

AFRICAN RISK CAPACITY LTD

**Regional Emergency Preparedness & Access to
Inclusive Recovery (REPAIR)**

MPA - Phase 2

P508319

DRAFT STAKEHOLDER ENGAGEMENT PLAN (SEP)

March 2025

1. Introduction/Project Description

The REPAIR MPA Programme was approved by the World Bank on 31 July 2024, for a total maximum envelope of US\$926 million, with the Project Development Objective (PDO) to strengthen the financial and operational preparedness of Southern and Eastern African Countries to respond quickly to climate and other shocks. The Programme is now effective in the three Phase 1 countries: Comoros, Madagascar and Mozambique - P181014, report # PADHI00380). Phase 2, set to be approved in July 2025, includes: Angola, Burundi, Lesotho, Malawi, Seychelles and Zambia.

Project Components

Component 1: The MPA has established and capitalised a Regional Climate Risk Fund (RCRF) to provide AFE countries with access to pre-arranged and cost-efficient financing in anticipation of climate and other shocks. The Fund is managed by an experienced regional financial institution and has three different layers: (i) reserves for moderate and frequent shocks; (ii) contingent financing for severe and less frequent shocks; and (iii) parametric insurance for catastrophic climate events, placed in international markets. The regional management of the fund ensures strong governance to mobilise additional public and private funds for participating countries. It ensures higher returns on capital with the mobilisation of expertise in reserve management by the regional implementer. Finally, it saves costs by pooling countries to approach financial markets. Countries will choose how to allocate their IDA/IBRD envelope in the different layers based on their needs and will know before an eligible shock how much funding is available. While instruments are placed for a pool of countries, countries retain access to their own funding regardless of shocks in other countries. The RCRF will grow over time with returns on reserves, additional donor funds to be mobilised by the regional implementer.

The proposed lending instrument is an IPF, with a contingent financing component for the middle layer. The additionality of this instrument is based on: (i) private capital mobilisation (PCM) for the insurance layer; (ii) a focus on end beneficiaries by preparing country delivery channels to receive quickly the pre-arranged financing; (iii) the sustainability of the RCRF which pools countries and mobilise resilience finance at scale, thereby reducing the costs of mobilisation for the participating countries; (iv) systematic coordination with other partners (e.g. African Development Bank (AfDB) or International Monetary Fund (IMF)) to optimise the use of resilience finance for countries; and (v) a strong learning agenda on disaster risk finance and contingency planning. The contingent financing backstops the reserves and is available for disbursement once reserves are depleted by at least 50 percent from their initial level. Phase 2 countries have allocated their IDA/IBRD envelope to the contingent financing based on their needs and absorption capacity for immediate liquidity from the reserves.

Component 2: Technical assistance supports the operationalisation of the RCRF and the operational preparedness of national delivery channels to ensure swift flows of funds upon a shock. This component is funded by a US\$26 million grant from the Global Shield Financing Facility (GSFF) and is implemented by African Risk Capacity (ARC) Ltd. The eligible expenditures are start-up costs of the RCRF, consultancies to design and place the financial instruments and co-financing to enhance affordability for countries, staffing and operational cost, capacity building to countries to strengthen national delivery channels, improve MoF's management of disaster-related contingent liabilities, and contingency planning (contingency plans and fire drills). Eligible delivery channels will be selected by MoFs and ARC Ltd after a due diligence process to assess their ability to comply with World Bank standards in terms of Environmental and Social and fiduciary standards. Implementing agencies of World Bank projects are considered eligible.

2. Objective/Description of Stakeholder Engagement Plan

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

This Stakeholder Engagement Plan (SEP) applies to all activities undertaken by ARC Ltd.'s as implementation partner for the REPAIR Programme in all participating countries. It aims to facilitate stakeholder engagement throughout the programme's life cycle and across the various programme components.

The objectives of this SEP are:

- To identify programme stakeholders, including (where relevant) members of vulnerable groups and their priorities and concerns.
- Identify strategies for information sharing and communication to stakeholders as well as consultation of stakeholders in ways that are meaningful and accessible throughout the Programme cycle.
- To specify procedures and methodologies for stakeholder consultations, documentation of the proceedings and strategies for feedback.
- To establish an effective, transparent and responsive grievance mechanism for the Programme.
- To develop a strategy for inclusive and meaningful stakeholder participation in monitoring project impacts, documenting, reporting and disseminating results among the different stakeholders.

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:* Consultations with project stakeholders 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 analysing and addressing comments and concerns.
- *Inclusiveness and sensitivity:* Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders are encouraged to be always 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, displaced persons, migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.
- *Flexibility:* If social distancing, cultural context (for example, particular gender dynamics), or governance factors (for example, high risk of retaliation) inhibit traditional forms of face-to-face engagement, the methodology should adapt to other forms of engagement, including various forms of internet- or phone-based communication.

3.2. Affected parties and other interested parties

In its broadest sense, affected parties (APs) of the REPAIR project will include local communities, community members, and other parties that may be subject to direct impacts as end-beneficiaries of the funds provided to sector ministries and agencies and other distribution channels at country and local levels. These stakeholders' information needs and concerns are likely to be related to on-the-ground crisis response activities and thus will be managed at the local distribution partner level, each of which is presumed to have its own SEP or equivalent.

However, at the level of ARC Ltd and Ministries of Finance (MoF), stakeholders will mostly be institutions, including:

- Interministerial steering committee of key senior government officials who advise MOFs on allocation of funds for each climate emergency or disaster.
- National sector ministries and agencies have historically been involved in recovery efforts from climate shocks or other disasters.
- Devolved directorates and other subnational government bodies, including provincial, regional, district, and communal governments.
- Multilateral and bilateral donors, including World Bank, African Development Bank (AfDB), USAID, the French Development Agency (AFD), etc. and UN agencies, some of whom also support disaster recovery and climate risk activities.
- Specific projects and their project implementation units (PIUs) which may become delivery channels for the project.
- National or international NGOs operating in the country on Disaster Relief and Crisis response activities to address climate shocks and local or national disasters.

Note that APs can be affected either positively or negatively (or both) by a project.

Other Interested Parties (OIPs) are individuals, groups or entities that may not experience direct impacts from the REPAIR Programme operations but who consider or perceive their interests as being affected by the programme and/or who could affect the program and the process of its implementation in some way. Examples include NGOs or civil society groups at the local, national, and international levels, business owners and providers of services within areas known to regularly face climate shocks, as well as national and international media covering climate crisis events and developments in the participating countries.

3.3. Disadvantaged/vulnerable individuals or groups

Disadvantaged or vulnerable individuals or groups are those who may be disproportionately impacted or further disadvantaged by a project compared with any other groups due to their vulnerable status and may require special engagement efforts to ensure their equal representation in the consultation and decision-making processes associated with the project.

Within the REPAIR Project, vulnerable or disadvantaged groups and individuals who may be end-beneficiaries of REPAIR funds may include but are not limited to the following: elderly people, persons with disabilities and their caretakers, women-headed households, sexual and gender minorities, the unemployed, and other disadvantaged or historically marginalized groups or individuals.

Since ARC Ltd's project interactions primarily will be with ministries and agencies implementing World Bank projects and other institutional stakeholders, no disadvantaged and vulnerable groups are

expected to be engaged directly by ARC Ltd. Such engagements will be undertaken at the level of the delivery channel by Project PIUs under terms of their existing SEPs.

Considering that stakeholders, especially institutional players, may change during the Programme, the ARC Ltd stakeholder list will be revised and updated continuously to include new stakeholders with access to additional information.

4. Stakeholder Engagement Programme

4.1. Summary of stakeholder engagement carried out during project preparation

Comoros

- On 25 September 2024, a briefing meeting was held at WB headquarters in Moroni. The attendees included representatives from the Ministry of Finance, the Budget and Banking Sector (MFBBS), the Direction Générale de Sécurité Civile (DGSC), the World Bank, and ARC Ltd. The agenda included an overview of the REPAIR program, its development objectives, risk layering mechanisms, identified key stakeholders, eligible activities, and key principles.
- On 26 September 2024, an official REPAIR launch took place in the Comoros.
- On 8 October 2024, ARC Ltd met with the Ministry of Finance, Budget and Banking Sector to discuss Comoros' work plan for the REPAIR Programme.
- On 10 October 2024, ARC Ltd met with the Projet de Relèvement Post-Kenneth et Résilience (PRPKR) to plan activities for the REPAIR Programme.
- Between 23 and 31 October, ARC Ltd and the World Bank met with MFBBS, DGSC, UGP Projets Filets Sociaux de Sécurité (PFSS), UGP Projet de Résilience des Systèmes Alimentaires aux Comores (FSRP), PRRC, UGP Projet d'Approche Globale de Renforcement du Système de Santé (COMPASS), and other key stakeholders to discuss on the E&S requirements, key roles and responsibilities and needs for E&S support and training.
- In November 2024, a preliminary assessment was conducted by ARC Ltd to assess MFBBS E&S compliance.
- Further, a meeting was held on 8 November 2024 to plan the E&S assessments for Distribution Channels.
- On 16 November 2024, WB conducted a presentation of CERC, CERP, and REPAIR with MFBBS.
- On 04 and 06 December 2024, COMPASS, DGSC, PRPKR, and PFSS held meetings on E&S to discuss the assessments' outcomes and review E&S templates developed by ARC Ltd.
- Between 16 and 24 December 2024, post-CHIDO meetings were held with the World Bank, MFBBS, DGSC, and ARC Ltd. At these meetings, establishing MOUs with distribution channels and managing the fallout of the cyclone were discussed.
- Post tropical cyclone CHIDO, multiple coordination meetings were held between World Bank, ARC Ltd, Comorian central government and agencies to determine the best way in which REPAIR could support the response.
- Clarifications meetings were held between ARC Ltd, MoF and DGSC prior to issue of the disbursement request to ARC Ltd on 24 December 2024.
- ARC Ltd, in collaboration with World Bank processed the payment request on 25 December 2024 after performing its conformity check against applicable REPAIR eligibility criteria. The MOF confirmed received the funds on 31st December (within 7 days from submission of the request).
- Post the disbursement, several meetings were held with MOF and DGSC to identify the gaps in the operational preparedness, lessons learnt and areas for improvement.
- In the month of January and February 2025, meetings were also held with the DGSC to compile list of invoices to support the utilisation of the REPAIR funds.

- A joint site visit was conducted from 03 to 06 February 2025 by WB, ARC Ltd and DGSC, to distribute food and construction kits to approximately 140 relocated residents on Anjouan and Moheli islands.
- On 3 March 2025, a meeting with PFSS was held to review the performance contract and discuss how PFSS can benefit from REPAIR in the future.

Madagascar

- On 16 December 2024, an official launching event for the REPAIR program took place in Madagascar. The event was attended by key stakeholders, including the Minister of Economy and Finance, the Minister of Agriculture, MOF staff including the General Secretary and Treasury Directorate (DGT) team, WB, ARC Ltd team, Cellule de Prévention et d'appui à la Gestion des Urgences à la Primature (CPGU), Direction de la Dette Publique (DDP), Fonds d'Intervention d'Urgence (FID), Fonds National Contingence (FNC), Bureau National de Gestion des Risques et des Catastrophes (BNGRC), and SOLIDIS. The primary focus of the meeting was to present the REPAIR program, its objectives, the risk layering mechanisms, key stakeholders, eligible activities, and key principles.
- On 14 January 2025, a preparatory meeting was held at CNFI in Antsahavola, Antananarivo, between the Treasury Directorate and ARC Ltd. Discussions covered the Technical Assistance (TA) memo components and planning for the upcoming Gap Assessment mission. The DGT team also presented MOF's draft operational manual, followed by a Q&A session.
- On 22 January 2025, ARC Ltd met with the MOF's team at the DGT premises to initiate the Gap Assessment. The meeting focused on understanding and analysing MOF current processes and procedures with regards to disaster risk management and financing including the level of preparedness for E&S compliance.
- Between 23 and 24 January 2025, ARC Ltd engaged with key programme stakeholders including CPGU, DDP, FID, FNC, BNGRC, and SOLIDIS, to assess the level of financial and operational preparedness, including E&S Compliance requirement.
- On 7 February 2025, a meeting was held between ARC Ltd team and SOLIDIS team to discuss the overview of financial products and mechanisms to be rolled out by SOLIDIS under REPAIR. The presentation included key financial mechanisms, designing methodology, and identifying pending points to be clarified with WB and MOF, culminating in a tentative action plan.
- On 11 February 2025, ARC Ltd held discussions with DGT, BNGRC, and FNC regarding the finalization of the performance contract (MoU) between both parties for operationalisation of REPAIR in Madagascar.
- During the first week of March, several follow-up meetings were also conducted with MOF team for signature of the financial and subsidiary agreement.
- A meeting was held with the FNC Director to review feedback on the simulation exercise for fund disbursement to beneficiaries affected by Tropical Cyclone Dikeledi on 06 March 2025.
- WB and ARC Ltd conducted Fundschain Training for MOF and distribution channels from 24 to 26 March 2025.

Mozambique

- In August and September 2024, the World Bank actively collaborated with the Ministry of Finance (MOF) to onboard Mozambique to the REPAIR Programme. The financial agreement was officially declared effective on 22 October 2024.
- An online workshop was held with MOF on 27 Oct 2024 to present the REPAIR reserve management strategy.
- A meeting was held on 06 December 2024 between World Bank, ARC Ltd and MOF staffs to present the governance framework and provide clarifications on REPAIR key requirements.
- On 16 December 2024, a meeting was held with MoF to discuss on the eligibility criteria and the onboarding process for distribution channels.
- Following the tropical cyclone CHIDO, a meeting was held on 23 December 2024 with MoF and National Institute for Disaster Management (INGD) to discuss on REPAIR Activation.
- A follow-up meeting was conducted on 03 January 2025 with the MoF, INGD, WFP, FAO among other stakeholders to discuss on the damage needs assessment and preliminary findings post the tropical cyclone CHIDO.
- On 10 January 2025, another round of meeting was held to discuss on the various financial instruments available for disaster response to tropical cyclone CHIDO.
- On 06 February 2025, a meeting was held with MoF, INGD and WFP to assess the assistance and funding requirement for food security and medical kits.
- On 24 February 2025, a final meeting was conducted with MOF, to conclude the discussion on REPAIR activation (Go/No Go) for tropical cyclone CHIDO.
- On 06 March 2025, ARC Ltd conducted an online induction workshop with MOF and distribution channels. The workshop aimed to provide a recap on the REPAIR programme, governance framework, reserve management strategy among others.
- Post the tropical cyclone Jude, several clarification emails has been shared between ARC Ltd and MOF. The Official Request for disbursement under REPAIR programme is currently being processed by MOF.

Regional

On 18 March 2025, in Johannesburg in South Africa, a REPAIR Regional Workshop gathered delegations from 10 countries (Angola, Burundi, Comoros, Democratic Republic of Congo, Lesotho, Malawi, Madagascar, Mozambique, Seychelles, Zambia), with ARC Ltd, development partners including AfDB, the AFD and the Loss and Damage Fund and the World Bank. The workshop enabled Phase 1 countries to share key learnings from their experiences with REPAIR, which was activated in December 2024 in response to the tropical cyclone Chido in Comoros and Mozambique. A series of participative trainings and knowledge exchanges were conducted on disaster risk finance, the governance framework of REPAIR and Environmental and Social Standards. Participating Countries discussed the strategic orientation of the reserve investment management strategy applicable to pooled country reserves, presented by ARC Ltd.

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

Different engagement methods are proposed and cover different stakeholders as the project moves into implementation.

Stakeholder	Language needs	Preferred communication method(s)	Specific needs
Interministerial steering committee	English (Lesotho, Malawi, Seychelles)	Formal meetings Structured agendas	Basic project information

Stakeholder	Language needs	Preferred communication method(s)	Specific needs
	and Zambia), French (Burundi, Comoros, Madagascar, and DRC), Portuguese (Angola and Mozambique)	Email communications	Regular updates on project developments Programme roles and responsibilities Funds flow and governance framework ESF Requirements
National sector ministries and agencies	English (Lesotho, Malawi, and Zambia), French (Burundi, Comoros, Madagascar, and Seychelles), Portuguese (Angola and Mozambique)	Formal meetings Structured agendas Email communications Quarterly newsletters	Basic project information Regular updates on project developments Programme roles and responsibilities Funds flow and governance framework ESF requirements
Devolved directorates and other subnational government bodies,	English (Lesotho, Malawi, and Zambia), French (Burundi, Comoros, Madagascar, and Seychelles), Portuguese (Angola and Mozambique)	Formal meetings Structured agendas Email communications Website Quarterly newsletters	Basic project information Regular updates on project developments Programme roles and responsibilities Funds flow and governance framework ESF requirements
Multilateral and bilateral donors	English (Lesotho, Malawi, and Zambia), French (Burundi, Comoros, Madagascar, and Seychelles), Portuguese (Angola and Mozambique)	Formal meetings Website Quarterly newsletters	Basic project information Regular updates on project developments Programme roles and responsibilities Funds flow and governance framework ESF requirements Opportunities for cofinancing, partnering or providing delivery channels
Specific projects which may become delivery channels	English (Lesotho, Malawi, and Zambia), French (Burundi, Comoros, Madagascar, and Seychelles), Portuguese (Angola and Mozambique)	One-on-one meetings Website	Basic project information Regular updates on project developments ESF requirements
National or international NGOs	English (Lesotho, Malawi, and Zambia), French (Burundi, Comoros, Madagascar, and Seychelles), Portuguese (Angola and Mozambique)	Group information sessions, One-on-one meetings Website Interviews in local media Social media Flyers and other program literature	Basic project information Regular updates on project developments Programme roles and responsibilities Funds flow and governance framework ESF requirements Opportunities for cofinancing, partnering or providing delivery channels
Private sector businesses and service providers	English (Lesotho, Malawi, and Zambia), French (Burundi, Comoros, Madagascar, and Seychelles), Portuguese (Angola and Mozambique)	Group information sessions, One-on-one meetings Website Adverts in local media Breakfast meetings with business associations	Basic project information Service provision opportunities

Stakeholder	Language needs	Preferred communication method(s)	Specific needs
National and international media Civil Society	English (Lesotho, Malawi, and Zambia), French (Burundi, Comoros, Madagascar, and Seychelles), Portuguese (Angola and Mozambique)	Media and climate/development conferences Interviews with ARC and MOF Website Interviews in local media Flyers and other program literature	Basic project information Regular updates on project developments Programme roles and responsibilities Funds flow and governance framework ESF requirements

4.3. Stakeholder engagement plan

A calendar of specific stakeholder engagement activities to be carried out by ARC Ltd for all participating countries will be developed no later than one month after the Effective Date and will be provided in the next iteration of this SEP. Meanwhile a provisional plan has been prepared for the Phase 1 countries, as shown below:

Regional

Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Within 2 Months of Effective Date	Programme Announcement	Media Group Information Sessions Website	All	ARC Ltd MOFs
Monthly	Programme Implementation	Meeting	MOFs Distribution Channels	ARC Ltd MOFs
Monthly	Investment Management Reports	Email Report		
Ad Hoc	Disaster Notification and REPAIR Programme Role	Website Email Media	All	ARC Ltd MOFs
Ad Hoc	Payout Announcements	Website Email Media	All	ARC Ltd
Quarterly	GM Mechanism	Website Email Media	MOFs Distribution Channels	ARC Ltd MOFs
Quarterly	Progress Reporting	Website Email Media	All	ARC Ltd MOFs

Comoros

Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
3 rd Week of March	Technical meetings with MFBSB about REPAIR	Meeting	MOF team	ARC Ltd MOFs
3 rd Week of March	Technical meetings with DGSC about REPAIR	Meeting	DGSC team	ARC Ltd MOFs
2 nd Week of April	Preparatory Meeting with MOF prior to the Gap Assessment and E&S compliance mission.	Meeting	MOF, DGSC	ARC Ltd
1 st Week of May	Onsite meetings and interviews for the Gap assessment exercise for financial and operational preparedness.	Meeting	MOF, Distribution Channels	ARC Ltd
1 st Week of May	Meetings and interviews for E&S Compliance Assessment.	Meeting	MOF, Distribution Channels	ARC Ltd
3 rd Week of May	Training on Fundschain Platform for funds flow monitoring and reporting.	Training	MOF, Distribution Channels	WB, ARC Ltd
4 th Week of May	Discuss and align on the observations/ findings, recommendations of the Gap Assessment Report.	Meeting	MOF, Distribution Channels	WB, ARC Ltd
Q2	Training to MOF on E&S requirements for REPAIR.	Training	MOF	ARC Ltd
Q2/Q3	Meeting with MOF and Distribution channels to support in E&S activities.	Meeting	MOF, Distribution Channels	ARC Ltd
Q2	Meeting with MOF to draft the standard operating procedures in line with REPAIR Governance Framework.	Meeting	MOF	ARC Ltd
Q2	Meeting to guide MOF and distribution channels on defining, monitoring and reporting on key performance Indicator for the REPAIR programme (M&E).	Discussion sessions/ Meeting	MOF, Distribution channels	ARC Ltd

Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Q2/Q3	Launch and communicate the REPAIR website and knowledge base platform.	Website	MOF, Distribution channels	ARC Ltd
Q3	Annual Regional Meeting for REPAIR Programme.	Meeting	Nominated person at MOF.	ARC Ltd
Q3	Executive Education – Training and capacity building on Disaster Risk Financing.	Classroom Training	MOF, identified Stakeholders	ARC Ltd
Q2/Q3	Meeting to discuss on the approach for review, monitoring and reporting on fund utilisation (Third Party Agent Monitoring).	Meeting	MOF, Distribution Channels	WB, ARC Ltd, TPA

Madagascar

Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
1st Week of April	Technical meetings with FID on the MoU with MOF before signature.	Meeting	MOF and FID	ARC Ltd
1st Week of April	Technical meetings with FNC on the MoU with MOF before signature.	Meeting	MOF and FNC	ARC Ltd
2nd Week of April	Joint technical meeting with MOF and SOLIDIS on the draft of SOLIDIS operation manual.	Meeting	MOF and SOLIDIS	ARC Ltd
3rd Week of April	Introductory meeting with CNFI (Coordination Nationale de la Finance Inclusive) and APIMF (Association Professionnelle des Institutions de Microfinance).	Meeting	CNFI and APIMF	ARC Ltd
Q2	Training to MOF on E&S requirements for REPAIR.	Training	MOF	ARC Ltd
Q2/Q3	Meeting with MOF and Distribution channels to support in E&S activities.	Meeting	MOF, Distribution Channels	ARC Ltd

Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Q2	Meeting with MOF to draft the standard operating procedures in line with REPAIR Governance Framework.	Meeting	MOF	ARC Ltd
Q2	Meeting to guide MOF and distribution channels on defining, monitoring and reporting on key performance Indicator for the REPAIR programme (M&E).	Discussion sessions/ Meeting	MOF, Distribution channels	ARC Ltd
Q2/Q3	Launch and communicate the REPAIR website and knowledge base platform.	Website	MOF, Distribution channels	ARC Ltd
Q3	Annual Regional Meeting for REPAIR Programme.	Meeting	Nominated person at MOF.	ARC Ltd
Q3	Executive Education – Training and capacity building on Disaster Risk Financing	Classroom Training	MOF, identified Stakeholders	ARC Ltd
Q2/Q3	Meeting to discuss on the approach for review, monitoring and reporting on fund utilisation (Third Party Agent Monitoring)	Meeting	MOF, Distribution Channels	WB, ARC Ltd, TPA

Mozambique

Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
3 rd Week of April	REPAIR onsite induction workshop with MoF and Distribution channels	Workshop	MoF, INGD, MISAU, MEC, and other distribution channels	ARC Ltd
4 th Week of April	Meetings and interviews for Gap assessment and E&S Compliance assessment.	Meetings Workshops	MoF, INGD, MISAU, INAS, DINAS	ARC Ltd
2 nd Week of May	Training on Fundschain Platform for funds flow monitoring and reporting.	Training	MOF, Distribution Channels	WB, ARC Ltd
3 rd Week of May	Meeting with MOF and INGD for discussion on	Meetings	INGD and MoF	ARC Ltd

Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
	the Gap assessment findings.			
Q2	Training to MOF on E&S requirements for REPAIR.	Training	MOF	ARC Ltd
Q2	Meeting with MOF and Distribution channels to support in E&S activities.	Meeting	MOF, Distribution Channels	ARC Ltd
Q2	Meeting with MOF to draft the standard operating procedures in line with REPAIR Governance Framework.	Meeting	MOF	ARC Ltd
Q2	Meeting to guide MOF and distribution channels on defining, monitoring and reporting on key performance Indicator for the REPAIR programme (M&E).	Discussion sessions/ Meeting	MOF, Distribution channels	ARC Ltd
Q2/Q3	Launch and communicate the REPAIR website and knowledge base platform.	Website	MOF, Distribution channels	ARC Ltd
Q3	Annual Regional Meeting for REPAIR Programme.	Meeting	Nominated person at MOF.	ARC Ltd
Q3	Executive Education – Training and capacity building on Disaster Risk Financing.	Classroom Training	MOF, identified Stakeholders	ARC Ltd
Q2/Q3	Meeting to discuss on the approach for review, monitoring and reporting on fund utilisation (Third Party Agent Monitoring)	Meeting	MOF, Distribution Channels	WB, ARC Ltd, TPA

4.4. Reporting back to stakeholders

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

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1 Management functions and responsibilities

The entities responsible for carrying out stakeholder engagement activities are the ARC team, comprising the ARC Regional E&S Specialist, the ARC Regional Communication Specialist, and country focal points who support the MOFs in each country.

The stakeholder engagement activities will be documented through monthly regional and country engagement reports. ARC Ltd will maintain a record of each engagement activity, including an agenda and meeting notes.

5.2 Resources

The list of stakeholder engagement activities to be implemented by ARC in early implementation will be developed, and a budget will be provided in the next iteration of this SEP no later than one month after Effectiveness.

6. Grievance Mechanism

The primary objective of a project or program Grievance Mechanism (GM) is to facilitate the timely, effective, and efficient resolution of complaints and grievances arising from ARC Ltd project-related activities, ensuring satisfaction of all parties involved.

6.1. Description of GM

Introduction

The ARC Ltd REPAIR GM will enable all stakeholders to raise grievances and seek redress when they perceive a negative impact arising from ARC Ltd or MEF programme activities, including cases linked to sexual exploitation, abuse and sexual harassment (SEA/SH). It is a way to mitigate, manage, and resolve potential or realised negative impacts, as well as fulfil obligations under international laws and the World Bank's ESS 10, and contribute to positive relations with all stakeholders.

ARC Ltd will utilise its existing GM for the REPAIR Programme. The receipts of complaints and/or queries through a service provider, Lighthouse. This Grievance Mechanism utilises ARC Ltd's existing Anti-Fraud, Anti-Corruption, Anti-Bribery, Complaints and Whistleblowing Policy. Final accountability for the Grievance Mechanism rests with ARC Ltd's Board through the Audit and Risk Committee. The Audit and Risk Committee receives a monthly report of all Grievances received through Light House, while a notification is sent to the Human Resource Manager of every Grievance received through the mechanism.

GM Objectives

The GRM is intended to:

- To receive, log, analyse and address complaints and grievances and enhance conflict resolution arising during project implementation, while keeping complainants informed of the progress being made to resolve the grievances.
- Ensure transparency, accountability, and non-discrimination throughout the implementation of the programme stakeholders.

- Resolve any emerging grievances in the project.
- To promote relations between the programme implementers, executors and beneficiaries.
- Provide avenue for vulnerable groups and survivors of SEA/SH to have equal access to grievance redress, while ensuring that SEA/SH grievance response mechanisms are survivor centred.

Awareness

The GM and ways to access it will be widely publicised among stakeholder groups identified during the implementation of REPAIR.

Implementing Steps

Step	Description of Process	Time Frame	Responsibility
Grievance uptake	Grievances can be submitted via the following channels: <ul style="list-style-type: none"> • Lighthouse Toll-free telephone hotline • Lighthouse E-mail • Letter to REPAIR Country Focal Point 		
Receipt	ARC Ltd Human Resource Manager will receive notification of all Light House complaints. E&S Specialist will receive notification of all direct complaints.	Upon receipt of a complaint	E&S Specialist ARC Ltd Human Resource manager
Sorting, processing	All Grievance will be logged in ARC Ltd Register, and categorised according to the following complaint types: <ul style="list-style-type: none"> • Community Health, Safety, and Security • Discrimination and Social Exclusion • Environmental Issues • Gender-Based Violence (GBV) and Sexual Exploitation, Abuse, and Harassment (SEAH) • Indigenous Peoples and Cultural Heritage • Labor and Working Conditions • Land Acquisition and Resettlement • Procurement and Financial Mismanagement 	Within 1 days of receipt	E&S Specialist

Step	Description of Process	Time Frame	Responsibility
	<ul style="list-style-type: none"> Project Design, Implementation, and Monitoring Stakeholder Engagement and Information Disclosure <p>Additionally, a complaint will be categorised as a REPAIR or General ARC Ltd Complaint.</p>		
Acknowledgement and follow-up	<p>Receipt of REPAIR-related grievance is acknowledged to the complainant by the E&S Specialist.</p> <p>The E&S Specialist submits any questions for clarification and completes Form</p>	Within 2 days of receipt	E&S Specialist
Verification, investigation, action	<p>Investigation of the complaint is led by the E&S Specialist.</p> <p>A proposed resolution is formulated by the E&S Specialist in consultation with the ARC Ltd Legal Department and other relevant ARC Ltd personnel.</p> <p>Resolution is approved by REPAIR Senior Programme Manager.</p> <p>Resolution is communicated to the complainant by the E&S Specialist.</p> <p>Where an investigation may exceed 10 Working Days, ARC Ltd shall communicate this to the complainant.</p> <p>ARC Ltd will strive to finalise all complaints within 30 business days.</p>	Within 10 working days	E&S Specialist
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected.	Within 5 working days	
Escalation	<p>Grievances may be escalated.</p> <p>Receipt of the escalation is acknowledged by the E&S Specialist.</p>	Within 2 days of receipt	E&S Specialist

Step	Description of Process	Time Frame	Responsibility
Escalation and Action	Escalation is reviewed and resolved by REPAIR Programme Manager, in consultation with ARC Ltd Legal Dept. Resolution is communicated to the complainant by the E&S Specialist.	Within 10 working days	E&S Specialist
Provision of feedback on Escalated Action	Feedback from complainants regarding their satisfaction with complaint resolution is collected	Within 5 working days	
Compliance Review and Action	Each complaint will be assessed to determine if there is a need for a compliance review. Accountable ARC Ltd Department to be responsible for reviewing policy and making recommendations for amendment, if necessary. Amendments are adopted by the ARC Ltd Board.	Ad hoc	E&S Specialist Legal Department
Training	ARC Ltd will train staff and contractors to safeguard against repeat grievances where necessary.	Ad hoc	E&S Specialist Legal Department
Monitoring, evaluation, and Reporting	E&S Specialist will communicate final outcomes to ARC Ltd Audit and Risk committee. ARC Ltd to complete quarterly report to World Bank	Quarterly	E&S Specialist

7. Monitoring and Reporting

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

Monitoring the stakeholder engagement activities is important to ensure that consultation, disclosure, and grievance management efforts are effective and that stakeholders have been meaningfully consulted throughout the process. Monitoring also allows the Programme to improve its strategies by using information acquired from the monitoring activities. The Programme will monitor the stakeholder engagement activities and in particular:

- The implementation of the SEP;
- The effectiveness of the engagement process in managing impacts and expectations by tracking responses received from engagement activities;
- Consultations and disclosure activities conducted with stakeholders; and
- All grievances received and resolved, whether anonymous or non-anonymous.

7.2. Reporting back to stakeholder groups

ARC will develop regular reports (typically quarterly) on its SEP, as well as help MoFs prepare their own reports on behalf of each country, which are required by the World Bank. The reports will present all activities, including stakeholder engagement activities, for the period and summarize the issues. The report and its annexes will also detail the measures taken to address the issues, timeline of responses, as well as corrective and mitigation measures to address grievances and analysis of trends. Data reported on will include the following activities:

- Information on distribution of disclosure materials;
- Public announcements and engagement of media; and
- Disclosure and consultation meetings; and collection and incorporation of comments and feedback.

The SEP will be periodically revised and updated as necessary to ensure that the information and the methods of engagement remain appropriate and effective in relation to the program context. Any significant changes to the program related activities and to its schedule will be duly reflected in the updated SEP. Quarterly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventive actions will be collated by responsible staff and referred to the program's senior management.

Annex 1: Template to Capture Consultation Minutes

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)

Annex 2: Complaints form for GM

1. Identity & Contact Details

	Complainant	Representative (If Applicable)
Title (Mr/Ms/Mrs)		
Name		
Age		
Marital Status		
Education level		
Organisation		
Address		
Country		
Province/District		
Telephone		
Email		
Language		
Should we send correspondence to you or your representative?	<input type="checkbox"/>	<input type="checkbox"/>

2. Are you requesting confidentiality for the information?

☐ Yes ☐ No

3. Is there any fear/risk of retaliation or attack or victimisation?

☐ Yes ☐ No

4. Which institution or officer/person are you complaining about?

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5. Have you reported this matter to any other institution?

☐ Yes ☐ No

6. If yes, which one?

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7. Has this matter been the subject of court of justice proceedings?

☐

☐

Yes

No

8. Please give a summary of your complaint and attach all supporting documents [Note to indicate all the particulars of *what* happened, *where* it happened, *when* it happened and by *whom*]

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9. What action would you want to be taken?

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Signature _____

Date _____

Annex 3: SEA/SH Intake and Referral Form

Name of complainant:

Nationality:

Address/Contact Details:

Position (if applicable): Age: Sex:

Name of victim/survivor (if different from complainant):

Address/Contact Details:

Age: Sex: Nationality:

Name (s) & address of parents/legal guardian, if under 18:

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Has the survivor given consent to complete this form? YES ☐ NO: ☐

Is the victim/survivor a beneficiary/receiving any type of humanitarian assistance? (Name the organisation/agency aiding):

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Location of alleged incident (s):

Date: Time:

Physical and emotional state of the victim/survivor (Describe any cuts, bruises, lacerations, behaviour and mood, etc.):

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Witness' Name & Contact Information:

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Description of incident (Please use separate sheet of paper if necessary):

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Briefly describe service provided to survivor:

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Briefly describe if there will be a need for medium and long-term victim assistance:

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Any other pertinent information provided during interview? (Including contact made with other organisations if any):

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Signature/thumbprint signaling that the complainant has been informed about the organization's procedures for dealing with complaints:

Name of Accused Person (s): Job title:

Organization Accused Person (s) Works for:

Address of Accused Person:

Age: Sex:

Physical Description of Accused Person:

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Is the perpetrator a continuing threat to the safety of the survivor, complainant, staff or any beneficiary? Please explain any safety concerns:

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Has any disciplinary action been taken by the responsible agency? (Describe):

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Report Completed by: Date/Time:

Position/Organization:

Location:

Date Report forwarded to relevant management structure:

Date received relevant management structure (Name/Position/Signature):

Annex 4: Grievance Monitoring and Tracking Log (for non-SEA/SH Complaints)

Case no.	Date Claim Received	Name of Person Receiving Complaint	Where/how the complaint was received	Name & contact details of complainant (if known)	Type of Claim Add content of the claim (include all grievances, suggestions, inquiries) *Please note if the complaint was related to the programme. If not, note it here and refer complainant to PCU for further processing.	Was the receipt of the complaint acknowledged by the Complainant? (Y/N – if yes, include date, method of communication & by whom)	Expected Decision Date	Decision Outcome (include names of participants and date of decision)	Was the Decision communicated to the complainant? Y/N If yes, state when, by whom and via what method of communication	Was the complainant satisfied with the decision? Y/N State the decision. If not, explain why, and if it is known, we will pursue	Any follow up action (and by whom, by what date)?