

REPUBLIC OF GHANA



GHANA PRODUCTIVE SAFETY NET PROJECT 2

ORIGINAL FINANCING (P175588)

AND

—

ADDITIONAL FINANCING (AF) (P180659)

REVISED

**STAKEHOLDER ENGAGEMENT PLAN
(SEP)**

FEBRUARY 2023

EXECUTIVE SUMMARY

The Government of Ghana has requested additional financing of US\$150 million for the Ghana Productive Safety Net Project 2 (GPSNP 2). The additional financing will support (i) scaling up of existing safety net program components; (ii) increasing the LEAP benefit per the 2023 national budgetary allocations; (iii) strengthening of systems to improve their responsiveness to future shocks; and (iv) extend support to the Ghana School Feeding Programme (GSFP) under GPSNP 2. This stakeholder engagement plan is being updated to include stakeholder consultation on the GSFP.

This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with potentially affected parties and persons with interest in the implementation and outcomes of the Ghana Productive Safety Net Project 2- Additional Financing (GPSNP2 AF). It identifies the major stakeholders affected by the project either directly or indirectly (including vulnerable groups) as well as those with other interests that could influence decisions about the project. It outlines previous stakeholder engagement efforts carried out on the Ghana Productive Safety Net Project 2 (GPSNP 2) currently under implementation and articulates a range of strategies for timely, relevant, and accessible stakeholder engagement throughout the project life cycle for the proposed new project. The SEP is also prepared in compliance with the application of the World Bank Environmental and Social Standard 10 on stakeholder engagement and information disclosure.

The proposed GPSNP 2 AF is designed to respond to the increasing need to scale up social safety nets for poor and vulnerable populations, particularly as a result of the current economic crisis in Ghana triggered by the COVID-19 pandemic and the war in Ukraine. GPSNP 2 AF is a scale up of the on-going GPSNP 2 (a follow-on project to GPSNP) and so will have national coverage (as was the case with GPSNP). The project will scale up additional communities for Productive Inclusion (PI), Labor-Intensive Public Works, and cash transfers for the Livelihood Empowerment Against Poverty (LEAP) and the Ghana School Feeding Programme. The project will also continue to strengthen the Social Protection (SP) system in Ghana through the activities of the Ghana National Household Registry (GNHR) and the Single Window Citizen Engagement Service (SWCES) system, Management Information Systems, and Monitoring and Evaluation System, developed under GPSNP.

Based on the planned interventions, the project environmental and social risk has been assessed as moderate. The anticipated environmental and social risks have been identified and mitigation measures proposed in the Environmental and Social Management Framework (ESMF) and Resettlement Framework prepared for the project. Several stakeholder engagements have been carried out through various channels during implementation of the on-going project, as well as engagement and sensitization for this project, including community engagement meetings with regional and district actors, individual community stakeholders through Social Accountability Fora, and the Social Protection Sector Working Group meetings at the national level.

Stakeholder groups identified under the project include individual beneficiaries, communities, schools, private sector entities, Contractors (civil works and caterers), Training Service Providers, government agencies, development partners, Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs), Academia and Research Institutes. Vulnerable groups identified include persons with disabilities, homeless head porters (Kayayei), persons living in flood prone areas, slum dwellers, children living in deprived areas, youth and women.

Strategies for engaging stakeholders identified in this SEP include use of both traditional and modern media communication channels such as community sensitization meetings, Social Accountability Fora, websites, printed media, information center boards, community durbars/ public meetings, newsletters, brochures, fact sheets, conduct of periodic surveys by independent evaluations, and the use of the SWCES to enhance and streamline the project's grievance redress mechanism. Follow up on grievances and actions taken will form part of the overall monitoring of the project. Further, various strategies for involving stakeholders in project monitoring and reporting have been identified. Resources and implementation arrangements for SEP activities will be covered under the different components of the project implemented by the Ministries and their agencies.

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ABBREVIATIONS AND ACRONYMS

CE	Citizen Engagement
CBO	Community Based Organization
CSO	Civil Society Organisation
COTVET	Council for Technical and Vocational Education Training
CSIR	Council for Scientific and Industrial Research
EIA	Environmental Impact Assessment
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
ESCP	Environmental and Social Commitment Plan
E&S	Environmental and Social
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standards
FBO	Faith Based Organization
GBV	Gender Based Violence
GRM	Grievance Redress Mechanism
MMDA	Metropolitan Municipal District Assembly
MLGDRD	Ministry of Local Government, Decentralisation and Rural Development
MoFA	Ministry of Food and Agriculture
MoGCSP	Ministry of Gender, Children and Social Protection
MOF	Ministry of Finance
MoTI	Ministry of Trade and Industry
MoYS	Ministry of Youth and Sports
NGO	Non-Governmental Organization
PAPs	Project Affected Persons
PDO	Proposed Development Objective
SEP	Stakeholder Engagement Plan
SORT	Systematic Operations Risks Rating Tool
TA	Technical Assistance
WB	World Bank

1. INTRODUCTION AND PROJECT DESCRIPTION

1.1 INTRODUCTION

The successful management of any project requires that stakeholders are sufficiently engaged during its design and implementation. Stakeholders include persons or groups directly or indirectly affected by a project, as well as those who may have interest in a project and/or the ability to influence its outcome, either positively or negatively. This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with these potentially affected parties and others with interest in the implementation and outcomes of the Ghana Productive Safety Net 2 (GPSNP 2) Project throughout the project cycle. The SEP is also prepared in compliance and with the application of the World Bank Environmental and Social Standard 10 on stakeholder engagement and information disclosure.

GPSNP 2 builds on work done under the Ghana Productive Safety Net Project (GPSNP), and mostly scales up existing implementation, in addition to introducing activities to address urban poverty. This SEP therefore builds on existing strategies under GPSNP which will be largely continued. The SEP also identifies the major stakeholders affected by the project either directly or indirectly (including vulnerable groups) as well as those with other interests that could influence decisions about the project. The Plan further outlines previous engagement activities, planned consultations, and articulates a range of strategies for timely, relevant and accessible stakeholder engagement throughout the project life cycle.

The Government of Ghana has requested additional financing of US\$150 million for GPSNP 2. The additional financing will support (i) scaling up of existing safety net program components; (ii) increasing the LEAP benefit per the 2023 national budgetary allocations; and (iii) extend support to the Ghana School Feeding Programme (GSFP) under GPSNP 2. This stakeholder engagement plan is being updated to include stakeholder consultation on the GSFP.

1.2 PROJECT DESCRIPTION

Ghana, like most countries globally, has been adversely affected by the COVID-19 pandemic. In April 2020, the Government of Ghana (GoG) established a partial lockdown for four weeks in the Greater Accra and Ashanti Regions, after which a variety of restrictions were instituted nationwide to curb the spread of the virus. As a result, Ghana's projected GDP growth for 2020 was revised from 6.8 percent to 0.9 percent and Government has since been intervening with various health and social interventions to support the population, especially poor and vulnerable individuals to cope with the health and economic impact of COVID-19.

The World Bank has supported the Government to strengthen its social protection system since 2010 through various interventions including the Ghana Social Opportunities Project (GSOP) implemented from 2010 to 2018 and the Ghana Productive Safety Net Project (GPSNP) which became effective in July 2019 and is currently under implementation. During the height of the COVID-19 pandemic, the GPSNP supported the delivery of additional cash transfers to LEAP beneficiaries, and other targeted poor and vulnerable individuals outside of safety nets programming, using existing systems and processes. The project also reduced hours of work for Labor-intensive public works beneficiaries while maintaining daily wages.

In response to these dire effects, particularly to the poor and vulnerable and based on lessons from the emergence of COVID-19, this new project is proposed to undertake more significant social protection actions to further promote relief and recovery for poor, vulnerable, and hard-hit populations, with an increased focus of support to the urban poor. The focus areas of this project will be: (i) expansion of safety net program transfers to cover LEAP cash transfers and food transfer under the Ghana School Feeding Programme program; (ii) scale up of productive inclusion activities; (iii) scale up of labor-intensive public works; and (iv) consolidation and decentralization of systems strengthening activities, and linkages to social services. Providing greater flexibility, the proposed new project will also include a contingency component – CERC – to allow for additional financing arising from any future large-scale, negative shocks.

The project development objective is to support the Government to expand and enhance social safety nets that improve the incomes and productivity of the poor.

Project Components

Component 1: Productive Inclusion: The objective of this component is to support productive inclusion activities for poor households in targeted communities, both in rural and urban areas. The implementation of this component will be facilitated by the Project Coordinating Unit (PCU) at the MLGDRD in collaboration with the MoGCSP, with technical support through relevant state actors such as the National Board for Small Scale Industries at the District level. Qualified service providers (private sector, civil society organizations (CSOs) or non-governmental organizations (NGOs)), or a consortium of entities, which will be competitively selected, will be engaged, as needed. The component will consist of two sub-components.

Component 2: Labor Intensive Public Works (LIPW) Program: The objective of this component is to extend income-earning opportunities to poor households through LIPW, which maintain or rehabilitate assets that improve the productivity of communities and respond to the anticipated effects of climate change. This component will therefore finance (i) payments to beneficiaries in exchange for their work rehabilitating or maintaining productive community or public assets; (ii) financing the costs of capital inputs for the sub-projects; (iii) supervision of the LIPW sites; (iv) capacity building for small-scale contractors, Municipalities and District Assemblies (MDAs) and other actors in LIPW delivery; and (v) information sessions to beneficiaries on human capital (such as on nutrition) and behavioral change around savings.

Component 3: Safety Net Program Transfers: This component will support continued provision of cash transfers to the LEAP program, and payments for food transfers under the GSFP. Therefore, the component will consist of two subcomponents: (i) Livelihood Empowerment Against Poverty cash transfers and (ii) Ghana School Feeding Programme (GSFP) payments. Both programs are housed at the Ministry of Gender, Children and Social Protection. The objective of the subcomponent on LEAP cash transfers is to smooth consumption among extremely poor households. The provision of LEAP grants to approximately 400,000 extremely poor households to help these households to meet their basic needs. This component will thus finance: (i) regular, periodic, cash transfers to extremely poor households; and (ii) support to encourage beneficiaries to invest in their human capital and that of their children. To date, households have been selected into LEAP based on the presence of a categorically vulnerable person in the household and the poverty status of the household.¹ Under this new phase of the program, the extreme poverty status of the

¹ Eligible households had to have at least one member in any of the following categories living in the household: (a) an orphan or vulnerable child; (b) a severely disabled household member; (c) an elderly person (ages 65+); (d) a pregnant woman; or (e) a child under 12 months.

household alone will determine its eligibility. The program will continue to maintain its national character, reaching the poorest communities within each region of the country.² Communities and towns within each region will also be selected using the most updated version of the GLSS poverty map produced by the GSS. The geographical coverage per region, district and community will be based on the GLSS poverty map. Households within the communities will be selected using GNHR data. The subcomponent on GSFP will support government both in terms of financing for food transfers through payments to caterers for the preparation of daily school meals for children; and financing the technical assistance needed to improve the systems and operations of the program for increased transparency and efficiency.

Component 4: Social Protection Systems Strengthening³: Building on various systems strengthening activities under GPSNP (P164603), the objective of this component is to continue to strengthen the SP delivery system through (i) completing data collection by GNHR in all sixteen regions of Ghana; (ii) operationalizing the use of the Single Window Citizen Engagement Service (SWCES) nationwide to promote an improved grievance redress mechanism; (iii) providing technical assistance for the completion of the monitoring and evaluation (M&E) framework and systems, including an impact evaluation for the project, and maintenance of project MIS'; and (iv) developing structures and systems to respond to climate and economic shocks, including a pilot social insurance scheme to increase resilience and protect the livelihoods of beneficiaries engaged in agribusiness. This component will also finance the extension and integration of these core operational systems at the district and community levels.

Component 5: Project Management, Coordination, and Capacity Building: The objective of this component is to support project management, coordination, and capacity building under this project.

This project will support the Government to provide tailored support to the poorest households to address the demand-side constraints to accessing services that would strengthen their productivity. This support will be sequenced in a manner that reflects: (i) the different capabilities of and constraints faced by households; and (ii) the geographic coverage of each intervention. For those extremely poor households that can diversify their incomes or improve the productivity of their household enterprises but face constraints in accessing technical skills and financial support, a set of productive inclusion activities will be provided. Project beneficiaries will also be provided with dedicated and coordinated support to help households access agricultural support and strengthen their financial literacy and savings.

These investments in the productivity of the household will be directed to LEAP and LIPW beneficiaries given that these programs reach extremely poor households. In parallel, the LIPW component will offer regular seasonal employment opportunities for extremely poor households. These public works activities will be carried-out in a manner that addresses the underlying causes of poverty in these areas, namely improving soil erosion, access to markets (through feeder roads), access to irrigation and access to household water, sanitation, and hygiene facilities (WASH). It is anticipated that these assets will directly contribute towards improved agricultural productivity in these areas and assist poor households respond to the risks of climate change. The inclusion of the GSFP as a subcomponent will focus on building the human capital of the poor household. The GSFP implementation will also improve access to improved food security of the child, as well as promote hygiene, health, and safety in participating schools.

² GLSS 6 poverty data will be used to rank and prioritize the districts with the highest extreme poverty rates within each region for selection into the program. This data will be updated with the GLSS 7 results.

³ The component will also be implemented in collaboration with the European Union (which is supporting the decentralized delivery of SP programs and the social protection M&E Framework).

The project Environmental and Social Risk Rating has been assessed as moderate. The environmental risks and impacts expected from the LIPW subprojects, include erosion, siltation, flooding, dust generation, road safety hazards, waterborne diseases, and health and safety issues that may be associated with the rehabilitation and maintenance of small earth dams and dugouts, rehabilitation and maintenance of rural feeder and access roads, provision of community plantations as part of the climatic change initiatives and provision of kitchens, water, household toilets and community solid waste collection services. These may present low to moderate environmental risks. Some moderate social risks are also envisaged. Project activities under component 1 and 3 (e.g., start-up cash grants and cash transfers) could lead to exclusion of vulnerable people and elite capture if selection processes are not transparent. Further, activities proposed under component 2 (e.g., rehabilitation and maintenance of rural feeder and access roads, rehabilitation of small earth dams, dugouts, and provision of WASH facilities; establishment of fruit tree and woodlot plantations) will require temporary or permanent land acquisition. The activities may lead to economic displacement and livelihoods losses for landowners and users, migrant farmers, or women among others. Road safety concerns are also anticipated in project communities due to the proposed feeder road rehabilitation works. Sexual Exploitation and Abuse and Sexual Harassment, drowning, flooding, and exposure to water borne diseases and other communicable diseases including COVID-19 are anticipated due to activities proposed under component 2.

The anticipated environmental and social risks and impacts have been identified and mitigation measures proposed in the Environmental and Social Management Framework (ESMF) and Resettlement Policy Framework, and this SEP prepared for the project. The project builds on experiences and lessons from the ongoing parent project GPSNP 2 (P175588) and successor projects GSOP (P115247) and GPSNP (P164603), and seeks to improve productivity, social inclusion, expanding income earning opportunities to poor households, and providing relief to extremely poor households due to the effects of the COVID-19 pandemic. However, attention will be paid to potential risks related to COVID-19, other health, and safety issues as well as sexual exploitation and abuse and sexual harassment risk mitigation.

1.3 Objectives of the Stakeholder Engagement Plan (SEP)

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation under the Ghana Productive Safety Net Project 2 Additional Financing (GPSNP 2 AF). The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns and provide feedback about activities related to the project. Sufficient involvement of the local population is essential to the success of the project to ensure a smooth collaboration between project staff, communities, and all other actors. The specific objectives of the SEP are to:

- Establish a systematic approach to stakeholder engagement to identify stakeholders, especially project affected parties, and to build and maintain a constructive relationship with them;
- Assess the level of stakeholder interest and support for the project and to consider their views in project design and environmental and social performance
- Promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them
- Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format

- Provide project-affected parties with accessible, inclusive, and culturally sensitive means to raise issues and grievances, and allow the Government to respond to and manage such grievances effectively

2 NATIONAL REQUIREMENT FOR CITIZEN ENGAGEMENT

The 1992 Constitution of Ghana acknowledges the right to information under Article 21(1) (f) as a fundamental human right of all citizens. This right will be properly enjoyed where the public is efficiently engaged in the processes and procedures of public institutions.

The Environmental Assessment Regulations 1999, (LI 1652) provides the regulatory framework for the administration of Environmental Assessment (EA) in Ghana. The regulation provides for the participation of stakeholders at all levels of the Environmental Impact Assessment (EIA) process in order to ensure that their concerns and inputs are considered as part of the design, planning, project implementation and decommissioning. Section 16 (1) (3) makes provision for the general public to make comments and provide suggestions on any project; Section 17 (1) makes provisions for public hearing; and Section 27 (1) provides the platform for complaints by aggrieved persons. Further, the strategic goal 4 of the National Environmental Policy which focuses on participation and coordination in environmental governance charges the lead institutions in environmental governance to ensure active participation in all environmental matters.

The Social Protection Policy (2015) also makes a case for the importance of citizen engagement stating that citizens' participation in social protection processes is critical. Their feedback on the implementation process, experiences with services and perspectives would facilitate ownership. To facilitate sequencing and progression of social protection efforts (such as the intended up-scaling, introduction of new interventions and linkage to existing programs), the policy requires better activation of engagement of beneficiaries and key stakeholders.

The Ghana School Feeding Programme Policy (2016) promotes information management and image building of the program among stakeholders by revamping its present image into a strong brand, through the use of various promotional channels and the design and implementation of a responsive complaints and feedback system to be applied at national, regional and district levels.

The Right to Information Act, 2019, (Act 989) provides for the implementation of the constitutional right to information held by a public institution, subject to the exemptions that are necessary and consistent with the protection of the public interest in a democratic society, to foster a culture of transparency and accountability in public affairs and to provide for related matters. The Act mandates state institutions to uphold the right of a person to access information subject to the provisions of the Act.

3 BRIEF SUMMARY OF PREVIOUS ENGAGEMENT ACTIVITIES

The Ghana Productive Safety Net Project 2 (GPSNP 2) Additional Financing is a scale up of the ongoing GPSNP 2. The design and implementation of the GPSNP 2 AF has been guided by stakeholder consultations carried out at the local, regional and national levels, building lessons from GPSNP 2 and previous projects.

These consultations have been carried out at different levels including sensitization activities carried out using the GPSNP and GPSNP 2 engagement as well as consultations with stakeholders on strengthening the overall Social Protection system that span government institutions, Development Partners, CSO/ NGOs, academia, and private sector actors. Preparation of the project has followed the ESS 10 laid down stakeholder consultative processes and will continue to be deepened upon. Stakeholder engagement was further deepened during the preparation of the ESMF and RPF, which sought to identify potential environmental and social impacts from the proposed project activities, and to disseminate and disclose proposed mitigation measures. To deepen the consultation process, stakeholders of GSFP, the new addition to the AF, were engaged at the national, regional and district levels to shape the design of the project. A summary of previous stakeholder engagements is presented below.

Table 1: Stakeholder Engagement Activities undertaken during project preparation (including SEP, ESMF and RPF preparation)

Stakeholder Group	Institutions	Interest	Topic of consultations	Method of engagement
Government agencies	Ministry of Finance (MoF) Ministry of Gender, Children and Social Protection Ministry of Local Government, Decentralization and Rural Development Ministry of Health (MoH) Ministry of Education (MoE) Ministry of Food and Agriculture (MoFA)	Project Implementing partners, implementing agencies, beneficiaries	Project objective, scope, preparation timelines, implementation arrangement, costing and budgeting Environmental and social risk and preparation of ESMF, RPF, ESCP, SEP using the ESF, roles and responsibilities of the agencies and preparation timelines	Project preparation meetings Technical Review Meetings
	Upper West Regional Coordinating Council North-East Regional Coordinating Council Northern Regional Coordinating Council Savannah Region Regional Coordinating Council Upper East Regional Coordinating Council Volta Regional Coordinating Council Greater Accra Regional Coordinating Council Eastern Regional Coordinating Council Bono East Regional Coordinating Council Ashanti Regional Coordinating Council Rural Development Coordination Unit LEAP Management Secretariat Ghana School Feeding National Secretariat Ghana National Household Registry Single Window Citizen Engagement Services (SWCES) Social Protection Directorate	Project Implementing partners, implementing agencies, beneficiaries	Project design and implementation of the Productive Inclusion interventions Public works interventions Cash transfers to LEAP beneficiaries and GSFP caterers Registration of poor households Environmental and social risk and preparation of ESMF, RPF, ESCP, SEP using the ESF, roles and responsibilities of the agencies and preparation timelines	Project preparation meetings Social Protection Sector Working Group meetings

Stakeholder Group	Institutions	Interest	Topic of consultations	Method of engagement
	National Health Insurance Authority (NHIA) National Board for Small Scale Industries (NBSSI) Ministry of Employment and Labour Relations (MELR) National Disaster Management Organization (NADMO) Ghana Federation of Disability Organizations (GFDOs) National Council on Persons with Disability Ministry of Health (MoH) National Development Planning Commission (NDPC) Ghana Refugee Board (GRB)	Project partners	Project implementation successes and challenges of GPSNP and GPSNP 2 and seek recommendations for preparation and improvement of implementation of GPSNP2 AF Project design and implementation of the Productive Inclusion interventions Public works interventions Cash transfers to LEAP beneficiaries and GSFP caterers Registration of poor households Environmental and social risk and preparation of ESMF, RPF, ESCP, SEP using the ESF, roles and responsibilities of the agencies and preparation timelines	Social Protection Sector Working Group meetings
	Municipal and District Assemblies (MMDAs) 41 District Assemblies for Productive Inclusion activities 80 districts for Public Works activities 261 districts for GSFP activities	Project Implementation	Implementation successes and challenges of Productive Inclusion interventions; Public works interventions Cash transfers to LEAP beneficiaries, GSFP caterers and Registration of poor households under GPSNP 2 AF Discuss project design and seek recommendations for improvement of implementation of GPSNP-2 Environmental and social risk and preparation of ESMF, RPF, ESCP, SEP using the ESF, roles and responsibilities of the agencies and preparation timelines	Project sensitization meetings Social Accountability Forums
Beneficiary Communities	126 communities targeted for PI interventions (15,069 individuals) 607 communities targeted for LIPW interventions 11,000 public schools (3.8 million children)	Project Beneficiary	Project implementation successes, challenges of GPSNP and recommendations for improvement of implementation of GPSNP2 AF	Project sensitization meetings

Stakeholder Group	Institutions	Interest	Topic of consultations	Method of engagement
			Project environmental and social risk and proposed mitigation measures and to obtain input to the preparation of the ESMF, RPF, SEP, clarify roles and responsibilities of the agencies and preparation timelines COVID-19 pandemic prevention protocols for the project Case management/GRM	Social Accountability Forums Single Window Citizen Engagement Services
Vulnerable Groups	156 homeless persons (in Accra and Kumasi), persons with disabilities, kayayei (head porters), street children, persons in alleged witch camps, and persons affected by floods	Affected by unforeseen shocks/disasters	LEAP Program implementation successes, challenges under GPSNP and recommendations for improvement of implementation of GPSNP2 AF COVID-19 Pandemic prevention protocols for the project Case management/GRM	Community meetings Community Information Centers Distribution of IEC materials
Private sector Actors	Ghana Interbank Payment Settlement Systems (GhIPSS) British Council	Implementing Partners/Beneficiaries	Project research, design, scope and implementation	Social Protection Sector Working Group meetings
Academia/ Research Institutions	Innovations for Poverty Action (IPA) University of Ghana - Centre for Social Policy Study (CSPS) Institute for Statistic, Economic and Social Research (ISSER)	Project design and potential collaboration partners	Project research, design, scope and implementation	Social Protection Sector Working Group meetings
Development Partners	UNICEF World Food Programme (WFP) European Union (EU) International Labor Organization (ILO) Food and Agriculture Organisation (FAO) SNV (Netherlands Development Organization)	Project design and scale up	Project objective, scope, implementation modalities and research	Sector Working Group Meetings Development Partners' Working Group meetings One-on-one meetings
CSOs/ NGOs	Social Protection CSO Umbrella The Hunger Project Faith-Based Organizations Academia/ Think Tanks	Project Design	Project objectives, scope and implementation	Social Protection Sector Working Group Meetings

4 STAKEHOLDER IDENTIFICATION AND ANALYSIS

Project stakeholders are people who have a role in the project, or could be affected by the project, or who are interested in the project'. Project stakeholders can be categorized into:

Primary stakeholders: Individuals, groups or local communities that may be affected by the project, positively or negatively and directly or indirectly especially those who are directly affected, including those who are disadvantaged or vulnerable. The primary stakeholders identified for this project include:

- Poor and vulnerable individuals (including school pupils)
- Poor and vulnerable households
- Poor communities in rural and urban areas
- Community leaders and members of poor communities
-

Secondary stakeholders: Broader stakeholders who may be able to influence the outcome of the project because of their mandate, relationship and knowledge about the affected communities or political influence. Secondary stakeholders for the project include:

- Regional Coordinating Councils (RCCs) and Focal Persons
- Metropolitan, Municipal, and District Assemblies (MMDAs) and Focal Persons
- Ministry of Gender, Children and Social Protection (MoGCSP)
- Ministry of Local Government, Decentralisation and Rural Development (MLGDRD)
- Ministry of Finance (MoF)
- Ministry of Health (MoH)
- Ministry of Education (MoE)
- Ministry of Food and Agriculture (MoFA)
- Department of Social Welfare
- Environmental Protection Agency (EPA)
- National Disaster Management Organization (NADMO)
- Ghana Enterprise Agency (GEA)
- National Buffer Stock Company
- National Health Insurance Authority (NHIA)
- Department of Feeder Roads
- Forest Services Division (FSD)
- Ministry of Works and Housing
- Ministry of Water and Sanitation
- Ghana Statistical Services (GSS)
- Food and Drugs Authority (FDA)
- Payment Service Providers

4.1 Methodology

The following principles for stakeholder engagement will be adopted by the project:

- **Openness and life-cycle approach:** This means that public consultations for the project will be arranged during the whole project life cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;

- **Informed participation and feedback:** This will mean that: (i) information will be provided to and widely distributed among all stakeholders in an appropriate format; (ii) opportunities are provided for communicating stakeholders' feedback, for analysing and addressing concerns; (iii) information will be provided to women and other vulnerable groups like old age persons, disabled, children etc. in a manner accessible to them to ensure their effective participation and feedback
- **Inclusiveness and sensitivity:** Stakeholder identification will be undertaken to support better communications and to build effective relationships. The participation process for the project is inclusive. All stakeholders will always be encouraged to be involved in the consultation process. Equal access to information will consciously be provided to all stakeholders. Sensitivity to stakeholders' needs, recognizing and respecting cultural sensitivities of diverse ethnic groups will be the key principle underlying the selection of engagement methods. Special attention will be given to vulnerable groups, such as women, youth, aged- persons, persons with disabilities, street children, persons living in flood prone areas.

Given that GPSNP 2 AF is a scale up of the GPSNP 2 under supervision, the identification of legitimate representatives of stakeholder groups requires not much effort. Thus, the verification of stakeholder representatives (i.e. the process of confirming that they are legitimate and genuine advocates of the community they represent) will be limited to new GSFP communities. Legitimacy of the community representatives can be verified by talking informally to a random sample of community members and heeding their views on who can be representing their interests in the most effective way.

4.2 Stakeholder Analysis

In summary, project stakeholders are defined as individuals, groups, or other entities who: (i) are impacted or likely to be impacted directly or indirectly, positively or adversely, by the project (also known as 'affected parties'); and (ii) may have an interest in the project ('interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the project outcomes in any way. This section identifies key stakeholders, including individuals, groups, or communities who will be affected or who may have an interest, and who will be informed and consulted about the project. It also identifies and assesses the needs of some disadvantaged or vulnerable individuals or groups, who may have limitations in participating and/ or in understanding the project information or in participating in the consultation process. Based on this assessment and considering other aspects including stakeholder requirements/ needs and interests, the stakeholder list below is categorised as (i) affected parties; (ii) actors; (iii) other interested parties; and (iv) disadvantaged/ vulnerable individuals or groups. The stakeholder list is a 'living document' which will be updated regularly throughout the project life as appropriate.

Table 2: List of Affected Stakeholders and Level of Impact

Type of Stakeholder	Level of Impact		
	High Impact ⁴	Medium Impact ⁵	Low Impact ⁶
Affected	<ul style="list-style-type: none"> • Poor and vulnerable individuals including school pupils • Poor and vulnerable households • Communities and Community Leaders/ members - (women, vulnerable groups, and persons etc.) • Traditional leaders, including chiefs and queen mothers • Contractors/Sub-contractors and Supervising engineers • Project Technical Implementation Team (including safeguards) • Metropolitan, Municipal, and District Assemblies (MMDAs) and Focal Persons • LEAP Management Secretariat • Ghana National Household Registry • Ghana School Feeding Programme (GSFP) National Secretariat and regional offices • Caterers • School heads, School Health, and Environment Programme Coordinators • Farmers 	<ul style="list-style-type: none"> • Ministry of Gender, Children and Social Protection (MoGCSP) • Ministry of Local Government Decentralisation and Rural Development (MLGDRD) • Ministry of Finance (MoF) • Ministry of Education (MoE) • Ministry of Food and Agriculture (MoFA) • Regional Coordinating Councils (RCCs) and Focal Persons • Environmental Protection Agency (EPA) • National Health Insurance Authority (NHIA) • Department of Feeder Roads • Forestry Services Division (FSD) • Ministry of Water and Sanitation • Ghana Statistical Services (GSS) • Ministry of Health (MoH) • Ghana Health Service (GHS) • Ghana Education Service (GES) • Food and Drugs Authority (FDA) 	<ul style="list-style-type: none"> • Parliament

⁴ Primary/direct stakeholders (key actors and beneficiaries), having high interest, power and influence on the success of the project.

⁵ Direct/indirect stakeholders with an interest and influence on the success of the project

⁶ Secondary/indirect stakeholders who are likely to have minimal influence and less directly affected

	Level of Impact		
Type of Stakeholder	High Impact ⁴	Medium Impact ⁵	Low Impact ⁶
Actors	<ul style="list-style-type: none"> • Ministry of Gender, Children and Social Protection • Ministry of Local Government Decentralization and Rural Development • Ministry of Education • Project Coordinating Unit (PCU) • LEAP Management Secretariat (LMS) • Ghana National Household Registry (GNHR) • Social Protection Directorate (SPD) • Metropolitan, Municipal, and District Assemblies (MMDAs) and Focal Persons • Ghana Interbank Payment Settlement Systems (GhIPSS) • Department of Social Welfare (DSW) • National Disaster Management Organization (NADMO) • Ghana School Feeding Programme (GSFP) <ul style="list-style-type: none"> • Ministry of Health • Ministry of Food and Agriculture (MoFA) • Ghana Education Service (GES) • Ghana Health Service (GHS) 	<ul style="list-style-type: none"> • Regional Coordinating Councils (RCCs) and Focal Persons • Environmental Protection Agency (EPA) • 	<ul style="list-style-type: none"> • Social Security and National Insurance Trust (SSNIT)

Table 3: List of other Interested Persons and Level of Impact; including Vulnerable Groups

Type of Stakeholder	Level of Impact		
	High Impact	Medium Impact	Low Impact
Other Interested	<ul style="list-style-type: none"> • Environmental Protection Agency (EPA) • Development Partners • Office of the President (Cabinet) • Financial Institutions • Community Based Organisations (CBOs) • Ministry of Justice and Attorney-General's Department • Faith-Based Organisations • Social Protection Sector Working Group (development partners, CSOs, private sector and academia) 	<ul style="list-style-type: none"> • Parliament • Selected Parliamentary Select Committees • Ghana Police Service • Media 	<ul style="list-style-type: none"> • Civil Society Organizations (CSOs) • Non-Governmental Organizations (NGOs) • Contracted Third Parties
Vulnerable	<ul style="list-style-type: none"> • Persons with Disabilities (PWDs) • Kayayei (homeless Head Porters) • Slum dwellers • Women • Youth • Persons living in flood prone areas • Homeless/displaced persons • Pupils • Cooks 		

The table below also identifies and assesses the needs of some disadvantaged or vulnerable individuals or groups to help determine suitable engagement strategies.

Table 4: Characterization of Vulnerable Groups

Stakeholder group	Key Characteristics	Language needs	Preferred notification	Specific needs
Persons with disabilities (PWDs)	Hearing impairment (Hearing loss) Visual impairment (Low vision or blindness) Physical impairment (Mobility disabilities) Speech impairment, amongst others	Braille, audio, sign language	Written information, community announcement, focused group meetings, TV, Radio etc.	<ul style="list-style-type: none"> • Accessible training venues, including use of sign-language translators/ interpreters, braille formats/ large prints
Kayayei (Homeless Head Porters)	Limitations about the time of day or location for public consultation; other additional support and resources to enable them to participate in consultations.	Local language as appropriate	Verbal, community announcement, focused group meetings, TV, Radio etc.	<ul style="list-style-type: none"> • Conduct engagement activities at locations accessible to them in their communities; • Hold meetings outside market days or evenings, • Use of gender-sensitive/ appropriate language;
Slum Dwellers	Limited voice	Preferred language	Focus group meetings; Verbal, community announcement, TV, radio etc.	Address special needs to support them to understand the pandemic, project impacts and benefits.
Women	Consultation times and location will have to align with their needs. May require childcare for meetings or other additional support and resources to enable them to participate in consultations.	Local language as appropriate	Verbal, community announcement, focused group meetings etc	<p>Meetings in close-by locations within communities</p> <p>Gender sensitive teaching and learning environments</p> <p>Accessible grievance redress system</p>

Stakeholder group	Key Characteristics	Language needs	Preferred notification	Specific needs
Persons living in flood prone areas Homeless/Displaced persons	Unable to access traditional and formal justice mechanisms for any form of redress. They have limited voice, low representation, and lack of access to information. They are more vulnerable to sexual and other forms of abuses.	Provide opportunities for expression as a form of motivation to speak	Verbal, community announcement, focus group meetings, TV, Radio etc.	Ensure that data is available about them and provide opportunities under the project to them
Pupils	They have limited voice and lack access to information. They are more vulnerable to hunger and malnutrition.	English and local language as appropriate	Engage school heads to provide continuous mechanism for collecting feedback	Accessible grievance redress system
Cooks	They have limited voice and lack access to information and reliable livelihoods	Use of local language as appropriate	Verbal, community announcement	Accessible grievance redress system

5 STAKEHOLDER ENGAGEMENT PROGRAM

5.1 Purpose and Timing of Stakeholder Engagement Program

This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with the potentially affected parties and others with interest in the implementation outcome of the GPSNP 2 AF. Meaningful stakeholder engagement throughout the project cycle will:

- Solicit feedback to inform project design, implementation, monitoring and evaluation
- Clarify project objectives, scope and manage expectations
- Assess and mitigate project environmental and social risks
- Enhance project outcomes and benefits
- Build constituencies and collaboration
- Disseminate project information/ materials
- Address project grievances

Adequate stakeholder consultations will require effective timing and advanced planning. To ensure information is readily accessible to affected stakeholders, and adequate representation and participation of the different groups in the process, the GPSNP 2 AF will adopt different methods and techniques based on an assessment of stakeholder needs. Methods for engagement are listed in Table 5 below.

Table 5: GPSNP 2 Stakeholder Engagement Methods

Engagement Technique	Description and use	Target audience
Websites	The Project Paper and PIM, as well as the ESMF, RPF, ESCP, and SEP will be published on the official websites of MoGCSP, MLGDRD and the World Bank	All stakeholders
Media announcements	Advance announcements of commencement of major project activities, project Grievance Redress Mechanism, and other outreach needs of the project e.g., sensitization and enrolment activities	All implementing actors at national, regional and district levels Project-affected stakeholders and communities
Information Boards	Use of Transparency and Accountability Boards (TABs) in all communities and Notice Boards for announcement of commencement and progress for major project activities. IEC materials on COVID-19 will also be displayed on these Boards.	Project-affected communities RCCs and District Assemblies
Sensitization and enrolment meetings	These meetings will be held at the community level to orient potential beneficiaries on the project's eligibility criteria and planned activities. These community sensitization meetings and consultations will include discussions around potential environmental risks and impacts of project activities and proposed mitigation measures, as well as compliance with COVID-19 protocols should the pandemic persist.	Project -affected communities
Community durbars/ public meetings	These interactive platforms will be used to convey general information on the Project, detailed discussions on sub-project activity that is planned by the project, project environmental and social risks and mitigation measures and to provide regular updates on implementation progress to local, regional and national stakeholders. These meetings will also be used to create more awareness and education on COVID-19 protocols and compliance.	Project-affected communities Regional, District Actors
Single Window Citizen Engagement Service (SWCES)	The existing Unified Case Management System/GRM will continue to be used by the public to send complaints and grievances, obtain information, make enquiries, or provide feedback on the project.	Project affected persons, communities, and any other stakeholders and interested parties
Social Accountability Fora	Community level Social Accountability Fora will be organized with project beneficiaries and non-beneficiaries to solicit feedback on project activities and progress. The outcomes of these fora will be fed into the project management cycle for improvements.	Project affected persons, communities, and any other stakeholders and interested parties
Correspondence by phone/ email/ written letters	Distribute project information to government officials, organizations, agencies and companies and invite stakeholders to meetings	Government officials, NGOs, CSOs, CBOs, trade associations, Development Partners
Printed media advertisement	This will be used to disseminate and disclose project documents intended for general readers and audience (e.g. ESMF, RPF, ESCP, LEAP and GSFP cash transfers) Advertise project procurements, as applicable	General public
Distribution of printed public materials: Project information leaflets,	This will be used to convey general information on the Project and to provide regular updates on its progress to local, regional and national stakeholders. IEC materials	General public

Engagement Technique	Description and use	Target audience
brochures, fact sheets and other IEC materials	on COVID-19 will be distributed to create more awareness about the global pandemic.	
Internet/ Digital Media	The official websites of MoGCSP, MLGDRD and related implementing agencies will be used to promote various information and updates on the overall Project, impact assessment and impact management process, procurement, as well as the Project's engagement activities with the public.	Project stakeholders and other interested parties that have access to the internet resources.
One-on-one interviews	This will be used to solicit views and opinions on project activities, challenges, solutions, and impacts.	Project beneficiaries and non-beneficiaries, other vulnerable individuals, CSOs, NGOs, DPs etc.
Workshops	This channel will be used to: (i) Present project information to stakeholders; (ii) Allow stakeholders to provide their views and opinions; (iii) Design participatory exercises to facilitate group discussions, brainstorm issues, analyze information, and develop recommendations and strategies; and (iv) Record and share results of recommendations and actions to be taken.	Government, NGOs, CSOs, DPs, Private Sector organizations, Disability Associations
Focus group meetings	This will be used to facilitate discussion on specific issues such as GBV, disability inclusion, displaced persons resulting from natural disaster, that merit collective examination with various groups of stakeholders using.	Vulnerable groups
Surveys/ Independent evaluations/ Third Party Monitors	Surveys will be used to gather beneficiary opinions and views about project interventions. CSOs would also be engaged to support citizen feedback surveys for the project.	Project beneficiaries

5.2 Proposed strategy for information disclosure

Stakeholder engagement on GPSNP 2 AF will follow the standard project management cycle, which are: (i) Preparation and Design phase; (ii) Implementation phase; (iii) Monitoring phase; and (iv) Completion and Evaluation phase. The strategy for information disclosure is presented in Table 6 below.

Table 6: GPSNP 2 and Additional Financing Project Strategy for Information Disclosure

Project stage	List of information to be disclosed	Method proposed	Timetable: Location	Target Stakeholders	Topic of consultation	Responsibility
Preparation/ Design phase	Project Paper	Official websites	Project duration MoF MoGCSP MLGDRD Development Partners	International, National, Regional and district stakeholders	Project design, benefits, and impact	WB, MoF, MoGCSP, MLGDRD Project Coordination Unit
	ESMF, SEP	Newspaper publications	Once in 2 national daily newspapers	National, Regional and district stakeholders	Environmental and Social Management, Procurement, stakeholder engagement	WB, MoF, MoGCSP, MLGDRD, Project Coordinating Unit, Safeguards Team
		Workshops	3 workshops – South, middle and Northern sectors	Regional, District and community level	Project concept, Mode of selection of subprojects and schools, benefits, impacts	MoGCSP, MLGDRD, LMS, GNHR, SPD, GSFP, DSWO, Project Coordinating Unit
		Community durbars and Consultation with affected parties	Project inception Community Information Centres	Community Level stakeholders	Project concept, Mode of selection of subprojects and schools, benefits, impacts	MoGCSP, MLGDRD, PCU, DSWO, GSFP, Project Coordination Unit
		Distribution of printed documents in relevant institution	Community Information Centres	National, Regional and district stakeholders Community level	Project concept, benefits, and impacts	MoGCSP, MLGDRD, PCU, LMS, GNHR, SPD, DSWO, GSFP, Project Coordination Unit
Implementation Phase	Project design and implementation	Project inception stakeholder meetings	National, regions and districts	Project staff, beneficiary communities	Project concept and implementation modalities	MoGCSP, MLGDRD, PCU, LMS, GNHR, SPD, DSWO, GSFP, Project Coordination Unit

Project stage	List of information to be disclosed	Method proposed	Timetable: Location	Target Stakeholders	Topic of consultation	Responsibility
	Communicating Project interventions (PI, LIPW, LEAP, GNHR, GSFP)	Community Durbars, Newspaper publications Radio	Community meetings, Information Boards, Centres, Workshops	All stakeholders Beneficiary communities	Project concept and implementation modalities	MoGCSP, MLGDRD, PCU, LMS, GNHR, SPD, DSWO, GSFP, Project Coordination Unit
	Sensitization on project interventions	Community durbars and meetings	National, regions and districts	Beneficiary communities	PI, LIPW, LEAP, GNHR, GSFP	MoGCSP, MLGDRD, PCU, LMS, GNHR, SPD, DSWO, GSFP, Project Coordination Unit
	ESMP, Labor Management Procedure, Occupational Health, and Safety Plan Emergency preparedness and response Project monitoring and safeguard compliance report	Official websites Community Information Centres Community meetings	Project Duration MoGCSP, MLGDRD, PCU, Project Coordination Unit	International, National, Regional and district stakeholders	Subprojects benefits, impacts (Community health and Safety, Occupational health and Safety, Labor Management Procedures, Security, GRM, GBV issues and mitigation)	MoGCSP, MLGDRD, PCU, LMS, GNHR, SPD, GSFP, Project Coordination Unit, Safeguards Team
	Project progress reports	Stakeholder meetings Intersectoral Committees Sector working group	Mid and end of year National, regions and districts	All stakeholders Beneficiary communities	Project progress	MoGCSP, MLGDRD, PCU, LMS, GNHR, SPD, DSWO, GSFP, Project Coordination Unit
Operational Phase	Annual Sector Performance Reports Environmental and Social Audit reports	Notice boards of RCCs, municipal and district offices	RCCs, municipal and district offices	Regional and district stakeholders	Performance of subprojects, cash transfers, GRM, GBV education	Project Oversight Committee, Project Implementation Committee, PCU

Project stage	List of information to be disclosed	Method proposed	Timetable: Location	Target Stakeholders	Topic of consultation	Responsibility
	Updates on project activities					
Completion Phase	Project Completion Report	Institutional completion reports	6 months after Project completion	All Stakeholders	Project results	PCU / Implementing Ministries

5.3 Proposed strategy to incorporate the views of vulnerable groups

As stated, the principle of inclusiveness will guide stakeholder engagements, particularly with respect to vulnerable individuals and groups. The project will make provisions to cater for communities in remote areas especially climate vulnerable (e.g. flood) areas, persons with disabilities (e.g., limited physical abilities, vision, hearing and speech impairment, etc.), school children in remote and deprived areas, and head porters and street children primarily in urban slums. 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. Some strategies to be adopted to reach out to these groups and to ensure inclusiveness include:

- Identifying vulnerable and marginalized groups, their location and leaders to reach-out to these groups
- Maintaining information flow through existing disability associations and maintaining a database of marginalized groups, e.g., Ghana Federation of Disability Organisations
- Including disability in the establishment of beneficiary selection and targeting criteria
- Providing disability friendly task schedules on cash-for-work activities
- Ensuring easy and safe access to subproject sites and training venues
- Ensuring children with disability have easy access to the school feeding program
- Providing disability friendly training materials
- Ensuring GBV codes of conduct and monitoring mechanisms are in place
- Engaging community leaders, CSOs and NGOs working with vulnerable groups
- Organizing face-to-face focus group discussions with these populations.

6 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING PLANNED ACTIVITIES

This section provides estimates of resources required for implementation of the SEP and responsible agencies for activities.

6.1 Resources Required

Funding for implementation of the SEP will be included as part of project cost under each component. The budget for implementing activities under the SEP is estimated at USD 2,310,000.00. Annex 6 presents a breakdown of the activities to be implemented and the planned budget.

6.2 Project Implementation Arrangements

The project implementation will be undertaken by the MoGCSP assisted by its Social Protection Directorate, LEAP Management Secretariat, GSFP National Secretariat and GNHR, and MLGDRD assisted by the PCU and the participating districts at the local level. The Chief Directors of the two ministries will maintain overall responsibility for the implementation of the project, supported by two coordinating mechanisms at the national level.

MoGCSP: The MoGCSP has the mandate for overall coordination of SP in Ghana. The Ministry will supervise and approve all key decisions for the effective implementation of: (i) Component 3 (LEAP and GSFP); (ii) Component 4 (Social Protection Systems Strengthening); and (iii) Sub-component 5.1 (Project Management, Coordination, and Capacity Building by the MoGCSP). LEAP will be managed by the LEAP Management Secretariat (LMS), GSFP activities by the GSFP National Secretariat, and the GNHR unit will manage the GNHR activities. The SWCES and related engagement activities relevant to the ministry component will be implemented by the SWCES staff of the SPD, all under the supervision of the MoGCSP.

MLGDRD: The MLGDRD has the mandate of supervising GoG's decentralization governance system, as well as promoting rural and urban development. The MLGDRD shall have oversight responsibility for the management of: (i) Component 1 (Productive Inclusion), (ii) Component 2 (LIPW), and (iii) Sub-component 5.2 (Project Management, Coordination, and Capacity Building by the MLGDRD). The ministry shall supervise and approve all key decisions for the effective implementation of these components of the project including implementation of the SEP through its implementing unit, the Project Coordinating Unit (PCU). The PCU supervises five Zonal Coordinating Offices (ZCOs) located in five regional capitals (Koforidua, Kumasi, Tamale, Bolgatanga and Wa) that support implementation activities at the regional, district, and community levels. At the zonal levels, each unit includes a team leader, as well as key staff with expertise in Rural Enterprise development, as well as safeguards and grievance redress.

Project Oversight Committee: The POC will be co-chaired by the Minister of the MoGCSP and the Minister of the MLGDRD, or their representative. The POC will meet bi-annually to: (a) provide policy and strategic guidance and direction on project implementation; (b) review the project progress towards the achievement of the PDO and advise on any issues thereof; and (c) mobilize government support. project implementation issues.

Project Technical Committee: The Chief Directors of the MLGDRD and MoGCSP shall act jointly as the secretariat to the POC. The PTC will facilitate coordination of the project at the national implementation level. It will consist of staff from the PCU, SPD, LMS, GSFP, GNHR unit, ZCOs, and the Office of the

Head of Local Government Service. It will also include representatives of the MDAs with responsibilities for project components.

A summary of key institutions and or Focal Persons and their responsibilities is presented below.

Table 7: Summary of key Institutions/Focal Persons and their Responsibilities

Institutions/ Focal persons/ Unit	Responsibilities
Project Oversight Committee	<ul style="list-style-type: none"> ▪ Oversight responsibility for entire project implementation
Project Technical Committee	<ul style="list-style-type: none"> ▪ Overall technical coordination and supervision
MoGCSP	<ul style="list-style-type: none"> ▪ Oversee Social Protection Coordination activities and systems ▪ Oversee LEAP cash transfers, GSFP food grants, and related project activities ▪ Lead planned GNHR data collection activities ▪ Supervise effective functioning of the SWCE and GRM
MLGDRD	<ul style="list-style-type: none"> ▪ Lead and supervise Productive Inclusion activities ▪ Lead and supervise LIPW cash-for-work activities
Environmental and Social Safeguards Specialists	<ul style="list-style-type: none"> ▪ Facilitate implementation of SEP ▪ Incorporate SEP guidelines in contractors' agreement ▪ Organize and conduct national and district level training ▪ Develop manuals and modules for capacity building and awareness creation ▪ Facilitate monitoring and coordinate monitoring activities ▪ Develop and ensure effective implementation of GRM ▪ Liaise with relevant institutions on environmental and social issues
Caterers, Contractors and Client Supervisors	<ul style="list-style-type: none"> ▪ Follow and comply with all social and environmental and safeguards guidelines ▪ Keep records of all environmental and safeguards issues on site

7 GRIEVANCE REDRESS MECHANISM (GRM)

The main objective of a Grievance Redress Mechanism (GRM) is to assist an entity to resolve complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved. Specifically, it provides a transparent and credible process for fair, effective, and lasting outcomes. It also builds trust and cooperation as an integral component of broader community/citizen engagement that facilitates corrective actions. Specifically, the GRM:

- Provides affected people with avenues for making a complaint or resolving any dispute that may arise during the implementation of projects;
- Ensures that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants; and
- Avoids the need to resort to judicial proceedings.

Having multiple stakeholders and implementing agencies on board GPSNP 2 AF could lead to complaints, misunderstandings, conflicts and disputes. The project will provide a GRM that will provide all direct and indirect beneficiaries, service providers and other stakeholders the opportunity to raise their concerns and/or ask for information. Stakeholders will be informed of the GRM in place, as well as the measures put in place to protect them against any reprisal for its use. This will be done during sensitisation activities and other interactions with stakeholders.

7.1 Proposed Grievance Redress Mechanism

GPSNP 2 AF will continue to use and consolidate the Single Window Citizen Engagement Service (SWCES) established under GSOP and scaled up during GPSNP for grievance redress. The SWCES was operationalized in December 2017 and provides a centralized channel for beneficiaries of all SP programs and other stakeholders to raise grievances, report malpractices, and request information on all social programs for free. This has been operationalized through the creation of the ‘Helpline of Hope’ Call Center that hosts toll-free phone lines and SMS. A key pillar of the single window system is an integrated Unified Case Management System (UCMS) which provides a single platform for citizens to log, manage, monitor, and escalate their grievances as well as to disseminate relevant information on behalf of the major SP programs. The SWCES team has engaged the following since its inception:

- Training of Social Welfare Officers and other stakeholders such as officials of the Domestic Violence and Victim Support Unit under the Ghana Police Service, Traditional Authorities, NGOs in 10 regions of the country;
- Public Information Campaigns about the SWCES at markets and lorry stations in Accra;
- Engagement with SP program heads on GRM and to solicit additional requirements for improving the UCMS;
- Training of Case Management Officers of SP programs on the UCMS and how to track and resolve cases;
- Engagement between the team from the Helpline of Hope call centre and telecommunication organizations such as Vodafone, MTN and Airtel/TIGO, to discuss the possibility of migrating from IP PBX to Integrated System Destination Network (ISDN), to allow more calls to be made on the system simultaneously.

As seen below, the Help Line of Hope offers the opportunity to also receive cases outside SP programs, including reporting gender-related cases. It is envisaged that GPSNP 2 AF will support the decentralization of the SWCES to all 16 regions of the country and become a national single-entry point for SP programs

and non-SP programs led by ministries that do not have grievance redress systems. A summary of calls received by the Helpline of Hope Call Centre from July 2017 to December 2022 are provided below:

Table 8: Summary of cases received on UCMS from December 2017 to December 2020

SOURCE OF CASES	FREQUENCY	RESOLVED
SP Programs		
LEAP	106	61
LIPW	657	636
PI	232	218
GNHR	2062	2043
GSFP	16	16
NHIS	16	16
Capitation Grant	8	8
TOTAL	3097	2,998
Non-SP Programs		
COVID-19 (Food Support)	1322	1322
GSS	110	110
Emergency cash transfers	284	283
Others (e.g., Domestic Violence, Child Maintenance, Disability Common Fund, child custody)	1338	1091
SOCO	2	2
TOTAL	3,056	2,808

Under the GPSNP 2 AF, the SWCES is being extended to the district level through preparation of manuals, rules, and guidelines to define the roles and responsibilities of Community Facilitators (CF), District Planning Coordinating Units (DPCUs), and District Social Welfare and Community Development Officers

in the receipt, follow-up, and resolution of cases. Hence, case resolution on GPSNP 2 AF will rest with the SWCES national team, supported by decentralized staff who will have the following functions: (a) raising awareness on GRMs (including for gender-based violence (GBV)); (b) lodging grievances on behalf of beneficiaries or other community stakeholders; (c) following up on cases or making additional inquiries as requested by the SP programs; (d) supporting the communication of outcomes of cases to complainants as appropriate, and (e) following up on unresolved cases. Steps followed by the SWCES are:

- Receipt and registration of grievances or complaints
- Acknowledgement, assess and assign (Acknowledge receipt of grievance, outline how grievance will be processed, assess eligibility, and assign responsibility)
- Propose response
- Agreement reached on response
- If agreement is reached, implement agreement
- If agreement is not reached, review case
- If no agreement is reached, then the case can be referred to the law courts

7.2 Recommended Grievance Redress Time Frame

As much as possible, the SWCES uses electronic data collection and recording tools to reduce the costs of reporting, expand the capacity to monitor, and improve communication flows from the community level to the national level. The UCMS thus allows data to be captured electronically and for smooth compilation of reports. The table below generally presents the recommended time frames for addressing grievances or disputes received related to SP Programs.

Table 2: Proposed GRM Timeframe

Step	Process	Time frame
1	Receive and register grievance	within 24 hours
2	Acknowledge	within 24 hours
3	Assess grievance	Within 2 Days
4	Assign responsibility	Within 2 Days
5	Development of response	within 21 Days
6	Implementation of response if agreement is reached	within 21 Days
7	Close grievance	within 30 Days
8	Initiate grievance review process if no agreement is reached at the first instance	within 30 Days
9	Implement review recommendation and close grievance	within 30 Days
10	Grievance taken to court by complainant	As applicable

7.3 Grievance Documentation and Reporting

The UCMS is designed to capture data on all cases received and resolved. Resolved and escalated grievances/cases are documented daily in the system with unique IDs generated for the assigned Case Management Officer. Cases received are then directed to the relevant programs for resolution and the

process for resolution subsequently tracked. Monthly case/ grievance reports are generated from the system by the Case Management Officer and reports shared with the Project Coordinator to inform management decisions. Quarterly reports are also be generated and reported to the MoF as part of the project's Progress Reporting to the World Bank. Periodic reports are generated within a reasonable time frame for stakeholders, as appropriate, upon request.

8 MONITORING AND REPORTING

Monitoring and tracking the implementation of stakeholder engagements is paramount for the success of the project. GPSNP 2 AF will maintain a Stakeholder Engagement Log that documents all stakeholder engagements planned and undertaken. The Engagement Log includes location and dates of meetings, workshops, and discussions, and a description of the project-affected parties and other stakeholders consulted. Monitoring reports presented to the Project Oversight Committee will include Stakeholder Engagement Logs as well as feedback from the GRM regarding the status of cases logged over the reporting period. There will be annual reporting of the SEP as part of the project monitoring report. The project will also develop an evaluation form to assess the effectiveness of the formal engagement process. The questions will be designed as appropriate for the relevant audience.

8.1 Involvement of stakeholders in monitoring activities

Implementation of the SEP will be overseen by implementing agencies responsible for each component of the project. The Environmental and Social Safeguards Specialists in the ministries will monitor the SEP in accordance with the requirements of the legal agreement, including the Environmental and Social Commitment Plan (ESCP). The team will monitor and document any commitments or actions agreed during consultations, including any changes resulting from changes in the design of the project or the SEP.

Data for monitoring of beneficiaries, contractors, Client Supervisors, Community Facilitators, Facility Management Committees, Training Service Providers, Caterers, and all other persons with project implementation roles will be collected through a schedule and using standardized forms and procedures. In addition to the monitoring responsibilities by the respective ministries and agencies, independent third parties will also be engaged periodically to monitor progress and performance on the project.

8.2 Reporting back to stakeholder groups

The SP Sector Working Group (SWG) meetings and will serve as platforms for reporting back to stakeholders' findings from the field. Reports to stakeholder groups will be done through various means including national annual sector performance review meetings of all the partnering and implementing agencies and through existing SWG meetings. Through the project's planned knowledge sharing events and communication channels, results of the project will also be disseminated to stakeholders at the national and sub-national levels.