

**Federal Democratic Republic of Ethiopia**



**Ministry of Finance, Civil Service Commission, and Ministry of Revenue**



**Governance Modernization to Enable Efficient Service Delivery Project (P178808)**

**(Revised)**

**Stakeholder Engagement Plan**

**April 2024**

**Addis Ababa, Ethiopia**

## ACRONYMS AND ABBREVIATIONS

AABE	Accounting and Auditing Board of Ethiopia
ALEA	Africa Leadership Excellence Academy
CSC	Civil Service Commission
ECSU	Ethiopian Civil Service University
EMI	Ethiopian Management Institute
ESF	Environment and Social Framework
E&S	Environmental and Social
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standard
GoE	Government of Ethiopia
GC	Grievance Committee
GM	Grievance Mechanism
GMP	Governance Modernization to Enable Efficient Service Delivery Project
HUCs	Historically Underserved Communities
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoF	Ministry of Finance
MoH	Ministry of Health
MoR	Ministry of Revenue
PFM	Public Financial Management
SEP	Stakeholder Engagement Plan
WB	World Bank

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## 1. Introduction

The Governance Modernization to Enable Efficient Service Delivery Project (GMP) aims to improve government capacity to manage public resources efficiently and increase transparency and accountability of service delivery. The GMP comprises the following components:

The Project will focus on the critical foundations for improved institutional and financial governance in Ethiopia and will finance four integrated components to address core issues of public sector capabilities to mobilize and manage public resources. Component 1: Improving Human Resource Management Capabilities will focus on improving human resource management capabilities, supporting the CSC to transition towards a data-informed approach to HRM, develop and promulgate competency-based recruitment and performance management processes, and address the fragmented institutional arrangements for civil servant capacity building and training. This component will also include a Reform Innovation Facility to help public bodies develop and implement key reform action plans. Component 2: Improving Domestic Revenue Mobilization Capabilities will support initiatives to improve domestic revenue mobilization capabilities, with an emphasis on improving voluntary compliance through improved taxpayer services and closing compliance gaps by leveraging technology and data analytics. Component 3: Improving Public Financial Management Capabilities will focus on public financial management, supporting the scale up of digital solutions for PFM, addressing critical process deficiencies across the PFM cycle, supporting the professionalization of accountancy and procurement functions, and embedding an institutionalized approach to PFM system and process support within the GoE. Component 4: Project Management will support project management to ensure timely and successful implementation.

The locations of the projects are specific public institutions that cover their line Bureaus in all the regions of the country: (a) the Ministry of Finance (MoF), the Civil Service Commission (CSC), the Ministry of Revenue (MoR), the Accounting and Auditing Board of Ethiopia (AABE), and the Line Regional Bureaus; (b) GoE has also identified critical sectors such as Health, Agriculture, Education, Planning and Labour and Skill Development as sectors to implement the cross-cutting capacity building and institutional development; and (c) capacity-building initiatives will benefit the training institutions, Ethiopian Civil Service University (ECSU), Ethiopian Management Institute (EMI), and Africa Leadership Excellence Academy (ALEA).

The GMP is being prepared under the World Bank's Environment and Social Framework (ESF). Per Environmental and Social Standard ESS10 on Stakeholder Engagement and Information Disclosure, the implementing agencies should provide stakeholders with timely, relevant, understandable, and accessible information and consult with them in a culturally appropriate manner that is free of manipulation, interference, coercion, discrimination, or intimidation.

## 2. Objective/description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines how the project team in the implementing agencies will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activities related to the project.

## 3. Stakeholder identification and analysis

### 3.1. Methodology

To meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- *Openness and life-cycle approach:* Public consultations for the project will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- *Informed participation and feedback:* Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- *Inclusiveness and sensitivity:* Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.

### 3.2. Affected parties and other interested parties

Affected parties<sup>1</sup> include the civil servants within the government of Ethiopia (GoE), specific project target public institutions MoF, CSC, MoR, AABE, MoH, MoA, and the Line Regional Bureaus, ECSU, EMI, ALEA, relevant stakeholders from the critical sectors such as Health, Agriculture, Education, Planning and Labour and Skill Development as well as the public at large who will benefit through better service delivery of these institutions, and private business owners and providers of services benefiting from the overall quality of digitalized public platforms supported by the project such as e-payment system.

Other interested parties<sup>2</sup>, the projects' stakeholders also include parties other than those directly affected, individuals, groups, or organizations with an interest in the project, which may be because of the project location, its characteristics, its impacts, or matters related to public interest. These parties may include regulators (e.g. the Federal Ethics and Anti-Corruption Commission, the Institution of the Ombudsman of Ethiopia), NGOs or civil society groups at the local and national levels that promote demand side accountability and oversight (e.g. Local Women Associations, Association of Persons with Disability in Ethiopia, Ethiopian National Association of the Blind, Networks of Ethiopian Women's Associations), other government organizations (e.g. the Ministry of Women and Social Affairs) that represent the interest of vulnerable groups, Academic Institutions, and the scientific community.

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<sup>1</sup>Persons, groups, and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.

<sup>2</sup>Individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.

**Table 1: Stakeholder Groups' Level of Interest and Influence on the Project Implementation**

Stakeholder Group	Specific Individuals, Groups, Communities or Organizations	Level of Analysis	
		Interest	Influence
<b>Project-affected parties</b>	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Federal Civil Service Commission</li> <li>• Ministry of Revenue</li> <li>• Accounting and Auditing Board of Ethiopia</li> <li>• Ethiopian Civil Service University</li> <li>• Ethiopian Management Institute</li> <li>• Africa Leadership Excellence Academy</li> <li>• Ministry of Health</li> <li>• Ministry of Agriculture</li> <li>• Ministry of Education</li> <li>• Ministry of Planning and Development</li> <li>• Ministry of Labor and Skills</li> <li>• Contractors</li> <li>•</li> </ul>	High	High
	<ul style="list-style-type: none"> <li>• Project workers</li> </ul>	High	Low
	<ul style="list-style-type: none"> <li>• Regional Finance Bureaus</li> <li>• Regional Civil Service Commissions</li> <li>• Regional Innovation and Technology Commissions</li> <li>• Regional Health Bureaus</li> <li>• Regional Agricultural Bureaus</li> </ul>	High	High
	<ul style="list-style-type: none"> <li>• Public beneficiaries</li> <li>• Private business owners</li> </ul>	High	Low
<b>Other interested parties</b>	<ul style="list-style-type: none"> <li>• Regulators (e.g. Federal Environmental Protection Authority, the Federal Ethics and Anti-Corruption Commission, the Institution of the Ombudsman of Ethiopia)</li> <li>• Ministry of Women and Social Affairs and Regional Bureaus</li> <li>• NGOs or civil society groups at the national level (e.g. Association of Persons with Disability in Ethiopia, Ethiopian National Association of the Blind, Networks of Ethiopian Women's Associations)</li> </ul>	High	Medium
	<ul style="list-style-type: none"> <li>• Regional Environmental Authorities</li> <li>• Regional Women and Social Affairs Bureaus</li> <li>• NGOs or civil society groups operating at the regional level</li> </ul>	High	Medium
	<ul style="list-style-type: none"> <li>• Community Based Organizations (e.g., Local Women Associations)</li> <li>• Clan leaders</li> <li>• Religious leaders</li> <li>• Community representatives</li> </ul>	High	Medium
<b>Disadvantaged or vulnerable groups</b>	<ul style="list-style-type: none"> <li>• Female civil servants</li> <li>• Employees with disabilities</li> <li>• Workers in conflict-affected areas</li> <li>• The civil servants in historically underserved regions</li> <li>• Historically Underserved Communities</li> <li>• The elderly</li> </ul>	High	Low

### 3.3. Disadvantaged/vulnerable individuals or groups

Within the Project, disadvantaged/vulnerable individuals or groups<sup>3</sup> include, but are not limited to, the following: female civil servants, employees with disability, women in general, the elderly, workers in conflict areas, the civil servants in historically underserved regions (Afar, Benishangul Gumuz, Gambella and Somali regional states and pastoral and agro-pastoral areas of Oromia and South regions), and Historically Underserved Communities (HUCs). These need to be considered as stakeholder groups of their own. This is because, as stated in Table 2, there are various types of barriers that can influence their capacity to participate in the mainstream consultation process and articulate their concerns about the project's impacts.

**Table 2: List of possible vulnerable individuals or groups**

Vulnerable individuals or groups	Barriers to accessing information or project benefits
Female civil servants	<ul style="list-style-type: none"> <li>• Digital illiteracy is higher for female vis-à-vis male civil servants.</li> <li>• Women may be not given equal opportunities for capacity-building training.</li> <li>• Unwanted sexual advances in the workplace.</li> </ul>
Employees with disability	<ul style="list-style-type: none"> <li>• Blind employees cannot access the project information if the documents are not translated into Braille.</li> <li>• Employees with hearing impairment may not be able to participate in mainstream consultations.</li> <li>• Workers with mobility impairments cannot attend consultations/meetings in physically inaccessible places.</li> </ul>
Women in general	<ul style="list-style-type: none"> <li>• Requests for sexual favors in the course of recruiting new civil servants.</li> <li>• A project worker has real or perceived power over a resource that can then be used to leverage or pressure women community members into an unwanted sexual act to benefit from the project services.</li> </ul>
Civil servants in conflict-affected areas	<ul style="list-style-type: none"> <li>• Damages to and/or recurring interruptions of the ICT system, road blockades, etc., can deny equal opportunities.</li> <li>• Workers may be displaced in fear of security threats.</li> </ul>
The elderly	<ul style="list-style-type: none"> <li>• Generally, elders have a low literacy level to understand the digitalization of public reforms.</li> <li>• Lack of knowledge to equally access the project services through digital platforms.</li> <li>• Elders may have mobility impairment or other restrictions of disability.</li> </ul>
Civil servants in historically underserved regions	<ul style="list-style-type: none"> <li>• Exclusion due to unavailability or poor access to the ICT system.</li> <li>• Challenges of digital penetration &amp; familiarity with the ICT system in remote &amp; historically underserved areas.</li> </ul>
Historically Underserved Communities (HUCs)	<p>WB ESF ESS7 recognizes that HUCs represent a distinct social and cultural group with various characteristics that limit their capacity to participate in and benefit from the project services. These include but are not limited to the following:</p>

<sup>3</sup>Persons who may be disproportionately impacted or further disadvantaged by the project(s) compared with any other groups due to their vulnerable status and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.



Vulnerable individuals or groups	Barriers to accessing information or project benefits
	<ul style="list-style-type: none"> <li>• HUCs have a distinct language often different from the official language or languages of the country or region in which they reside. Hence, the project information may not be provided in the channels tailored to the needs of HUCs.</li> <li>• HUCs have cultural, economic, social, or political institutions that are distinct or separate from those of the mainstream society or culture, thus, the methods of project information disclosure may not be provided in the formats that take these distinctive features into account.</li> <li>• The social and economic status of the HUCS frequently limits their capacity to defend their rights to and interests in the project.</li> </ul>

The Ministry of Women and Social Affairs and its line Regional Bureaus and Woreda Offices, Association of Persons with Disability in Ethiopia, Networks of Ethiopian Women’s Associations, local Women Associations, local academic institutions, and clan/religious leaders are representative organizations and community leaders for disadvantaged/vulnerable groups who can be partners in stakeholder engagement.

Vulnerable groups within the communities affected by the Project may be added, further confirmed, and consulted through dedicated means, as appropriate. A description of the methods of engagement that will be undertaken by the project is provided in the following sections.

## 4. Stakeholder Engagement Program

### 4.1. Summary of stakeholder engagement done during project preparation

During project preparation, the following stakeholder consultation meetings were conducted. The first consultation meeting was conducted with the representatives of the project implementing agencies (MoF, CSC, and MoR) on January 22, 2024. The venue was the World Bank Country Office and 14 people participated (8 representatives from the IAs and 6 from Bank project teams). Following the introduction among the participants, the key issues discussed include disclosure of the Project Concept Note and Concept Environmental and Social Review Summary followed by participants' concerns on the issues. The second consultations were conducted with different groups of stakeholders in the target federal institutions and their line regional bureaus from February 17-28, 2024. Thirty participants were consulted on issues related to the environmental and social assessment for the project. Refer to Annex Table 1 for details.

### 4.2. Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement

Different engagement methods are proposed and cover different stakeholder needs as stated below: (a) *structured agendas*, provide meeting participants with specific topics for discussion, means of raising concerns, clarifying how stakeholders will be informed of the decisions, and contact for follow-up actions; (b) *public workshops*, arrange public workshops to allow affected parties and other interested parties to express concerns or obtain feedback; (c) *community consultations*, organize consultations with local community members and private business owners to raise their concerns; (d) *beneficiary surveys*, it can be used to allow the public express their views, concerns, and feedback about the performance of the project's E&S management; (e) *simple methods*, formats to provide information for uneducated people may include the use of simple methods such as nontechnical summaries, project leaflets, and pamphlets; (f) *formal meetings* may be regularly arranged by the leading implementing agency the MoF among the officials and PIU in other implementing agencies and their line regional bureaus to update on the performance of the project's E&S risks management, consult on the challenges, feedback, and ways forward; (g) *one-on-one interviews* with the female civil servants, employees with disability, etc., or their representatives to include the views and concerns of vulnerable individuals and groups; (h) *focus group discussions* with the civil servants in the target public institutions to obtain their concerns and opportunities by the project; (i) *meaningful consultation methods* appropriate to the culture and languages of HUCs; (j) *differential consultation methods* with extra efforts to inform, engage with, and understand the special needs of employees with disability. For instance, engaging a sign language interpreter at a consultation meeting for the employees/stakeholders with hearing impairment or providing the project documents in Braille for the Blind employees, as appropriate; (k) *online platforms* such as virtual meetings, email exchanges, Social Media, and project webpage provide an effective method of consultations for those stakeholders with know-how and have access to use; (l) *reports* will be used to monitor the project implementation and to keep informed the main stakeholders; (m) *letters* will be an instrument used to facilitate consultations and collaboration between the implementing entities and other stakeholders; and (n) *grievance mechanism* will be established as per the ESS10 requirements to allow stakeholders raise concerns in all times.

### 4.3. Stakeholder Engagement Plan

The Stakeholder Engagement Plan (SEP) is continuous throughout the project lifecycle and designed to accommodate the needs and circumstances of different stakeholders, paying special attention to vulnerable individuals or groups, and specifying topics of consultation and methods of engagement.

**Table 3: Stakeholder Engagement Plan**

Project Stage	Estimated Date/Time	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Preparation Phase	Six months	<ul style="list-style-type: none"> <li>Preparation of ESMF</li> <li>Preparation of SEP</li> <li>Disclosure of Project Concept Note</li> </ul>	<i>One-on-one interviews; structured agendas; focus group discussion;</i> engaging a sign language interpreter; providing the project documents in Braille	Female and male civil servants and employees with disability in the project target institution, civil servants in conflict-affected areas, civil servants in historically underserved regions, and women community members.	<ul style="list-style-type: none"> <li>Social Consultant</li> <li>Environmental Consultant</li> </ul>
		<ul style="list-style-type: none"> <li>Project orientation</li> <li>Disclosure of draft ESMF</li> <li>Disclosure of draft SEP</li> <li>Grievance Mechanism procedures</li> </ul>			<ul style="list-style-type: none"> <li>Social Specialist in the Project Coordination Unit in MoF</li> <li>Social Specialist in the PIU in CSC</li> <li>Social Specialist in the PIU in MoR</li> </ul>
Implementation Phase	Throughout the life cycle of the project	<ul style="list-style-type: none"> <li>Regular updates on the E&amp;S performance of the project</li> <li>Feedback on the E&amp;S performance of the project</li> <li>Feedback on the implementation of the E&amp;S mitigation measures in the ESMF.</li> <li>Implementation of the SEP</li> <li>Respond to concerns and grievances of the project-affected parties</li> <li>The project's overall</li> </ul>	Letters to village leaders, community consultations, disclosure of Project documentation in a culturally appropriate and accessible manner, traditional notifications such as Dagu in Afar, community noticeboard, etc., simple methods such as nontechnical summaries, project leaflets, and pamphlets	Historically Underserved Communities (HUCs)	<ul style="list-style-type: none"> <li>Social Specialist in the Project Coordination Unit in MoF</li> <li>Social Specialist in the PIU in CSC</li> <li>Social Specialist in the PIU in MoR</li> </ul>
			correspondence by phone/email; one-on-one interviews; formal meetings; and roundtable discussions	Management/Officials in the project target public institutions	
			One-on-one interviews; formal meetings; workshops; correspondence by phone/email	Other interested parties including the Ministry of Women and Social Affairs, clan/community leaders, regulators,	

Project Stage	Estimated Date/Time	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
		implementation progress		NGOs/civil society groups, and academic institutions	
			Public workshops; focus group discussions; beneficiary surveys	The public at large and private business owners using the proposed digital public service reform	

#### 4.4. Proposed Strategy for Information Disclosure

Information will be disclosed as follows: SEP; ESMF; Grievance Mechanism (GM) procedures; project orientation; regular updates on the E&S performance of the project and new developments/changes. The formats for information disclosure are diverse including inauguration workshops, public notices, press releases, project websites; consultation meetings; information leaflets and brochures; separate focus group meetings with vulnerable groups; and correspondence by phone/email. Amharic language will be used to disclose information. For HUCs, information will be disclosed using the local languages.

**Table 4 Project Information Disclosure Plan**

<i>List of Information to be Disclosed</i>	<i>Methods Proposed</i>	<i>Target Stakeholder</i>	<i>Responsibilities</i>
<ul style="list-style-type: none"> <li>• Project information (project orientation, duration, purposes, and components)</li> <li>• SEP</li> <li>• ESMF</li> <li>• Grievance Mechanism (GM) procedures</li> <li>• Regular updates on the E&amp;S performance of the project and new developments/changes.</li> </ul>	Inauguration workshops, consultation meetings, correspondence by phone/email, project documents printout, minutes exchange, virtual meetings, project websites	Management/Officials in the project target public institutions  Other interested parties identified under Section 3.2	PIU in the respective implementing agencies
	Press releases, newspaper, project documents printout, project websites, publication of simplified/nontechnical summaries, information leaflets and brochures	Female and male civil servants, civil servants in conflict-affected areas, and civil servants in historically underserved regions	PIU in the respective implementing agencies
	Separate focus group meetings, Engaging a sign language interpreter, and providing the project documents in Braille	-Female civil servants  -Employees with disability such as employees with hearing impairment and blind employees	PIU in the respective implementing agencies
	Community Consultations, separate focus group meetings, public notices/press release through local community radios, use of local languages, community notice boards, letters to village leaders	-Historically Underserved Communities (HUCs) -Representatives of HUCs such as clan leaders)  -Representatives of vulnerable groups	PIU in the respective implementing agencies

<b>List of Information to be Disclosed</b>	<b>Methods Proposed</b>	<b>Target Stakeholder</b>	<b>Responsibilities</b>
	Public notices, press releases through the local radios, and news papers	-The public at large -Private business owners using the proposed digital public service reform	PIU in the respective implementing agencies

#### 4.5. Proposed Strategies to Incorporate the Views of Vulnerable Groups

The principle of inclusiveness will guide the stakeholder engagements, particularly with respect to vulnerable individuals and groups. In cases where vulnerable status may lead to people’s reluctance or physical incapacity to participate in large-scale community meetings, the project will hold separate small group discussions with them at an easily accessible venue. This way, the project will reach out to groups who, under normal circumstances, may be insufficiently represented at general community gatherings. Other strategies to incorporate the views of vulnerable groups include:

- *Use of differential consultation methods* with extra efforts to inform, engage with, and understand the special needs of employees with disability. For instance, engaging a sign language interpreter at a consultation meeting for the employees/stakeholders with hearing impairment or providing the project documents in Braille for the blind employees, as appropriate.
- *Use of meaningful consultation methods* appropriate to the culture and languages of HUCs. For instance, conduct consultations in local languages. The E&S field team, if necessary, will hold small group meetings in local HUCs’ languages to explain printed disclosure materials for people who are not literate or problem in reading/understanding. They will also assist HUCs in how to provide comments, feedback and raise grievances. Consultations in appropriate manner, for instance, make sure that the time and location of consultations are appropriate to the needs of the affected HUCS. In addition, the teams will make sure that all the HUC groups are adequately informed about the consultations at least one week prior to the schedules date.
- Organize separate focus group discussion with vulnerable groups.
- In cases where stakeholder’s literacy levels are low such as project-affected HUCs in pastoral areas, additional formats like location sketches, physical models, and film presentations may be useful to communicate relevant project information. Thereby allow the affected HUCs to express their views about the project activities.
- Identify leaders of vulnerable and marginalized groups (e.g. clan leaders) to reach-out to these groups.
- Through the existing industry associations, maintain a database of marginalized groups for stakeholder engagement, e.g., Association of Persons with Disability in Ethiopia, Ethiopian National Association of the Blind, Networks of Ethiopian Women’s Associations.
- Engage community leaders, CSOs and NGOs working with vulnerable groups.

#### 4.6. Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance, implementation of the stakeholder engagement plan and Grievance Mechanism, and the project’s overall implementation progress.

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

### 5.1. Resources

The respective project implementing agencies (MoF, CSC, and MoR) will be in charge of implementing stakeholder engagement activities.

The budget for the SEP is \$1,746,000 and is included in component 4 of the project.

**Table 5: Indicative budget for the SEP**

Budget Category	Quantity	Unit Costs \$	Times/Years	Total Costs \$	Remarks
<b>1. Stakeholder engagement programs</b>					
1a. Organization of formal meetings	20	2000	5	40,000	4/Year
1b. Organization of public workshops	10	20,000	5	200,000	2/Year
1c. Organization of focus groups	25	1000	5	25,000	5/Year
<b>2. Information disclosure activities</b>					
2a. Adverts in Mass Media	10	2000	1	20,000	
2b. Adverts in the Newspaper	10	1000	1	10,000	
2c. Posters	10,000	1000	5	10,000	
2d. Flyers	100,000	1	5	100,000	
2d. Translation of printout into Braille	20	200	5	4000	
<b>3. Learning Events/Training</b>					
3a. Training on ESMF, SEP, GRM, GBV, and M&E for the PIUs and management of the IAs	1	10,000	1	10,000	Right after The staff On-board
3b. Training on ESMF, SEP, GRM, and GBV for the management and social expertise in the line regional bureaus of the respective IAs, and representatives of vulnerable groups	5	30,000	5	150,000	Every year
<b>4. Monitoring of the SEP implementation</b>					
Regularly seek feedback from stakeholders on the E&S performance of the project through conducting: (a) separate focus discussions with vulnerable groups (b) focus group discussions with the civil servants in the target institutions and (c) beneficiary surveys					
<b>TOTAL STAKEHOLDER ENGAGEMENT BUDGET</b>				<b>669,000</b>	

## 5.2. Management functions and responsibilities

The entities responsible for carrying out stakeholder engagement activities are the MoF, CSC, and MoR. The stakeholder engagement activities will be documented through the Social Specialist of the PIU in the respective implementing agencies (MoF, MoR and CSC).

## 6. Grievance Mechanism

The main objective of a GM is to assist in resolving complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved.

### 6.1 Description of GM

**Table 6: Description of GM**

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	<ul style="list-style-type: none"> <li>The Social Safeguards Specialist in each PIU serves as the GM structure at the project level</li> <li>The Social Safeguards Focal Person in the respective region operates as the GM structure at the regional level</li> <li>A Grievance Committee (GC) will be established at the Local grievance focal point.</li> </ul>	Before implementation phase	<ul style="list-style-type: none"> <li>MoF, CSC, and MoR,</li> <li>The PIU in the respective IA</li> </ul>
Grievance uptake	<p>Grievances can be submitted via the following channels:</p> <ul style="list-style-type: none"> <li>In-person to the respective PIUs, regional focal persons, or Grievance Committee at the local grievance focal points</li> <li>Toll-free telephone hotline/Short Message Service (SMS) line</li> <li>E-mail</li> <li>Letter to the respective PIUs or grievance focal persons at the line Regional Bureaus of the respective institutions</li> <li>Complaint form to be lodged via any of the above channels</li> <li>Walk-ins may register a complaint in a grievance logbook or suggestion box in the respective offices</li> </ul>	Throughout the project implementation period	<ul style="list-style-type: none"> <li>Social Safeguards in the respective PIU</li> <li>Focal Person in the respective region</li> <li>Grievance Committee members at the local grievance focal points</li> </ul>
Sorting, processing	<p>Any complaint received is forwarded to the Social Safeguards Focal Person in the respective regions or a Grievance Committee (GC) in the respective local grievance focal points, Logged in the regional focal points or local grievance points database, and categorized according to the following complaint types:</p> <ul style="list-style-type: none"> <li>Contact address of the person raised the complaint</li> <li>Point of grievance</li> <li>Project site and region</li> </ul>	Upon receipt of complaint	<ul style="list-style-type: none"> <li>The Social Safeguards Focal Person in the respective regions.</li> <li>A Grievance Committee (GC) in the respective local grievance focal points.</li> </ul>



Step	Description of Process	Time Frame	Responsibility
	<ul style="list-style-type: none"> <li>• Date the complaint was reported</li> <li>• Date the Grievance Log was added onto the project database.</li> </ul>		
Acknowledgment and follow-up	Receipt of the grievance is acknowledged to the complainant by the Social Safeguards Focal Person in the respective regions or a Grievance Committee (GC) in the respective local grievance focal points	Within 24 hours	<ul style="list-style-type: none"> <li>• The Social Safeguards Focal Person in the respective regions.</li> <li>• A Grievance Committee (GC) in the respective local grievance focal points.</li> </ul>
Verification, investigation, action	Investigation of the complaint is led by the Social Safeguards Focal Person in the respective regions or a Grievance Committee (GC) in the respective local grievance focal points. Accordingly, a proposed resolution is formulated by the regional focal persons or GC and communicated to the complainant.  If the complaint person is not satisfied with the resolution proposed, regional focal persons forwarded the complaints to the Social Safeguards staff in the PIU.	Within 15 working days	<ul style="list-style-type: none"> <li>• The Social Safeguards Focal Person in the respective regions.</li> <li>• A Grievance Committee (GC) in the respective local grievance focal points.</li> </ul>
Monitoring and evaluation	Data on complaints are collected by regional focal persons and reported to the Social Safeguards in the PIU for monitoring and evaluation	Once a month	<ul style="list-style-type: none"> <li>• The Social Safeguards Focal Person in the respective regions.</li> <li>• The Social Safeguards staff in the respective PIU</li> </ul>
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected led by the Social Safeguards Focal Person in the respective regions or a Grievance Committee (GC) in the respective local grievance focal points.	Same day proposed resolution communicated to the compliant person	<ul style="list-style-type: none"> <li>• The Social Safeguards Focal Person in the respective regions.</li> <li>• A Grievance Committee (GC) in the respective local grievance focal points.</li> </ul>
Training	Training needs for the PIU staff, regional focal persons, Local Grievance Committees, Contractors' staff, and Supervision Consultants are as follows: <ul style="list-style-type: none"> <li>• Means of Receiving Complaints</li> <li>• GRM Protocols</li> <li>• GRM procedures</li> <li>• Grievance log</li> </ul>	Throughout the project implementation period as required	Hired Social Consultant

Step	Description of Process	Time Frame	Responsibility
If relevant, payment of reparations following complaint resolution	Regional focal person and Grievance Committee in the local grievance point in coordination with the Social Safeguards and Project Manager of the PIU will determine on the amount of reparations. The determined amount is directly transferred to the complaint persons' Bank Account if in cash or give in person if in kind	Upon decision for reparations	<ul style="list-style-type: none"> <li>• The Social Safeguards staff and project manager in the respective PIU</li> <li>• The Social Safeguards Focal Person in the respective regions.</li> <li>• A Grievance Committee (GC) in the respective local grievance focal points.</li> </ul>

The GM will provide an appeals process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied, then they should be advised of their right to legal recourse.

6.2 Special Procedures to Address Issues Related to SEA/SH or GBV

When relevant, the project will have other measures in place to handle sensitive and confidential complaints, including those related to Sexual Exploitation and Abuse/Harassment (SEA/SH) in line with the World Bank ESF Good Practice Note on SEA/SH. Per this Good Practice Note, the IA should establish the Accountability and Response Framework for resolving SEA/SH cases. While the process for resolution and the people involved may vary, the key guiding principle for the resolution process should be to ensure the complete confidentiality of the survivor's case information, a survivor-centered approach, a fair assessment, and due process for all those involved, a speedy resolution and application of the process outlined in the agreed-upon Accountability and Response Framework in the SEA/SH Action Plan. Further, any person involved in the resolution process should be specifically trained to address and resolve SEA/SH related complaints and wherever possible a dedicated focal point from the GBV service provider should be part of the resolution process.

The Labor GM will be provided for all direct workers and contracted workers to raise workplace concerns. Such workers will be informed of the grievance mechanism at the time of recruitment and the measures put in place to protect them against reprisal for its use. Measures will be put in place to make the grievance mechanism easily accessible to all such project workers. The Labor GM should be described in detail in the Labor Management Procedures.

The World Bank and the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

## 7. Monitoring and reporting

### 7.1. Summary of how SEP implementation will be monitored and reported

The MoF, CSC, and MoR through the Social Specialists of the PIUs in the respective implementing agencies will continue to engage with and provide information to, project-affected parties and other interested parties throughout the life cycle of the project. If there are significant changes to the project that result in additional risks and impacts, particularly where these will impact project-affected parties, the implementing agencies will provide information on such risks and impacts and consult with the project-affected parties as to how these risks and impacts will be mitigated. Accordingly, the Social Specialists in the respective PIUs will disclose an updated ESCP, setting out any additional mitigation measures. Also, the Social Specialists in the respective PIUs will regularly seek feedback from stakeholders on the environmental and social performance of the project. Ongoing consultation with and feedback from the stakeholders is also used to assess the effectiveness of the measures designed to mitigate the project's environmental and social risks and impacts. For this purpose, the implementing agencies will build upon the channels of communication and engagement in the SEP. Monitoring and reporting indicators include (a) the number of separate focus discussions with vulnerable groups/representative organizations, focus group discussions with the civil servants in the target institutions, and formal meetings with government entities arranged to discuss project E&S performance and overall progress, (b) number of materials/documents translated into the languages of the affected HUCs or Braille for blind employees, (c) number of beneficiary surveys, (d) number of information boards displayed and suggestion boxes provided, (e) special consideration to address issues related to GBV, (f) use of participatory monitoring techniques, for example, use of meaningful consultation methods appropriate to the culture and languages of HUCs, and (g) as implementation of the project progresses, new impacts may arise, while other impacts may be eliminated. Thus, respective implementing agencies provide regular updates to stakeholders on the project performance and changes in scope or schedule, following the procedures agreed upon in the SEP.

### 7.2. Reporting back to stakeholder groups

The SEP will be periodically revised and updated as necessary in the course of project implementation. Quarterly summaries and internal reports on public grievances, inquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions, will be collated by the Social Specialists in the respective PIUs and referred to the project's senior management. The quarterly summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the project's ability to address those in a timely and effective manner. Stakeholder groups will be reported back using different ways: posting summaries of the quarterly monitoring report and updates on the developments/changes in the SEP on the project websites and Social Media platforms; response to requests for information from project-affected parties, other interested parties, and vulnerable groups (through toll-free telephone hotlines, email, etc.); updates on focus group discussions and meetings arranged for monitoring purposes; and use of the formats suitable to and understandable for (e.g. engage sign language interpreters, translate summaries of quarterly progress report into local languages and Braille, use of non-technical summaries, posting on community notice boards, etc.) vulnerable groups such as employees with disability and HUCs.

## Annexes

**Table 7: Records of Meetings or Consultations**

Stakeholder (Group or Individual)	Dates of Consultations	Key Issues Discussed	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Date to Complete Follow-up Action(s)
<b>Summary of Previous Consultation</b>						
Representatives of the IAs	January 16, 2024	Project information disclosure (Project Concept Note and Concept ESRS)	Appreciate that the project is timely and vital in supporting the ongoing government strategies and efforts to the Civil Service and Public Financial Reforms	Inform the participant that the proposed project interventions are designed in line with the GoE's strategic needs (e.g. Civil Service Reform Roadmap) and build on previous World Bank-financed projects such as the Digital Ethiopia Foundation Project		
			Asking for clarification on the Concept Project Note	Clarification given on the proposed project Components and Subcomponent activities		
			Unfamiliarity by some participants about the World Bank ESF ESSs	Discussion on the World Bank ESM ESS1-10, the requirements, and the scope of application in each ESS		
			Who will conduct the environmental and social assessment for the project, prepare the required ESF instruments	Participants were informed that the World Bank will engage Environmental and Social Consultants to provide technical support for the environmental and social assessment and preparation of the required ESF	-Conduct stakeholder engagement -Representatives from each IA will facilitate stakeholder consultation -The Environmental and Social Consultants will prepare the ESMF for the project	A precondition for project disbursement
<b>Stakeholder (Group or Individual)</b>	<b>Dates of Consultations</b>	<b>Key Issues Discussed</b>	<b>Summary of Feedback</b>	<b>Response of Project Implementation Team</b>	<b>Follow-up Action(s)/Next Steps</b>	<b>Date to Complete Follow-up Action</b>

Stakeholder (Group or Individual)	Dates of Consultations	Key Issues Discussed	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Date to Complete Follow-up Action(s)
<b>Summary of consultations done during the environmental and social assessment and preparation of ESF instruments</b>						
All stakeholder groups	February 19-29, 2024	Project information disclosure	On behalf of their respective institutions, the participants invariably express that the upcoming project is timely and will address the crucial needs currently facing the delivery of public services. Also, the participants promised their commitment to successfully implementing the proposed project.			
Implementing Agencies (IAs)		Assessment of institutional capacity gaps	Technical capacity gaps in the management of ESMF	Capacity building training will be given ESMF and approach: <ul style="list-style-type: none"> <li>• Identification and assessment of E&amp;S risks</li> <li>• Selection and application of relevant E&amp;S risk management measures/instruments</li> <li>• E&amp;S monitoring and reporting</li> <li>• Incident and accident reporting</li> <li>• Application of LMP, including Code of Conduct, incident reporting, SEA/SH</li> <li>• Application of SEP and the grievance/beneficiary feedback mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging Environmental and Social Consultants</li> <li>• Preparing training materials</li> <li>• Arrange training sessions</li> </ul>	Before implementation phase
			Inadequacy of qualified manpower	Component 4 will support the management, coordination, and monitoring and evaluation (M&E) of project activities and funds including the recruitment of crucial experts such as a project manager, a financial	Recruitment of appropriate staff for the project management	Before implementation phase

Stakeholder (Group or Individual)	Dates of Consultations	Key Issues Discussed	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Date to Complete Follow-up Action(s)
				management specialist, a procurement specialist, an M&E specialist, technical leads, and an environmental and social specialist.		
			Lack of material resources	The project will finance for supporting materials	Procurement of supporting materials	Before implementation and throughout project implementation, as necessary
Disadvantaged or Vulnerable Individuals and Groups		<p><b>Project disproportionate adverse impacts for the VGs</b></p> <p>Among the VGs, employees with visual and mobility impairments, female employees, employees in conflict areas, and Historically Underserved Regions were allowed to discuss the challenges that prevent</p>	<p>There are views and concerns shared by all the consulted VGs including:</p> <ul style="list-style-type: none"> <li>• Disregard or lack of awareness by the management members (Top Management, Directors, Unit Heads, and Team Leaders) about the employees with special needs.</li> <li>• Resource constraints (financial, material, and facilities) pose a bottleneck for mainstreaming employees with special needs.</li> <li>• Given all the Project Components comprise the digitalization subproject activities, the participants have raised concerns about their inclusiveness. In particular, the following are justified as the measure hindering factors in this regard: <ul style="list-style-type: none"> <li>✓ Lack of ICT tools with screen readers to access digital content for blind employees</li> <li>✓ Low digital literacy level.</li> </ul> </li> </ul>	The response was given to the participants focusing on how the project will consider their concerns. Clarification was made to the participants that the project would design and put in place mitigation measures taking their concerns into account		

Stakeholder (Group or Individual)	Dates of Consultations	Key Issues Discussed	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Date to Complete Follow-up Action(s)
		them from equal inclusion and the benefits of the project.	<ul style="list-style-type: none"> <li>✓ Lack of awareness and/or commitment by the management members.</li> <li>✓ Undermining the capacity of the VGs such as blind employees for the use of ICT</li> <li>✓ No allocation or lack of budget to mitigate the special needs of the VGs</li> </ul>			
Interested parties		Engagement in the project	How the project engages interested parties	Active engagement of interested parties through SEP	Preparation of SEP	Begin in the project preparation phase and throughout the implementation period

**Table 8: List of Stakeholders Consulted**

Organization	Name	Position	Phone	Email
<b>Federal Level</b>				
Ministry of Finance	Mr. Degu	Channel One Programs Coordination Directorate Director	+251111402000	
	Mr. Melaku Kifle	Channel One Programs Senior Advisor	01911122449	mkifl@mfed.gov.et
	Mr. Gadisa	Channel One Assistant	0941422099	
	Mrs. Abonash	Social Affairs Expert		<a href="mailto:agudeta@mofes.gov.et">agudeta@mofes.gov.et</a>
	Mrs. Kassaitu	Social Affairs Expert		<a href="mailto:kassafantaw@yahoo.com">kassafantaw@yahoo.com</a>
Ethiopian Civil Service Commission	Dr. Worku Dejene	Civil Service Reform Coordination	911347166	<a href="mailto:workudejenecsc@gmail.com">workudejenecsc@gmail.com</a>
	Dr. Girma Taddese	Resource Mobilization Coordinator	0911862797	<a href="mailto:girmatadese@gmail.com">girmatadese@gmail.com</a>
Ministry of Revenue	Serkalem Moges	Women and Children Affairs Directorate Director	0911858107	
	Abiot Anagaw	Gender Affairs Team Leader	0922753946	<a href="mailto:abotendalew2121@gmail.com">abotendalew2121@gmail.com</a>
	Amere Tamrat	ICT Expert	941217862	<a href="mailto:amaretamerat3@gmail.com">amaretamerat3@gmail.com</a>
	Ashebir Regassa	Financial Management Coordinator	913257540	<a href="mailto:aday2002@gmail.com">aday2002@gmail.com</a>
	Yisak Abera	Legal Service Directorate, Litigation and branch inspection officer	0922149652	<a href="mailto:Yisakabera3@gmail.com">Yisakabera3@gmail.com</a>
	Genet	Tax Fraud Investigation Directorate, Audit Investigation Coordinator	0911600919	<a href="mailto:wgenet14@yahoo.com">wgenet14@yahoo.com</a> or <a href="mailto:genert.worku.2020@gmail.com">genert.worku.2020@gmail.com</a>
<b>Regional Level</b>				
MoF Hawassa Branch	Woinhareg Afework	Women and Social Affairs Team Leader	0961399667	<a href="mailto:Temesgena229@gmail.com">Temesgena229@gmail.com</a>
MoF Dire Dawa Branch	Etsehiwot Bizuneh	"	0915746203	<a href="mailto:bizunehetsehiwot@gmail.com">bizunehetsehiwot@gmail.com</a>
MoF Adama Branch	Jibril Ahmed		0926325876	
MoF Eastern AA Branch	Nuria Ebrahim		0911469991	
	Mr. Adhine	Reform Supervision and Support Directorate Director	0911064956	
	Mr. Abebe Kassie	Reform Supervision and Support Team Leader	+2510912355609	<a href="mailto:Abebekassie21@gmail.com">Abebekassie21@gmail.com</a>



Organization	Name	Position	Phone	Email
Addis Ababa Civil Service Commission	Mr. Abraham Ketema	Reform Supervision and Support Team Leader		Abrahamketema2011@gmail.com
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Gambelle Region	Habtom Kindu	Reform Supervision and Support Coordinator	0920467967	Habtomkindu@gmail.com
	Tessema Eshete	Reform Supervision and Support Officer	0967126703	Dagitesema853@gmail.com
	Meseret Abebe	Employees with Disability in Gambella CSC	0913490171	
	Hareg Tadesse	Women employee in Gambella CSC	0985688691	
Afar-Science, Innovation and Technology Commission	Tewoled Birhan	Director-ICT	0904341924	<a href="mailto:Tewoled54@gmail.com">Tewoled54@gmail.com</a>
	Abdo Hannatu	Director-ICT	0904341924	<a href="mailto:Abdi2016@gmail.com">Abdi2016@gmail.com</a>
Afar-BoWSA	Amina Musa	Capacity Building Directorate Director	0911040974	
	Seadan Ahmed	Women Right Protection Unit Leader	0914118914	<a href="mailto:aminamussa2013@gmail.com">aminamussa2013@gmail.com</a>