



SRMI FACILITY STAKEHOLDER ENGAGEMENT APPROACH

June 2020

SRMI Sustainable Renewables
Risk Mitigation Initiative

Disclaimer: This Stakeholder Engagement Approach is a Facility-level document. Further development, engagement and consultation will be conducted as part of the finalization of stakeholder engagement plans to be developed by the Borrowers for each project under the SRMI Facility.

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1. PURPOSE AND GENERAL PRINCIPLES OF THE FACILITY-LEVEL STAKEHOLDER ENGAGEMENT APPROACH

The SRMI Facility aims to provide technical and financial support to seven countries, namely Botswana, Central African Republic (CAR), Democratic Republic of Congo (DRC), Kenya, Mali, Namibia, and Uzbekistan. The present Facility-level Stakeholder Engagement Approach (SEA) outlines general principles to (i) identify the main stakeholders for each Project under the SRMI Facility, (ii) describe the engagement process to be undertaken in accordance with the World Bank Environmental and Social Framework (ESF)'s Environmental and Social Standard 10 (ESS10) Stakeholder Engagement and Information Disclosure and (iii) develop under each Project a Stakeholder Engagement Plan (Project SEP) in line with the outlined principles and strategy in the SEA. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

The present SEA has been developed to present the overall stakeholder engagement strategy envisaged for the projects under the SRMI Facility to enable participation of both affected (or likely to be affected, directly or indirectly) and interested stakeholders. Under each SRMI Project, Borrowers will be required to ensure that stakeholders are provided with timely, relevant, understandable, and accessible information, and will be consulted in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation. Stakeholder engagement will take into consideration various factors which may inhibit participation such as gender inequality, illiteracy, ethnicity, disability, and other exclusion factors amongst vulnerable groups. Hence, consultations will be targeted to ensure a tailored engagement approach. Environment and social risks and benefits generated and/or associated with the Projects will be communicated through open and constructive dialogues. Risk mitigation measures will be prepared in consultation with the identified stakeholders, including vulnerable groups.

The engagement with stakeholders will begin as early as possible to gather initial views on the project proposal, continue on an ongoing basis, and will be managed throughout each Project's life cycle. Throughout the engagement process, stakeholders are encouraged to provide feedback on all activities and on the identification and mitigation of environmental and social risks and impacts. A documented record of the stakeholder engagement will be maintained and disclosed as part of the environmental and social assessment, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was taken into account, or the reasons why it was not.

Each SRMI Facility Project will have its own Project SEP that will be developed and owned by the Borrowers, in accordance with ESS10. This plan will be publicly disclosed by the Borrower and will be updated as needed. The stakeholder engagement will be applied for all projects' components.

2. FACILITY CONTEXT

2.1 Rationale

While the proportion of renewable energy (RE) generation is rising every year, it remains a small percentage of the total world-wide electricity production and far from the targets needed to meet the Paris Agreement objectives. The proportion of the world electricity generated by wind, solar – together Variable Renewable Energy (VRE), biomass and waste-to-energy, geothermal, marine and small hydro rose from 6 percent in 2010 to 12.9 percent in 2018. Large solar and wind deployment is needed for access, energy security and to stay below the Climate Change Paris Agreement 2C° scenario. According to the Sustainable Development Scenario of the International Energy Agency (World Energy Outlook 2018), 950 GW of solar PV and 580 GW of wind need to be installed by 2025 in developing countries. It represents another 690 GW solar and 330 GW wind installation from today's level.

The limited installed capacity of cost-competitive solar and wind in developing countries reveals important regulatory, structural, and technical constraints. The main constraints identified are (i) limited generation and transmission planning capacity, (ii) inadequate regulatory framework that constrains the mobilization of sustainable private investments, (iii) limited procurement capacity to select the Independent Power Producers (IPPs), (iv) limited financial viability of off-takers and (v) VRE grid integration challenges due to weak grids especially in Sub-Saharan Africa.

The World Bank through its Energy Sector Management Assistance Program (ESMAP), developed SRMI to address these challenges and propose a comprehensive financial and technical support to countries. Launched in 2018 for the COP 24 under the leadership of the World Bank in partnership with the Agence Française de Développement (AFD), the International Renewable Energy Agency (IRENA) and the International Solar Alliance (ISA), SRMI – previously known as the Solar Risk Mitigation Initiative – aims to support countries in developing and implementing sustainable renewable energy programs that will attract private investments and so reduce reliance on public finances while maximizing socio-economic benefits for the countries (including from women empowerment's perspective).

Under the context of the Covid-19 crisis, SRMI's unique, integrated and replicable approach can support countries unlock a green economic stimulus through targeted public investments in order to leverage private sector investments at scale. SRMI aims to offer development and climate financing for (i) technical assistance to help countries develop evidence-based VRE targets, implement a sustainable renewable energy program, and maintain robust procurement processes with transaction advisors; (ii) critical public investments to enable integration of VRE, finance solar/wind park infrastructure, and increase access to electricity; and (iii) risk mitigation instruments to cover residual risks perceived by private investors. This financial support for renewable energy development is needed more than ever in the current situation alongside government economic support measures to short-term job allowances, direct cash transfers to citizens or targeted liquidity support to small and medium size enterprises.

The SRMI Facility aims to provide technical and financial support to seven countries, namely Botswana, Central African Republic (CAR), Democratic Republic of Congo (DRC), Kenya, Mali, Namibia and Uzbekistan. If in 2017 those countries only represented 1.2 percent of the total global greenhouse gas (GHG) emissions, under a business as usual (BAU) scenario they would on average triple their emissions between 2017 and 2030. With international support, the seven countries are committed to contribute to

GHG emissions reductions especially focusing on their energy sector which is the main contributing sector. However, the countries have now prioritized immediate emergency response to manage the current Covid-19 crisis. The question of how the economic recovery is designed remains crucial in shaping the long-term pathways for emissions and determining whether the Nationally Determined Contributions (NDC) targets can be achieved. If governments do not roll out low carbon development strategies and policies in response to the coming economic crisis, emissions could rebound and even overshoot previously projected levels by 2030, despite lower economic growth in the period to 2030.

It is therefore critical in this context to support policymakers to develop green stimulus interventions with catalytic concessional climate financing and support a medium-term strategy.

2.2 Facility Objectives

The SRMI Facility objectives are to:

- (i) Tackle the lack of sustainable and bankable pipeline of RE projects in developing countries to achieve low-emission development pathways;
- (ii) Develop renewable energy as part of a green stimulus package for the targeted countries to provide core support in the economic recovery post Covid-19.

The SRMI Facility RE Programs will draw on the lessons learned from the successes and failures of national electricity policies and independent power producers (IPP) selection processes in developing countries.

2.3 Facility Overview

The main barriers identified that need to be addressed to leverage private investments can be grouped into two broad categories: (i) risks occurring during the development phase, that is, prior to construction and operation; and (ii) those that arise once the project begins to operate. Both types of risk are integrated into the IPPs and lenders' cost of capital. These risks have been exacerbated under the current crisis, and comprehensive risk support will need to be provided to leverage private investments.

To tackle those risks, the SRMI Facility will support activities under three components, namely:

- a. **Component 1: Technical Assistance** – concentrates on comprehensive and integrated planning support to develop least-cost generation plans combined with VRE integration analysis, legal, financial and procurement support with transaction advisory assistance for IPP selection under competitive bidding, and technical and E&S support to prepare solar and wind parks for future tenders;
- b. **Component 2: Public Investments** – concentrates on public investments for solar and wind parks common infrastructure, VRE integration grid upgrades (including publicly owned battery storage), grid resilience to climate change and electrification to increase the population's resilience; and
- c. **Component 3: Risk Mitigation Instruments** – concentrates on providing risk mitigation instruments to private investors for grid-connected and off-grid renewable energy/storage solutions.

The technical assistance component focusses on the country/macro level risks looking at developing sustainable RE targets to reduce planning risks and providing evidence-based targets for low-emission pathways, reduce procurement risks through a robust and transparent selection of IPPs and by increasing government's internal capacity, and reducing developing risks for IPPs by providing land and permits through solar/wind park schemes. The public investment component focusses on the grid and infrastructure level risks looking at ensuring minimal curtailment and risk to the grid stability due to high penetration of VRE, increase grid resilience to climate change impacts, finance the public infrastructure needed for the IPPs and provide access to electricity to vulnerable populations. The risk mitigation instrument component focusses on the residual risks for private investors looking at ensuring a sustainable leveraging of private investments in grid-connected and off-grid RE projects.

The main expected outcomes under the SRMI Facility are:

- a. a reduction in GHG emissions thanks to an increase in investments in VRE capacity through private investments in grid-connected and off-grid projects, and enabled VRE integration,
- b. the leveraging of private investments reducing the burden on public finances,
- c. improvement of grid resilience as well as resilience of local communities around the projects, and
- d. strengthening of institutional and regulatory capacity.

The main objective of the Facility is to support countries to shift to low-emission pathways and ensure access to affordable, reliable, sustainable and modern energy to its populations.

3. SUMMARY PRELIMINARY ENGAGEMENT

In the present section, preliminary stakeholder engagements that were held in the seven countries related to the deployment of renewables and in particular engagements on the core objectives and steps of SRMI, are presented. These engagements are mostly linked to technical assistance provided to countries that are now enabling the development of those new projects. The project level stakeholder tasks, including stakeholder identification, analysis, information dissemination, consultation and engagement etc. will be carried out later as part of each project design and implementation and presented in each Project SEP.

3.1 Botswana

The following engagements have so far taken place in Botswana:

- a. Since 2016: on-going engagement and dialogue with the Government of Botswana on the development of renewable energy in the country. Technical Assistance was provided to prepare a Renewable Energy Assessment and an Off-Grid Solar Action Plan, with focused studies on households and public facilities. Various consultation workshops were organized with key stakeholders in the sector, including the Ministry of Mineral Resources, Green Technology and Energy Security (MMGE), the utility PBC, the regulator Botswana Energy Regulatory Authority (BERA), etc.
- b. June 2019: Kick-off meeting with Botswana Minister of International Affairs, Dr. Unity Dow and President of Namibia in collaboration with PowerAfrica on the Mega Solar initiative to support the development of utility scale renewable energy in Botswana and Namibia to meet domestic demand, and ultimately regional demand for renewable energy.
- c. July 2019: Consultation meetings and a workshop were organized with key stakeholders in the power sector in Botswana to identify key challenges and potential for the development of renewable energy in the country, including Office of the President, Ministry of Mineral Resources, Green Technology and Energy Security; the Ministry of Environment, Natural Resources and Tourism; the Ministry of Investment, Trade and Industry; the National Development Bank; the Botswana Power Corporation; and BERA. Early discussion about the Renewable Energy Roadmap.
- d. January 2020: Organization of a 2-day workshop with key stakeholders from the power sector in Botswana to cover the full spectrum of options to develop renewable energy and electrification in the country, challenges (including risks) associated with the development of renewable energy following the SRMI methodology, and present the ways in which the World Bank Group could potentially support potential projects.
- e. March 2020: Organization of a knowledge exchange study tour to Morocco for a delegation from Botswana led by the Minister of MMGE and representing various key stakeholders in the energy sector, to meet with Moroccan counterparts (Ministry of Energy, utility ONEE, renewable energy agency MASEN) and private sector operators in the renewable energy sector. The study tour was the opportunity for Botswana stakeholders to gain knowledge on deployment of renewable energy strategy leading to bankable RE projects. The meetings focused on key aspects for procurement of RE projects, risk allocation under several auction models, etc.

3.2 CAR

Since 2017, with the support of the World Bank, the Government of CAR has been making progress on planning and deploying VRE technologies in the country. Several consultations and workshops were organized with stakeholders in preparation and implementation of the Water and Electricity Upgrading Project (PASEEL – approved in January 2018) and the Emergency Electricity Supply and Access Project (PURACEL – approved in February 2019) where grid-connected and mini-grid PV + battery solutions are being procured for the capital Bangui, and two provincial cities, Bambari and Berberati. Workshops were organized to facilitate the competitive tendering of the EPC contracts for the three solar plants.

Under the Regional Off-Grid Electrification Project (ROGEP) whose objective is to promote RE regional market development and facilitate access to finance for off grid, consultation workshops were organized in July 2019 to support the local off-grid market assessment and engage with private sector operators and financial institutions to address barriers to RE deployment, especially mini-grid and off-grid RE solutions.

A series of workshops were organized in 2018 and 2019 to support the Government of CAR in initiating solar resource assessment. Two stakeholder workshops were organized in April 2018 and May 2019 to support the diagnosis of the utility ENERCA from operational and financial standpoint and develop a business plan for the utility 2019-2023 to improve its financial and operational sustainability. These consultations were a prelude to consider participation of the private sector in the electricity sector, potentially in the management of the utility.

3.3 DRC

The following engagements have taken place in DRC:

- a. 2017: Stakeholders workshop on how to scale up private sector involvement to scale up electricity access from renewables. The workshop brought together the Ministry of Hydraulic Resources and Electricity, the Ministry of Portfolio, the Ministry of Rural development, various bilateral/multilateral development agencies, and several private operators. The workshop followed several previous consultations with key renewable-based private operators in the power sector.
- b. 2018: High-level stakeholders forum chaired by the Prime Minister on the State of Electricity in the DRC (known as “Assises de l’Electricité”). Participants included the Ministry of Finance, the Ministry of Hydraulic Resources and Electricity, the Ministry of Portfolio, the Ministry of Rural development, the national power utility, private operators, and multilateral/bilateral development agencies. The forum included presentations and discussions on scaling up electricity access, tapping into DRC’s huge hydropower potential and significant solar resources.
- c. 2019: Various consultations with both on-grid and off-grid (SHS) private operators and commercial/central banks as part of the design and roll out of a grant subsidy RBF facility and a credit line, under the Bank-financed Electricity Access and Service Expansion (EASE) project.
- d. 2019: Stakeholders’ workshop on hydropower and solar sites mapping and prioritization. Participants included the Ministry of Hydraulic Resources and Electricity and its key departments (including UCM, the unit implementing the Bank-financed electricity access and service expansion project) as well as bilateral development agencies.

3.4 Kenya

The Government of Kenya is planning various workshops on solar deployment and competitive bidding:

- a. Spring/Summer 2020: First solar development workshop and presentation of preliminary results from the VRE grid integration/ regulatory analysis with various ministries and private sector representatives.
- b. Fall 2020: Second Solar Competitive Bidding Workshop with various ministries and private sector representatives.

3.5 Mali

Since 2018, with the support of the World Bank, the Government of Mali (GoM) as well as electrical utility EDM participated at various workshops related to the progress of feasibility study for the Regional Solar Park:

- a. October 2018: World Bank mission to Mali to meet with GoM (Ministry of Energy and Water, Ministry of Finance) and EDM to discuss on solar deployment in the country, concept of solar park and competitive bidding.
- b. February 2019: Kick-off meeting for the Feasibility Study for the Regional Solar Park
- c. May 2019: Consultant mission to Mali to identify sites suitable for the Regional Solar Park in collaboration with the Ministry of Energy and Water, Renewable Energy Agency and EDM.
- d. June 2019: Sites selection for the Regional Solar Park approved by the Mali counterparts
- e. November 2019: First set of deliverables of the Feasibility study was delivered to Mali counterparts and approved by the Ministry of Energy and Water and EDM in a meeting with presence of the World Bank.
- f. February 2020: The second set of deliverables of the Feasibility study was delivered to Mali counterparts and approved by the Ministry of Energy and Water and EDM in a meeting with presence of the World Bank.
- g. April 2020: A synthesis report of the Feasibility study delivered to Mali counterparts.

3.6 Namibia

The following engagements were held in Namibia:

- a. March 2019: Initiated dialogue with Government of Namibia on the potential for advancing the preparation of selected priority regional energy projects in the Southern African Power Pool (SAPP) participating countries through the Advancing Regional Energy Transformational Projects (SAPP AREP) program.
- b. June 2019: Kick-off meeting with President of Namibia in collaboration with PowerAfrica on the Mega Solar initiative to support the development of utility scale renewable energy in Botswana and Namibia to meet domestic demand, and ultimately regional demand for renewable energy.
- c. July – August 2019: Held meetings with power sector stakeholders, including the Ministry of Mines and Energy (MME); NamPower; the Ministry of Finance (MOF), PPP Unit; NamPower; the Electricity Control Board (ECB); and the Investment Committee of the High-Level Panel on the

Namibian Economy (HLPNE), to identify key challenges and potential support that the World Bank Group could provide to reduce import dependence and increase clean energy deployment.

- d. August 2019: Initiated geospatial analysis in Namibia to advise the MME in the preparation of its National Rural Electricity Distribution Master Plan (REDMP), and further complement the National Integrated Resource Plan (NIRP) to account for off-grid areas.
- e. October 2019: Developed of a Memorandum of Intent (MOI) for signature by the President of Namibia to participate in Mega Solar, a partnership among the Governments of Botswana and Namibia, along with Power Africa, the African Development Bank, New Partnership for Africa's Development (NEPAD), the International Finance Corporation, and the World Bank.
- f. February 2020: Held a renewable energy workshop in Windhoek to discuss risk allocation for utility scale renewable energy projects and options for off-grid energy development. This led to a technical assistance program to support the development of a renewable energy roadmap, geospatial least cost electrification plan, and national electrification strategy and implementation plan based on the Sustainable Renewables Risk Mitigation Initiative (SRMI) methodology.
- g. October 2019 – Present: Engaged with NamPower senior management, MME, MOF and the Bank of Namibia on a proposed WBG solution for funding NamPower's capital investment program including a potential IBRD loan/guarantee, and a MIGA NHSFO cover. Grant financing of US\$ 15 million from the GPG facility is expected to be integrated into this project to fund NamPower's battery storage pilot.

3.7 Uzbekistan

Since 2017, the World Bank is engaged with the Government of Uzbekistan:

- a. December 2017: International RE development Workshop for government officials;
- b. November 2018: First Solar Project Investor Conference at pre-bid stage with various ministries and potential investors;
- c. November 2018: PPP and competitive bidding workshop for government officials;
- d. February 2019: APMG level 1 training and examination for government officials;
- e. July 2019: Project site visit with prequalified bidders of Navoi Solar IPP project and Navoi Khokimiat (Regional/City government administration) representatives;
- f. July 2019: Financial modeling workshop for various ministries;
- g. September 2019: IBRD PRG workshop to various ministries;
- h. March 2020: APMG level 2 training and examination for government officials; and
- i. March 2020: Battery Energy Storage Systems workshop for government officials.

4. STAKEHOLDER IDENTIFICATION

Stakeholders can include communities or individuals affected by the project and their formal and informal representatives, national or local government authorities, politicians, religious or community organizations and civil society groups with special interest, academic communities, and businesses. The identification of project-affected parties (individuals or groups) will also include those who, because of their circumstances, may be disadvantaged or vulnerable; i.e. those who may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of the project benefits. Such an individual/group is also more likely to be excluded from/unable to participate fully in the consultation process and as such may require specific measures and/or assistance to do so. It is necessary to ensure broad and inclusive participation of communities in project areas with a particular focus on women who are often excluded from decision-making processes in target countries. Such participation will be conducted through a culturally sensitive approach and is based on a meaningful engagement and Free, Prior and Informed Consent (FPIC) in the event of adverse impacts on Indigenous Peoples in the circumstances specified in ESS7. Communities will be provided with options to enable them to access project benefits, with a targeted outreach for vulnerable groups.

A full stakeholder analysis and stakeholder identification exercise will be conducted for each project. The level of analysis for stakeholder identification will be informed by the level of potential risks and impacts affecting them. The analysis of stakeholders will be carried out for all project components. The findings of this exercise will be documented in the Project SEP. The potential stakeholders are expected to be, but not limited to, the following:

- a. People, social groups, and organizations that will gain direct and/or indirect benefit from the project. These target beneficiaries include: (i) potential new customers for grid connection and electrification projects, including indigenous people communities, (ii) potential project workers.
- b. Potentially adversely impacted communities include: (i) affected land-owners/communities, (ii) indigenous people communities. When the stakeholder engagement with local individuals and communities depends substantially on community representatives (village heads, clan heads, community and religious leaders, local government representatives, civil society representatives), efforts will be taken to verify that such persons do, in fact, represent the views of such individuals and communities, and they are facilitating the communication process in an appropriate manner.
- c. Interested groups include: (i) local government agencies, (ii) non-governmental organizations/NGOs, Civil Society Organizations/CSOs and other development institutions working on VRE, (iii) indigenous people representative organizations, and (iv) private companies.
- d. Implementing agencies and agencies with authorities for the management of environmental and social risks include institutions and agencies that influence and make decisions on the sub-project implementation. These groups include: (i) central government agency, and (ii) sub-national government. The level of engagement will be contingent upon their respective roles and authorities in the management of environmental and social risks.

Based on the project stakeholder identification findings, each project will carry out a stakeholder analysis. This will look into potential project impacts upon the adversely affected stakeholders, as well as the influence potential stakeholders could have on the project itself. This analysis will assess and try to understand their stand and position regarding the project. The analysis will try to bring out their concerns, expectations, requests and recommendations for the project. This analysis will feed into the design of the Project SEP.

5. ENGAGEMENT APPROACH

The engagement process will use any approach that removes obstacles to participation, including differentiated measures to allow the effective participation of those identified as disadvantaged or vulnerable. Dedicated approaches and an increased level of resources will be sought for communication with such differently affected groups so that they can obtain the information they need regarding the issues that will potentially affect them, including how their view will be captured. Project stakeholders will be provided with options on a range of consultation modalities and/or approaches and retain the rights to refuse participation despite such options.

Different methods of communication are used to: (i) ensure easy, transparent, direct, open and interactive communication with all stakeholders, and (ii) get feedback in the implementation process. The Projects will be further informed by the borrower stakeholder engagement approach through: (a) consultations and stakeholder participation during Project implementation; and (b) transparent feedback and grievance redress mechanisms. The Borrower's stakeholder engagement plan will be developed and implemented as early as possible to allow for stakeholder participation and their early feedback to be fully integrated as part of the overall Project design and implementation. Project communication and stakeholder engagement will follow inclusive, participatory, and transparent principles.

The methods vary according to the target groups such as but not limited to:

- a. Regular coordination meetings with relevant government agencies – central, provincial and district;
- b. Public information dissemination and disclosure;
- c. Interview with representatives of local communities, facility administrators, relevant government agencies and organizations;
- d. Public consultations (at provincial, district, sub-district), workshop, and/or focus group discussion (FGDs);
- e. Survey and questionnaire.

Each Borrower will develop its own engagement program, following the outlined approach, based on their stakeholder analysis, and include it in the Project SEP. The time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported.

6. FEEDBACK AND GRIEVANCE REDRESS MECHANISM

As part of each Project SEP, a Grievance Redress Mechanism (GRM) is to be prepared and implemented by each implementing agency to receive and facilitate resolution of concerns and grievances of project-affected communities as well as broader stakeholders who may be affected or have interest in the project, related to the projects' activities. The aim of GRM is generally (a) to strengthening accountability to the beneficiaries, and (b) to provide a way for project stakeholders to provide feedback and/or express complaints related to project activities. GRM is meant to serve as an accessible and reliable mechanism that allows issues to be identified and addressed in a coordinated and timely fashion and it will utilize existing formal or informal grievance mechanisms. The mechanism is not only to receive and record complaints but also to solve and communicate the status of resolution back to the complainants to ensure transparency and accountability.

The GRM may include the following:

- a. Different ways in which users can submit their grievances, which may include submission in person, by phone, text message, mail, e-mail or via a web site, etc.;
- b. A log where grievances are registered in writing and maintained as a database;
- c. Publicly advertised procedures, setting out the length of time users can expect to wait for acknowledgment, response and resolution of their grievances;
- d. Transparency about the grievance procedure, governing structure and decision makers;
- e. An appeal process to which unsatisfied grievances may be referred when resolution of the grievance has not been achieved.
- f. A mediation will be provided as an option where users are not satisfied with the proposed resolution.

Communities and individuals who believe that they are adversely affected by a World Bank supported project (including any prospective project under the SRMI Facility) may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate GRS, please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

7. MONITORING & EVALUATION

The monitoring and reporting will focus on the overall implementation quality of the stakeholder engagement. Each Borrower will define clear roles, responsibilities and authority as well as designate specific personnel to be responsible for the implementation and monitoring of stakeholder engagement activities and compliance with ESS 10. The institutional arrangements will also be defined at local level (provincial/district level).