deputy Minister of Finance.

Grievances that relate to the administration of the ENETAWF's (project management, such as Recruitment, HR issues, Harassment, Procurement, and Financial Management) at the district or provincial levels should be registered and channeled through GRD/GRU to the relevant HQ Division (with a copy provided to the Director General. If the Grievance is against an HQ Division's practices or activities, then the complaint should be taken to the Director General of the CC program.

In addition, GRD/GRU handles the grievances channeled from lower levels or the performances of lower levels are not according to OM. If the grievance cannot be resolved at the GRD/GRU level, then the issue will be referred to the CCCMC to be resolved. The CCCMC only handles grievances that cannot be resolved by the GRD/GRU.

8.6. Grievance Redressal Committees Terms of Reference:
The formed Committee will have the following tasks to perform:

- To receive and register all incoming grievances into the Grievance Registration Book (16b) and Form (16 a) at CDC and CCDC/GA levels
- To analyze the grievances in order to understand the nature of grievances and an appropriate way to deal with them
- To categorize all incoming grievances
- To refer the analyzed grievances to the related committees/entities for resolution, and complainants, if they wish to come forward should be able to explain
- To follow up on the grievances with the responsible committees/entities to speed up the process and reach the result (timeline based)
- To hold periodic Grievance Redressal Committee's meeting, as required
- To feed the result back to the complainant
- To check the complaints box and address the incoming complaints.

GRM focal points responsibilities at the District, Provincial and Central Levels

- To submit physical summary of key and unresolved grievances to District Governor, Provincial Governor, MRRD General Director and IDLG General Director by CCNPP District Manager, PMU Managers and GRD's Head.
- Announce the meeting, preparing and sharing agenda to the members of the committees (DCCMC, PCCMC, and CCCMC).
- Providing the minutes of the meeting to the committees' members.

8.7. GRIEVANCES UPTAKE CHANNELS

Citizens can submit their grievances regarding any element of the ENETAWF without any restriction through a variety of means as listed below:

- Grievance Boxes: Will be in a visible place in each community, District and Provincial Office, and at the Ministries in Kabul.
- Personal Visit: Complainants can personally submit his/her grievance to one of the relevant Grievances Redressal Committees.
- Telephone Hotline: The complainant can report his/her grievance verbally to a dedicated telephone hotline (the number of which displayed on the Brochures and Posters).
- Telephone Message: Complainant can send text massage of his/her grievance to a dedicated phone number.
- Petition: Complainant can submit his/her written petition directly to one of the grievance handling committees (CPM/GRC at the village/CDC and cluster levels, DCCMC at district level, PCCMC at the provincial level, and Central level.
- Email: Those complainants who have access to the internet can send their grievances to emails address that provided in the Brochures and Posters.
- Web Portal: An online web page will be under ENETAWF's main website. Here, a form (16a) needs to be completed.

Anonymous Complaints

This GRM ensures to consider all complainant's (anonymous, or known) complaints irrespective of their nature, size and complexity. Therefore, all grievances, comments and suggestions received will be registered and processed the same. At the same time, feedback to the anonymous complainant is virtually impossible; however, the complainant will be able to notice the change if the Grievances is properly solved.

Timelines/Business Standards

All grievances, irrespective of their nature and size shall be considered and corrective actions must be taken within 10 days at CDC and Cluster Levels, 26 days at District, Provincial and Central levels. All possible efforts will be made to complete the process within the shortest possible time and share the result to the complainant via email, phone and etc.

8.8. Good GRM practices to be adopted by ENETAWF Project

a) Keep in mind that grievances relating to harassment/discrimination or workplace injuries are more serious legal issues and require their own process & procedures.

b) Having a responsive and relatively flexible grievance mechanism helps to address community and individual concerns and complaints before they escalate beyond control.

c) Being seen to be ready to respond to concerns and grievances enhances the reputation of the ministry and helps to gain social or community support for the project.

d) Proper documentation, tracking of cases and proper system to allow filtering, analysis and displaying complaint information in a quick way will contributes to gradually enhanced project performance.

Grievance Redressal Hierarchy Diagram:

The grievance redressal hierarchy diagram is shown in next page.
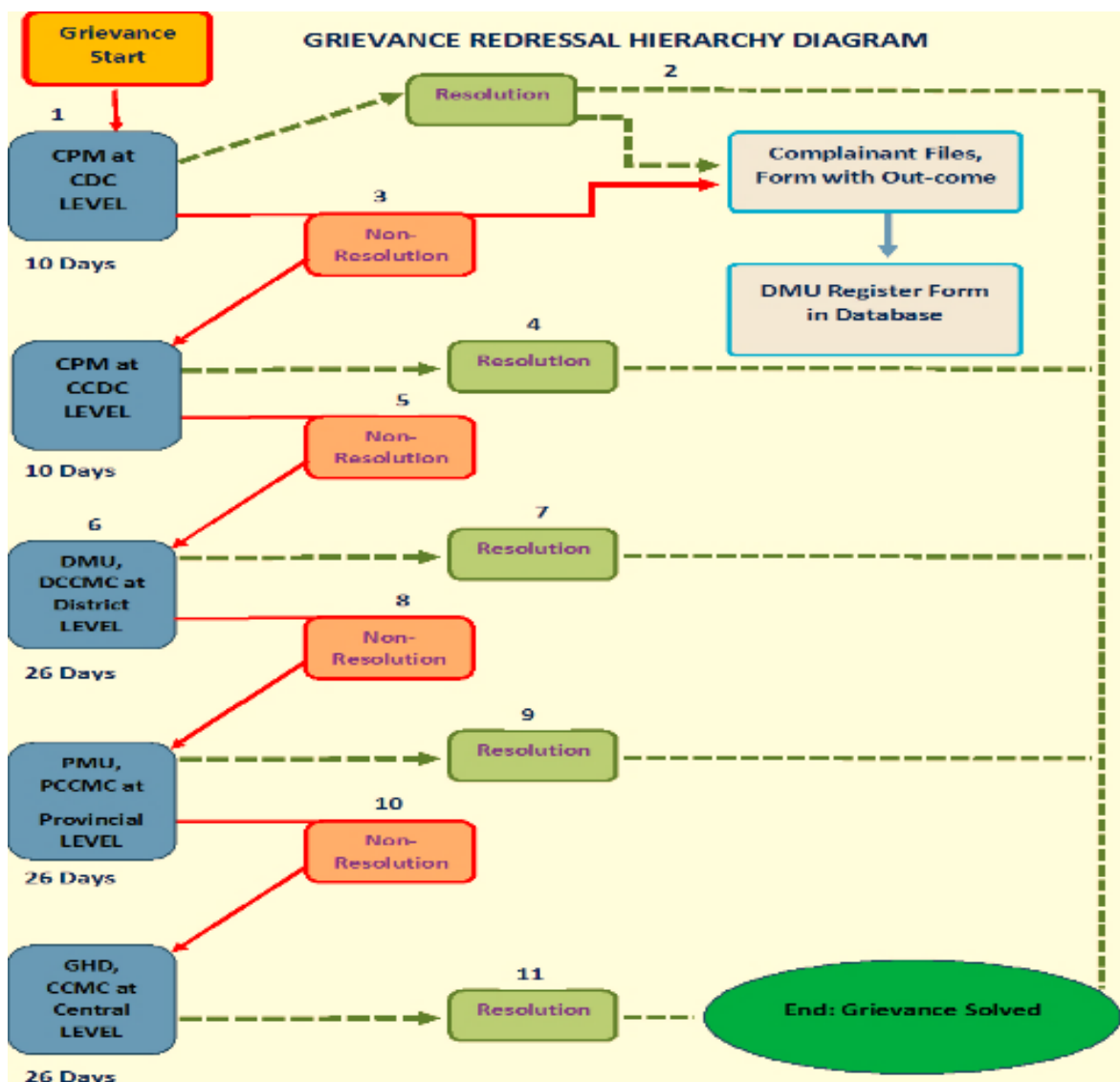
Narrative of Grievance Redressal Hierarchy Diagram:

1. Complainant takes grievance to CPM/GRC and has the opportunity to explain his/her grievance(s). CPM/GRC invites complainant to make their case to the relevant body/entity, who explains their position, showing records and or explaining process. If needed, the CPM/GRC discusses remedy of the issue and next steps.
2. If the complainant is satisfied, the grievance is resolved; if the complainant is not satisfied or the CPM/GR Committee presented their case and there was no action, the case is not solved. In either case, the complainant with the support of CPM / GRC, completes the Grievances Registration form 16b/16a. The grievances are collected by Social Organizers and entered into the data base (at the District Office).
3. If the grievance is not resolved within 10 days at this level, the community CPM/GR Committee sends the grievance to the Cluster CPM/GR Committee. The Cluster CPM/GR Committee holds a meeting with Complainant and the entity/ body that the complaint is against to solve the issue.
4. If the Cluster CPM/GR Committee has solved the Grievance, the DMU is informed and the Grievance is noted as solved in the database.
5. If the grievance is not solved within 10 days at this level, the grievance is channeled by the Cluster CPM/GR Committee to the District Citizens' Charter Management Committee (where MRRD's District Manager will document the outcome)
6. The Complainant has an opportunity to present the grievance at the DCCMC, where CCNPP's District manager, or FPs' District manager/line ministries and the District Governor are present. If the issue involves the CDC or Cluster CDC, they should be represented in this meeting.
7. The DCCMC, through the District Manager, investigates the case by visiting the community and meeting the various actors (CPM/GRC, complainant, CDC Office Bearers and Members,) and writes a report that is filed at the District Office, PMU, HQ, and if the complainant is satisfied, the grievance is amended in the data base as solved.
8. If the grievance is not solved within 26 days at DCCMC level, it should be forwarded by the District Manager to the PMU for further process.
9. The PMU/PCCMC, where CCNPP's PMU manager, FPs' PMU Managers/line ministries and the Provincial Governor are responsible to solve the grievance, they study the report and if required investigates the case by visiting the community, meeting the various actors (CPM/GRC, complainant, CDC Office Bearers and Members) and writes a report that is filed at the PMU, HQ, and if the complainant is satisfied, the grievance is amended in the data base as solved.
10. If the grievance is not solved within 26 days at PMU/PCCMC level, it should be forwarded through grievance handling database to the HQ's GRD/GRU.
11. GRD/GRU's team will try solving the issue including execution of official mission to the field if not solved then channel the Grievance to the appropriate body/ person or investigate further is asked to do so.

Formulate a Response to complainant

The Social Organizers, District Manager, PMU Social and GRM focal point and the GRU who is also responsible for assessment will provide written feedback to the complainant. Depending upon the seriousness of the complaint the involvement of high level of ENETAWF's staffing is necessary in the preparation of the feedback.

a) The CPM, DCCMC, PCCMC, GRU or relevant department may prepare the response. The response should consider the complainants' views about the process for settlement, as well as provide a specific remedy. The response may suggest an approach for how to settle the issues, or it may offer a preliminary settlement.

b) To present and discuss the response to the complainant, consider holding a meeting with the CPM, Social Organizers, District Manager or PMU Manager and the complainant. If a direct meeting is not possible, consider meeting with a neutral third party serving as facilitator. The group would also discuss appropriate next steps during this meeting. If the proposal is a settlement offer and it is accepted, the complaint is resolved successfully and there is no need to proceed to the next step of selecting a resolution approach. If the complainant is not happy with the response about a resolution process or substance, the group should try to reach an agreement that would be mutually acceptable.

c) If the case is complex and a resolution time frame cannot be met, ENETAWF will provide an interim response—an oral or written communication—that informs the person of the delay, explains the reasons, and offers a revised date for next steps.

d) Complainants will receive the final feedback within five working days after the issue is resolved. The resolution will be communicated through one of the following channels:
   - **Message**: Either an automatic or manual reply will be sent to the complainants confirming the receipt of their complaints and getting back to them after analyzing it.
   - **Grievance Feedback Form**: An offline either printed or soft Grievance Feedback Form will have used to report back to complainant through:
   - **Email**: The complainant, who has sent his /her grievance through email, will receive the final feedback through email.
   - **Call**: The complainant, who has shared his/her grievance through mobile, will also receive feedback through a call by relevant personnel.

8.9. KEY ELEMENTS OF GRIEVANCES REDRESSAL MECHANISM:

The key elements of GRM includes Capacity Building/Awareness and the Grievance Resolution Process (receive, register, analyze, categorize, classify, refer, action, resolution, confirmation and feedback) as below:

Capacity building/ Awareness:

Capacity Building and Awareness Raising of the GRM process and the documentation is the responsibility of the Capacity Development Division (CDD) who will train, the Government Provincial Trainers and Social Organizers, as well as Provincial and District level staff including the FP Chief and Provincial Trainers, who will participate in the cascade training. The MRRD social organizers and FPs Social Organizers are the ones

that disseminate the Grievances Redressal Mechanism in communities and share the details with the Community and Cluster CPM/GR Committees.

Further, the Public Communication Division has the responsibility to produce materials (media, posters, and brochures) that will be used by the program to facilitate the awareness of the GRM. The distribution of the posters and brochures to the community should be made through PMU staff, Social Organizers and or FPs.

8.10.   GRIEVANCES RESOLUTION PROCESS

- **Grievances Registration:**

Any grievance related to the program should be recorded in the Grievance Reporting Form (16 a) and documented. Received/submitted grievances are filed as confidential in the Grievance Registration Book (16 b) at the community and cluster levels and in the grievance handling database at the districts, provincial and central levels.

- **Grievances Analysis:**

All incoming grievances must be analyzed in order to recognize the nature of the grievance and an appropriate way to deal with the grievance.

- **Sorting out Non-Grievances (Classification)**

Form 16A is titled Grievances Registration Form and is meant to capture complaints. Suggestions or inquiries will be documented and entered into the system if noted.

8.11.   GRIEVANCES CATEGORIES

Every grievance received through the uptake channels will be sorted categorized, sub-categorized as below:

- **Corruption related grievances**

    Grievances might include misuse of funds, theft, improper process of procurement and etc. Therefore, the responsible individuals and entities will address the above grievances.
- **Lack of Women's Awareness, Participation in Exercises and Planning**

    Grievances might include no social map, no resource map, no wellbeing analysis, no women mobility, insufficient participation of women priorities for development.
- **Lack of Awareness, Participation in Exercises and Planning**

    Grievance might include community mobilization and the various development activities, including the 'Reduce Seasonal Hunger Campaign' any collective action, the Community Profile and the Gap Analysis, which are presented as below:
- **Community Awareness Raising of ENETAWF:** Orientation on ENETAWF's and development rights.
   In this regard, grievances may include that not all neighborhoods were invited, the women's orientation session was not held, etc.
- **Community Mobilization and Development Planning Process:** This includes all participatory exercises and the Community Development Planning meeting. Grievances might include not all village were represented, lack of women participation, the failure to consider the views and

feedback of women in subproject selection etc. Therefore, the committees and individuals are responsible to address the grievances caused by the above type of problems.

- **Subprojects selection process:** This includes any collective action whether self-initiated or subprojects initiated. Grievances may include citizen's views being ignored by influential and powerful people, powerful actors imposing collective action, or collective action does not favor all neighborhoods, some residents of some neighborhoods were not included, laborers did not volunteer, but were forced and so on. Therefore, the grievances handling committees are responsible to address and solve the grievances that caused by the above type of issues.
- **Environmental Safeguards:** Grievances include Improper Site Selection, Mitigation Measures problematic, cutting trees/degradation of pasture problematic, air/water/noise pollution. The responsible individuals and entities will handle the above problems.
- **Social Safeguards:** Grievances include Land (Donation/Purchase by Community/Public) Problematic and Compensation issue. The responsible individuals and entities will handle the above problems.
- **Subproject selection or implementation:** Includes site of the subprojects selected, wages paid, selection of laborers and project construction quality and cost. Other complaints might include impacts on private land/assets and crops or restriction to use of land or other natural resources and movement restrictions.

Grievance resolution process Diagram:
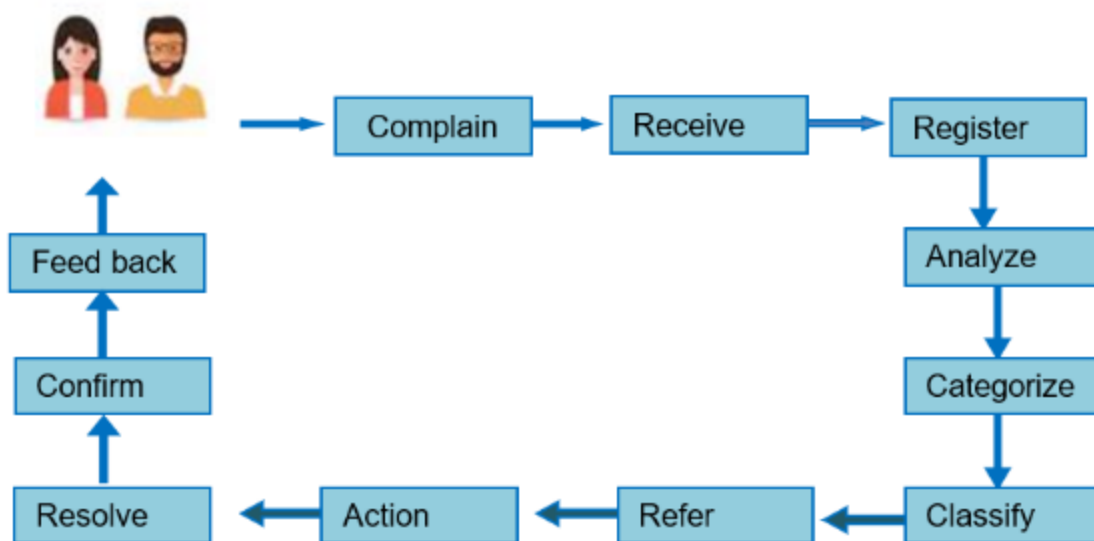
8.12. GOVERNANCE OF THE GRM

Governance of grievance mechanisms refers to the authority, procedures, and personnel involved in handling and resolving complaints. As this GRM procedure outlines, the authority to solve/address complaints are the CDCs and Cluster CDCs and their sub-committees, facilitated by the CPM/ GR Committees; the DCCMC, the PCCMC and the CCCMC, and for program management related issues within the CC, the relevant divisions for senior management. The Grievances Handling Division is responsible to

channel complaints, follow up, ensure documentation of the complaint and its resolution, investigate in the field, and try solving grievances when possible.

MRRD Grievance Division/Unit will coordinate with line departments of the ministries in different layers to facilitate the implementation of the GRM.

The GRD/GRU may organize bi-annual meetings where six-monthly data reports (generated from the MIS system) that show all grievances organized by region, province, and district can be discussed.

To ensure that grievances are properly recorded, addressed and solved, MRRD have monitoring mechanisms at different levels: CPM/GR Committee at the Community and Cluster/GA level, Social Organizers at District levels, Monitoring Officers at the Provincial levels and Monitoring & Evolution Division at the central level.

In addition, management will closely supervise the GRM implementation at their respective level.

8.13.   Tracking Grievance

The ENETAWF's GRM ensure that each grievance is assigned a unique ID number by the system so that it can easily be tracked through various stages (Registration, Assigned/Referred to, Action Taken/ Result, Solution/Confirmation) with dates. This ID number will be shared with complainant in case she/he may want to track her/his grievance through the GRD/GRU focal points at District/Nahia, Province and Central level who have access to the GRM system.

Grievance ID number format: Example, MRRD: 00-CM0000

8.14.   REPORTING AND ANALYSIS

CDC and CCDC CPM/Grievances Redressal Committees regularly report the number of grievances registered in the Grievances Registration Book through social organizers to the District Offices. The District Manager is responsible for the data entry persons to enter the received/submitted grievances from CPM/Grievances Redressal Committees at the community and cluster community levels into the Grievances Handling Database. At the same time, all grievances received directly at any level (district, province or HQ) will be entered into the Grievances Handling Database. Note that the District Manager of MRRD will report all their respective grievances through the system to the relevant entities.

CCPMC is also required to enter all the received/submitted grievances from CCDMC in grievance handling database. Also, all grievances received directly to the CCPMC will be entered into the grievance handling database and report all their respective grievances through the grievances handling database to the relevant entities.

HQ' GHD is the only entity that reports to the ENETAWF's General Director, who then shares with the line ministries of CCNPP and the WB.

It is necessary to analyze the report throughout the program life cycle in quarterly basis. The goal of this analysis is to find out the challenges/problems to improve the program implementation and make changes.

In order to analyze the report and identify problems and red flag issues, the below variables may provide further insight to understand the prevalence of certain grievances in certain areas.

- How many complaints were received from communities (men and women)?
- Of the community grievances (not suggestions or inquiries or comments), what category of grievance raised most frequently (#1, 2, and 3) with most frequent sub-categories included
- What category of grievance raised the least frequent (# 1, 2, and 3)?
- Of each Grievance category, which sub-categories have the most grievances?
- Report number of Grievances by province, by district

Annex: Grievance Registration Form:

Location (District): _____

GRC Name: _____

Name of Complainant: _____ Tazkira #:_____

Address:_____
Telephone #:_____

Local Resident ☐   GRC Member ☐   FP ☐   Other ☐

Classification of grievance (Check Box)

☐ Process Delays

☐ Procurement   ☐ Loss of Asset

☐ Financial   ☐ Obstacles

☐ Construction Waste   ☐ Chemical Spills

☐ Health/Safety   ☐ Dust and Air Pollution

☐ Application of selection criteria   ☐ Corruption and Nepotism in the selection process

☐ Wastage of project resources   ☐ Lack of access to information

☐ Other (Specify)_____

Does he/she inform the GRC of his/her neighborhood regarding to this grievance?

 Yes ☐ No ☐ If No, ask him/her to inform the GRC for solving this grievance.

Brief Description of the Grievance:

What is the Perceived Caused:

Suggested action (by complainant) to address Grievance:

Signature of complainant: _____ Date: /   /

Received on behalf of ENETAWF by:_____ Registration no:

Name: _____

Designation: _____ Signature: _____ Date: /   /

Grievance Feedback Form

Grievance Feedback Form

Grievance Registration Number: _____

Name of Project: _____; **Sponsoring Entity:** _____

Date: _____

General Information

Name of Grievant: ....

Type of Grievance: ....

Date Grievance Lodged: ....

Date Grievance Decided: ....

Result of Grievance Redressal

Please describe the type of grievance, what the committee decided, and how. (Include specific details)

Grievance Summary:

_____
_____
_____

Discussion of Meeting:

_____
_____
_____
_____
_____
___

Summary of Resolution/Decision/Recommendations from GRC:

_____
_____
_____
_____

_____

_____

Grievance Redress Committee Members

1: Name: ……………………………….Position: …………………….Signature: ………………..

2: Name: …………………………….. Position: ……………………. Signature: …………………

3: Name: …………………………… Position: ……………………. Signature: ………………..

4: Name: …………………………..   Position: ………………………Signature: ……………….

5: Name: …………………………….Position: ……………………. Signature: ………………..

Agreement and Consent of the Grievant to the above Decision

I …………………………………………. agree/disagree with the decision taken.

Name………………………………. Signature…………………………………Date…………..

Status of Grievance:

1. Resolved

2. Unresolved

Referral (mention the body)**: _____**

(Note: Original form to be kept and a copy to be sent to complainant)

Sample of Grievance Database

S/No	Grievance ID	Personal Information				Location			Method of registering of grievance							Type of Grievances								Intensity of Grievances			Details of Grievances	Appellate level (Grievance uptake locations)						Respond to Complainants	
		Name of aggrieved person	Gender (Male/Female)	Mobile No	E-mail ID	Local or community GRC	Project site Level GRC	Ministry Level GRC	Grievance Redress Form	Verbal	Phone	Official letter	Email	SMS	Walk-ins	land acquisition and compensation	Resettlement sites-related grievances	Disputes related to ownership rights	Employment and Late payment of wages	Operations of the Contractor	Obstruction of access to community site	Damage to private properties	Application of selection criteria	High	Medium	Low		Project Level GRC	Regional Level GRC	PIU (HQ) level GRC	Date for filing of grievance	Respond to complainants	Next Action to be taken	Anticipated Date for the issue to be	Status of case (solved, ongoing)