



# **SOUTHERN AFRICAN DEVELOPMENT COMMUNITY SECRETARIAT**

SADC Regional Statistics Project (P175731)

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STAKEHOLDER ENGAGEMENT PLAN

**March 2023**

## Table of Contents

ABBREVIATIONS AND ACRONYMS.....	1
EXECUTIVE SUMMARY .....	2
INTRODUCTION.....	4
1.0. Background .....	4
1.1. Program Objective .....	5
1.2. Objective of the SADC Component.....	5
1.3. Program Geographical Location .....	6
1.4. Stakeholder Engagement Plan.....	7
1.5. Regulations and Requirements.....	7
2.0. STAKEHOLDER IDENTIFICATION AND ANALYSIS .....	9
3.0. STAKEHOLDER ENGAGEMENT PROGRAM .....	15
3.1. Preparation Stage .....	15
3.2. Plan for Engagement.....	18
3.3. Stakeholders Engagement Techniques.....	20
3.4 Engagement with Disadvantaged and Vulnerable Groups and Vulnerable People .....	21
4.0. IMPLEMENTATION ARRANGEMENTS OF THE SEP .....	22
4.1. Cost for addressing environmental, social, safety and health issues .....	22
4.2. Environmental and Social Specialists/officers (s) .....	22
5.0. GRIEVANCE REDRESS MECHANISMS (GRM) .....	23
5.1 Purpose .....	23
5.2. Potential Grievances.....	23
5.3. Grievance Management Process .....	24
5.4 Monitoring .....	26
6.0. STAKEHOLDER ENGAGEMENT MONITORING AND EVALUATION.....	27
6.1 Monitoring and Evaluation .....	27
6.2. Reporting .....	27
6.3. Stakeholder Monitoring Plan.....	28
ANNEXES .....	29
Annex 1: Stakeholder Engagement – SADC Sector Programmes .....	29
Annex 2: Grievance Registration Form and Grievance Resolution Form .....	30

**List of Tables and Figures**

Table 1: Summary of Stakeholders Identification .....	10
Table 2: Issues Raised From Stakeholder Engagement and Measures Taken .....	16
Table 3: Stakeholder Engagement Plan .....	18
Table 4: Stakeholder Engagement and Techniques.....	20
Table 5: Methods and frequency of reporting to stakeholders .....	27
Table 6: Stakeholder Monitoring Plan- SEP .....	28

## **ABBREVIATIONS AND ACRONYMS**

AUC – African Union Commission

DPs – Development Partners

ESCP – Environmental and Social Commitment Plan

ESF – Environmental and Social Framework

ESS – Environmental and Social Standard

GBV – Gender Based Violence

GRM – Grievance Redress Mechanism

IDA – International Development Association

NSOs – National Statistical Offices

NSSs – National Statistical Systems

OIP – Other Interested Parties

PIU – Project Implementation Unit

RISDP – Regional Indicative Strategy Development Plan

RSDS – Regional Strategy for Development of Statistics

SADC – Southern Africa Development Community

SEP – Stakeholder Engagement Plan

## EXECUTIVE SUMMARY

The Southern African Development Community (SADC), like other economic blocks in Africa has set to widen and develop the economic, political social, and cultural integration of Southern African countries. There are however still challenges hampering these efforts, the major one being weak implementation of regional decisions at national level due to a lack of consistent evidence and knowledge to corroborate the benefits and costs of regional integration. This is mainly due to insufficient harmonized data necessary to track progress and impacts of regional integration as well as regional and national economic performance, which are the main inputs for strengthening national, regional and global monitoring and evaluation systems.

### **The Project**

The need to have consistent harmonised and updated data that reflects the regional statistics necessitated the SADC secretariat participate in the Regional Statistics Project to further its cause of deepening economic integration within the Southern African region and enhance service delivery. The major objectives of the program are to:

- Improve data quality,
- Improve harmonization of compilation practices to enhance comparability of statistics in the region,
- Improve data dissemination practices and platforms,

Activities to be implemented by SADC include mainly capacity building to Member States on data sources and collection techniques and on enhancing the capacity to produce and disseminate statistics to support data needs of SADC sector programmes on regional integration. In addition, the project shall also cater for innovative data sources such as Big Data and modernise the regional dissemination platforms for regional statistics.

The project will be implemented for the benefit of the SADC secretariat and SADC Member States. According to the project categorization based on the potential environmental risks, the project falls into the category of the projects with minimal environmental and social risks. Appropriate inputs and contributions from all the relevant stakeholders are needed for effective implementation.

### **Stakeholder Identification and Engagement**

Stakeholders refer to the individuals, institutions, or groups (parties) directly or indirectly affected by the Project (Project Affected Parties) or those with an interest in the Project (Other Interested Parties). Before engagement stakeholders first have to be identified. This is done to ensure there is inclusivity and relevant input on pertinent issues the project seeks to address. Identification of the stakeholders for this project is based on their roles and responsibilities in the project; the influence/interest in the project; whether they are direct or indirect beneficiaries; and whether they are vulnerable groups

Stakeholder engagement refers to the continuous process of identifying, communicating, and facilitating a two-way dialogue with the people affected by its decisions and activities, as well as others with an interest in the implementation and outcomes of its decisions and the project. Engagement in this aspect takes into consideration the different individual needs of all parties concerned in terms of access and

communication. Engagement begins during preparation so as to give room for stakeholders to give their views, concerns and recommendations on project design, operation and implementation. Some of the objectives of the SEP include:

- To identify project stakeholders, 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 project 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 project.
- To develop a strategy for stakeholder participation in the monitoring of project impacts, documenting, reporting and dissemination of results among the different stakeholders.

Stakeholder engagement also includes planning on how best to undertake the project and manage the potential impacts. After identification of stakeholders and their specific needs (e.g., communication and accessibility) for effective participation in project activities there is disclosure of instruments, notification of meetings and release of invites, meetings and updating of instruments and project design to reflect the findings. The techniques to be employed in engaging stakeholders for this project during preparation and implementation include structured agenda, focus group meetings/ discussions, consultations and one-on-one interviews.

### **The Grievance Redress Mechanism**

Grievances may take the form of specific complaints about unfair treatment, actual damages or injury, general concerns about project activities, incidents and impacts, or perceived impacts. The GRM is important because it helps to address and find solutions to complaints and concerns that may arise during project implementation. It provides a platform where complainants may file complaints which are dealt with promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all project-affected parties and interested parties, at no cost and without retribution. Chapter Five of this document outlines the structure and standard procedures of the GRM from the step of filing the complaint to when a solution is found or the legal channels to follow if a possible understanding cannot be achieved between the aggrieved parties. Attached in Annex 2 is also the Grievance Registration Form and Grievance Resolution Form.

### **Stakeholder Engagement Monitoring and Evaluation**

Monitoring and evaluation during and after stakeholder engagement will be done to assess overall progress in implementation, and if implementation is as per the plan, any challenges and lessons learnt in the process of implementation and possible corrections. The monitoring results will be made available to the stakeholders for review and comments in an accessible place, mainly at the project level for transparency. This will help in assessing what has worked and what didn't help in designing future activities. Monitoring will be a joint effort from the PIU and SADC secretariat.

## CHAPTER 1

### INTRODUCTION

#### 1.0. Background

The Southern African Development Community (SADC) was formed in 1992 with the overall objective of regional integration and poverty eradication within the 16 Member States. SADC's origins are in the Southern African Development Coordination Conference (SADCC) established in 1980. The main objectives of SADC are to achieve development, peace and security, and economic growth, to alleviate poverty, enhance the standard and quality of life of the peoples of Southern Africa, and support the socially disadvantaged through regional integration, built on democratic principles and equitable and sustainable development. To achieve these objectives, several legal and institutional instruments have been put into place to guide and standardize the work of SADC with member states. The SADC also plans, coordinates, and finances various projects in agriculture, energy, water, regional trade and ICT, among others. The SADC's activities are coordinated at annual conferences of the heads of member states, and the SADC Secretariat is the body that facilitates the implementation of SADC programmes and activities.

SADC recognizes the importance of good quality and harmonized statistics to guide policy and decision-making, monitor and report on development progress to achieve SADC objectives. Accordingly, it has taken various concrete steps to build an effective regional statistical system including: prioritizing statistical development in the SADC overarching development agendas – Vision 2050 and the Regional Indicative Strategic Development Plan; establishing a SADC Statistics Committee to provide policy, strategic and professional guidance for the development and execution of regional statistics programmes; development and implementation of a Regional Strategy for the Development of Statistics (RSDS) (2015-2020) and (2020-2030); and approving the SADC Protocol on Statistics (2021) to provide a legal framework to underpin the regional statistical system.

The SADC Protocol on Statistics is the legal framework to enable and enhance statistical development and innovation in SADC Member States. The Protocol is a legally binding document committing Member States to the objectives and specific procedures stated within it. In order for the Protocol to enter into force, two thirds of the Member States need to ratify or sign the agreement, giving formal consent and making the document officially valid. The SADC Head of States approved the Protocol on Statistics in 2021, and so far it has been signed by 4 member states while all other Member States are expected to sign. The Protocol itself is strictly aligned to continental and global statistical frameworks and once ratified, it shall enter into force as a legal instrument.

Harmonised data is necessary to track progress and impacts of regional integration as well as regional and national economic performance, which are the main inputs for strengthening national, regional and global monitoring and evaluation systems. While accurate and updated statistics is required for good governance and increased transparency and accountability at the national and regional level, firms also rely on the data to make informed decisions about regional markets and their opportunities, and strategic investments to capture the market opportunities. Harmonised and updated data also enables key decision makers, especially policy makers, to allocate significant resources within the countries to deepen economic integration and enhance service delivery. However, such data is currently lacking limiting further regional integration.

### **1.1. Program Objective**

The Programme Development Objective is to support the implementation of the SADC Protocol on Statistics and the SADC Regional Strategy for the Development of Statistics (RSDS) 2020-2030, which is also aligned with continental and global statistical policy frameworks (SHaSA and SDGs). Effective implementation of the Protocol and the RSDS in the entire data value chain within the national and regional statistical system shall ensure availability of reliable, accurate, timely and harmonized statistics for measuring progress of programmes at national, regional, continental and global levels.

The specific objectives include:

- i.) Improve data quality,
- ii.) Improve harmonization of compilation practices to enhance comparability of statistics in the region,
- iii.) Improve statistical human resource capacity,
- iv.) Improve data dissemination practices and platforms,
- v.) Upgrade IT and statistical infrastructure, and
- vi.) Enhance institutional development.

#### **Structure of the program:**

The overall programme activities will be delivered through the following project outcomes, with all SADC Member States as beneficiaries. A project log frame is developed to earmark specific activities for implementation through regional workshops, national workshops, technical assistance and development of harmonized methodological guidelines. The main interventions or key result areas for the project include the following:

**Intervention 1:** Enhancing the competences and technical ability in production, management and dissemination of Official statistics in Member States through effective capacity building activities to support harmonized data collection, production, dissemination and use for regional integration needs.

**Intervention 2:** Improving access and usage of regional statistics by users through development of modern ICT platforms for production and dissemination of regional statistics including GIS and Big Data technologies.

**Intervention 3:** Setting up of a Project Implementation Unit (PIU) for the oversight, supervision and monitoring of effective implementation of the project. The scope of this intervention is on fiduciary aspects of the project and shall be having oversight by the Project Steering Committee.

### **1.2. Objective of the SADC Component**

The SADC component of this project aims to assist Member States in producing statistics to support the SADC Regional Integration Agenda as embedded in the SADC Vision 2050 and RISDP 2020-30. The main instruments that shall guide the statistical operations are the SADC Protocol on Statistics and the SADC RSDS 2020-30. The focus shall primarily be on capacitating the National Statistical Offices (NSOs) and other



institutions within the national statistical system (NSS) for production of statistics to support regional integration. Specifically, capacity building shall be targeting statistics to support regional policies on value chains, food security, financial inclusion, environment, macroeconomy and others. The implementation mechanism shall be mainly through regional training workshops and development of harmonized methodological guidelines whilst technical assistance and national trainings shall be guided from individual Member States needs.

In addition, focus shall also be on capacitating Member States on data sources and collection techniques to support collection from censuses, surveys and administrative data. In addition to these traditional methods, the project shall also look at modern techniques for supporting data collection such as Big Data, GIS, survey solutions, CAPI and open source technologies. This aspect is key for strengthening the capacity of NSOs to conduct sustainable data collection to cater for evolving data needs. The modernization of SADC Statistics service delivery on statistics shall also be one of the main objectives of the SADC project component through development and maintenance of statistical information systems and open data portal to assist users in accessing and usage of regional statistics.

### **3 Project Management**

The implementation arrangements will take place through a Project Implementation Unit (PIU) hosted at the SADC Secretariat, recruited and wholly funded by the project. The grant will also finance costs for a project implementation team comprising a Project Coordinator, for running the daily activities of the project, supported by a Procurement officer and a Finance Officer (possibly supported by an Assistant Finance Officer). Implementation of the Stakeholder Engagement Plan will be among the core responsibility of the Project Coordinator guided by the Environment and Natural Resources Office. However, the existing SADC Statistics Unit staff shall lead the implementation of the technical statistical activities with 3 Officers and a Senior Officer who shall also supervise the PIU. The Director for Policy, Planning and Resource Mobilisation will be responsible for the project.

#### **1.3. Program Geographical Location**

The activities of the SADC will be implemented in the Member States forming the Southern African Development Community Region.

**Figure 1: Map showing geographical location of the program area**



#### **1.4. Stakeholder Engagement Plan**

This SEP will apply to all components of the program in which SADC is involved. and SADC is expected to apply it in its respective responsibilities. The Stakeholder Engagement Plan (SEP) aims at facilitating stakeholder engagement throughout the Project’s life cycle and across the various project components.

The objectives of this SEP are:

- To identify project stakeholders, 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 project 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 project.
- To develop a strategy for stakeholder participation in the monitoring of project impacts, documenting, reporting and dissemination of results among the different stakeholders.

#### **1.5. Regulations and Requirements**

Stakeholder engagement is an inclusive process conducted throughout the project life cycle to support the development of strong, constructive, and responsive relationships that are important for successful management of a project’s environmental and social risks. The World Bank’s Environmental and Social Framework (ESF) includes Environmental and Social Standard (ESS) 10, “Stakeholder Engagement and Information Disclosure”, which recognizes “the importance of open and transparent engagement with

the project stakeholders as an essential element of good international practice”. The ESS10 also provides that effective stakeholder engagement can significantly improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

The application of these standards, by focusing on the identification and management of environmental and social risks, will support Borrowers in their goal to reduce poverty and increase prosperity in a sustainable manner for the benefit of the environment and their citizens. The standards will:

- a. support Borrowers in achieving good international practice relating to environmental and social sustainability;
- b. assist Borrowers in fulfilling their national and international environmental and social obligations;
- c. enhance non-discrimination, transparency, participation, accountability, and governance; and
- d. enhance the sustainable development outcomes of projects through ongoing stakeholder engagement.

Stakeholder engagement is also provided for in the various national legislation including the constitutions and legislation on environmental and social impact assessments and audits. The instruments unanimously advocate for meaningful involvement of project stakeholders in decisions that affect them, participatory planning, and transparent grievance management mechanisms.

## CHAPTER 2

### 2.0. STAKEHOLDER IDENTIFICATION AND ANALYSIS

The SADC Regional Statistics Project stakeholders are individuals or groups (parties) that can be affected by the project outcomes, either directly or indirectly and both positively or negatively (Project Affected Parties (PAP)) or an have interest in the project (other interested parties (OIP)). Analysis of stakeholders therefore encompasses identification of the stakeholder groups that are likely to influence or be affected by the proposed project components either positively or negatively and organizing them according to the potential impacts of the activities on them.

SADC project stakeholders can be classification based on: a) their roles and responsibilities in the project; b) the influence/interest in the project; c) whether they are direct or indirect beneficiaries; and d) whether they are vulnerable groups

Key stakeholder groups based on access to benefits include:

a) Project Affected Parties (PAP):

Direct beneficiaries

- i). National Statistics Offices (NSOs) in the SADC Member States
- ii). Central Bank and Ministry of Finance (Statistics departments) of SADC Member States
- iii). Sectoral Ministries and Departments in the National Statistical System (NSS)

Indirect beneficiaries

- i). Statistical data users (SADC Sector Programmes mainly)

b) Pan African Institutions, Regional Economic Communities (RECs) and International Organizations

c) Other Interested Parties (OIPs) including Civil Society Organizations (CSOs) (Non-governmental organizations and Community Based Organizations), and Academia

Overall stakeholder groups at different stages of the project, (i.e. preparation, implementation and closure) are presented in Table 1. Considering that stakeholders are likely to change in the course of the project, the stakeholder list will be revised and updated continuously to include new stakeholders with access to additional information.

**Table 1: Summary of Stakeholders Identification**

Stakeholder	Category Department	Mandate/Role	Interest	Stakeholder group PAP/ OIP	Key characteristics	Language needs	Preferred notification means (Emails, Phone, Letters)	Specific needs (accessibility, large print, daytime meetings)
<b>REGIONAL</b>								
1. SADC policy organ	Summit of SADC Heads of State,	Assent to legal instruments (Protocols)	High	PAP	SADC Member States	Language translators and interpreters	Meetings	Accessibility
	SADC Council of Ministers	Approve project budget and reports	High	PAP		Meetings, email, phone	Accessibility, Currency, Accuracy	
	Sectoral Committee on Statistics	Approve project deliverables and reports	High	PAP		Meetings, email, phone	Accessibility, Currency, Accuracy	
<b>NATIONAL LEVEL</b>								
2. National Statistical Offices (NSOs)	Central Government department	-Development, collection and dissemination of data -Censuses and Surveys including household budget survey, demographic and health surveys, labour force surveys	High	PAP	Staff of the NSO	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, accuracy, currency, Gender disaggregated data

Stakeholder	Category Department	Mandate/Role	Interest	Stakeholder group PAP/ OIP	Key characteristics	Language needs	Preferred notification means (Emails, Phone, Letters)	Specific needs (accessibility, large print, daytime meetings)
<b>PARTICIPATING INSTITUTIONS</b>								
3. Central Banks of the Partner States (Statistics department)	Financial Corporation – Public Sector	Key member of the national statistical system	High	PAP	Technical staff in project related statistical domains	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, availability
4. Revenue Authorities of the Partner States, (Statistics Department/unit)	Central Government	Key member of the national statistical system	High	PAP	Technical staff in project related statistical domains	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, availability
5. Ministries responsible for Finance	Central Government	Key member of the national statistical system	High	PAP	Technical staff in project related statistical domains	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, availability
6. Ministries responsible for Agriculture	Central Government	Key member of the national statistical system	High	PAP	Technical staff in project related statistical domains	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, availability
7. Ministries responsible for Labour and Employment	Central Government	Key member of the national statistical system	High	PAP	Technical staff in project related statistical domains	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, availability

Stakeholder	Category Department	Mandate/Role	Interest	Stakeholder group PAP/ OIP	Key characteristics	Language needs	Preferred notification means (Emails, Phone, Letters)	Specific needs (accessibility, large print, daytime meetings)
8. Ministries responsible for Environment	Central Government	Key member of the national statistical system	High	PAP	Technical staff in project related statistical domains	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, availability
9. Ministries responsible for Gender	Central Government	Key member of the national statistical system	High	PAP	Technical staff in project related statistical domains	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, availability
10. Ministries responsible for Tourism	Central Government	Key member of the national statistical system	High	PAP	Technical staff in project related statistical domains	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, availability
11. Regulatory Bodies	Government	Member of the national statistical system	Medium	PAP	Technical staff in project priority statistical domains	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, availability
<b>OTHER INTERESTED PARTIES</b>								
12. Pan African Institutions, Regional Economic Communities and	Regional, Continental and International stakeholders institutions on	Continental integration and compliance to international standards to statistics	High	OIP	Statistics departments	Language translators and interpreters	Meetings, Formal letter, email, phone	Accessibility, availability

Stakeholder	Category Department	Mandate/Role	Interest	Stakeholder group PAP/ OIP	Key characteristics	Language needs	Preferred notification means (Emails, Phone, Letters)	Specific needs (accessibility, large print, daytime meetings)
International Organizations	harmonization on statistics							
13. Investors and traders	Private Sector	To make investment and business decisions based on Official Statistics		OIP	OIP	Local languages	Formal letter, print media, social media, newsletters, online surveys	Accessibility, Accurate information
14. Academic institutions	Academia	Research and teaching		OIP	OIP	Local languages	Formal letter, print media, social media, newsletters, online surveys	Accessibility, reliability
15. Civil societies and organisations	CSOs, NGOs and FBOs	Advocacy and holding governments to account		OIP	OIP	Local languages	Formal letter, print media, social media, newsletters, online surveys	Accessibility, Timing, participation by stakeholders



Stakeholder	Category Department	Mandate/Role	Interest	Stakeholder group PAP/ OIP	Key characteristics	Language needs	Preferred notification means (Emails, Phone, Letters)	Specific needs (accessibility, large print, daytime meetings)
16. Donor community	Donor Community	Development Assistance and participation of		OIP	OIP	Local languages	Formal letter, print media, social media, newsletters, online surveys	Accessibility, Inclusion, Gender responsive data
17. SADC Community Members	Community Members	Making decisions based on the data		OIP	OIP	Local languages	Formal letter, print media, social media, newsletters, online surveys	Daytime meetings, local languages, large print, accessibility. Gender and cultural appropriate consultations
18. Consultants	Private sector	Provide consultancy services	Medium	OIP	OIP	Local languages	Formal letter, print media, social media, newsletters, online surveys	Accessibility, Accurate information

## CHAPTER 3

### 3.0. STAKEHOLDER ENGAGEMENT PROGRAM

Stakeholder engagement refers to the process of interacting and working with stakeholders identified as being relevant to the project to come up with new concepts, identify challenges and discrepancies and how to address issues that may rise. All this helps in the realization of stakeholder needs and expectations for effective implementation of project components.

The Stakeholder Engagement Plan is therefore used to formulate schedules, strategies and general plan that can be used to effectively engage stakeholders and ensure there is participation from the beginning to the end of the project. It consists of planning on how consultations will take place, developing the layout and how issues raised will be implemented in a transparent and inclusive way. The importance of this is to provide an effective outline of activities to be undertaken within a given timeframe to streamline stakeholder involvement and improve the project's success rate. The stakeholder engagement plan also outlines how consultations are to be carried out and the scope of work to be achieved. The plan will be updated on regular basis to promptly include new developments and issues that may arise. This may include the techniques to be used in the engagement of stakeholders to reduce stakeholders' resistance and enhance ownership.

#### 3.1. Preparation Stage

Environmental and Social Instruments have been prepared and along with the Project design discussed through meetings with key stakeholders to solicit their opinions and views.

The engagement consisted of discussions with stakeholders on how best to undertake the project and manage the potential impacts. The following stakeholder engagement sessions covering the project affected parties (PAP) category of stakeholders were undertaken:

- (i) A needs assessment study of SADC National Statistical System (NSS) of Member States was conducted in a joint SADC-World Bank collaboration in 2020. The approach/methodology of the study was firstly presented to a side event of the 2020 UN Statistical Commission with the SADC Directors of Statistics. The scope of the study involved identifying the capacity needs of the NSS coordinated by the NSO that involved all sectoral statistics (including macroeconomic statistics of Reserve Bank and Ministry of Finance) produced and disseminated by Ministries and Departments. A tool was administered covering the following dimensions of statistics: Organisation and Infrastructure; Human Resources issues, Data Collection; Analysis and Indicators; IT Infrastructure and Systems; and Statistical Methodologies. The main finding of the study revealed that the main dimension where SADC NSSs are lacking is in Data Collection followed by Analysis & Indicators. The results were then presented to the SADC Statistics Committee of Directors of Statistics in June 2020 where the main findings were noted and the Committee directed SADC Secretariat to ensure the SADC-World Bank Regional Statistics Project to focus on assisting the Data Collection functions of statistical activities.
- (ii) The design of the regional project also involved the main stakeholders from the SADC Secretariat regional programme coordinators on regional integration policies. As part of engaging with this key cluster group directly involved as a beneficiary of the project, a consultation process was administered in November 2022 internally at SADC Secretariat. The main objective of this task was to capture their data needs in support of the measurement of

progress of regional integration programmes and to jointly agree with the SADC Statistics Unit on the activities to be included in the project. An online questionnaire was administered to all key result areas of SADC regional integration following which the list of activities pertaining to statistical capacity building for regional integration needs was produced and validated jointly. A matrix of activities linking each proposed activity with the regional integration sector and expected impact is produced in Annex I of this document. The proposed activities are exhaustive of all the Pillars of the RISDP 2020 – 30.

- (iii) Another stakeholder identification exercise was also conducted by SADC Secretariat in November 2022 with Member States. Guided by the provisions of the SADC Protocol on Statistics where the NSO is the leading agency for coordinating statistical activities within the national statistical system (NSS), a questionnaire was administered to them for identification of the key stakeholders’ institutions of their NSS. This was undertaken to identify the main producers of statistics within the national statistical system of SADC Member States. Besides the NSO, Reserve Banks, sectoral Ministries for Agriculture, Finance, Environment, Labour, Tourism and Trade, regulatory bodies especially in ICT and Revenue/Customs departments form part of the SADC NSS. The main NSS stakeholders’ institutions and key aspects of the Stakeholders Engagement Plan and Environment and Social Commitment Plan was presented in a side event of the African Union Committee of Directors of Statistics Meeting of December 2022 in Malabo, Equatorial Guinea. The main stakeholders’ institutions are stated in Table 1 above for this project.

The engagement activities identified a number of issues, which have been variously addressed either in design or by developing mitigation measures in the project instruments. The table below outlines some of the issues and measures taken (refer to annex 3 for a report on the stakeholder engagements).

**Table 2: Issues Raised from Stakeholder Engagement and Measures Taken**

Concerns	Measures taken
Capacity Building to compute SDG indicators and statistics to monitor regional integration programmes	The project shall implement activities to ensure capacity is built and enhanced at Member States and Secretariat to produce statistics in support to developmental agendas at regional, continental and global level
Management of Grievances and involvement of various stakeholder groups	The project will establish and operationalize an appropriate Grievance Redress Mechanism (GRM) as described in this SEP. All stakeholders will be informed about the GRM prior to commencement of activities and during implementation of project as outlined in the SEP
Engagement with private sector, other academic institutions, including private institutions	Private institutions including universities will be involved through capacity building, as per the Project Design and following the SEP.
Stakeholder Engagement	Clear methods and procedures for engagement of different stakeholders are outlined in the SEP and in line with ESS10.

	<p>Additionally, the SEP will be updated as required throughout project implementation.</p>
<p>Management of waste, e-waste and hazardous materials and environmental degradation</p>	<p>The project has a low level of risk, but potential risks will be managed by instruments provided in the ESCP.</p> <p>Relevant aspects of ESCP will be incorporated in contracts and used to monitor and enforce contractor compliance</p> <p>The project shall use the SADC Assets Management Policy which will be used to guide waste management and mitigate potential risks in line with ESS3.</p>
<p>Occupational health and safety (OHS) measures</p>	<p>The ESCP outlines measures to ensure safety including measures for prevention of HIV/AIDS, COVID-19 and other communicable diseases. Additionally, SADC Secretariat will implement adequate OHS measures for staff and Consultants in line with SADC Staff Rules and Regulations and ESS2</p>
<p>GBV and SEA risks during project implementation</p>	<p>SADC will implement the Project level GRM as described in the SEP which responds to GBV (SEA/SH) cases</p>

### 3.2. Plan for Engagement

The plan presented in Table 3 for when engagement is needed during the implementation of the Project (i.e., in relation to the development of instruments and activities) and will be reviewed and updated throughout the lifecycle of the Project. During this process the focus and scope of the SEP may change to reflect the varying stages of project implementation and to encompass any changes in project design and lessons learnt from previous phases of the Project.

**Table 3: Stakeholder Engagement Plan**

Objectives	Target Stakeholders	Messages/ Agenda	Means of Communication	Schedule/ Frequency	Responsibility
<b>Project Preparation</b>					
1. To present the project and get stakeholders inputs on the following instruments: <ul style="list-style-type: none"> <li>Stakeholder Engagement Plan (SEP)</li> <li>Environmental and Social Commitment Plan (ESCP)</li> </ul>	NSOs of SADC Member States (Directors of Statistics)	a.) Present the Project – objectives, rationale, components, benefits and beneficiaries, Implementation arrangements. b.) Indicative implementation schedule and period, project contacts. c.) Describe Grievance Redress Mechanism (GRM). d.) Present stakeholders identified and describe approach to stakeholder engagement. e.) Sets out measures, actions, plans, and	Correspondence by phone/email  Memos  Meetings  Letters  Telephone	One off activity as part of project preparation	SADC Secretariat

Objectives	Target Stakeholders	Messages/ Agenda	Means of Communication	Schedule/ Frequency	Responsibility
2. To disclose finalized Environmental and Social Instruments	NSOs of SADC Member States (Directors of Statistics)  Consultants  PIU	<ul style="list-style-type: none"> <li>Email message to advise Stakeholders of disclosure and where to access the disclosed documents. Advertisement in the Newspaper</li> <li>Disclosure of Project documentation in a culturally appropriate and accessible manner</li> </ul>	<p>Upload on websites</p> <p>Email copies to key individuals and organizations.</p>	One-off and re-disclose whenever there is any significant revision.	SADC Secretariat
<b>THROUGHOUT THE PROJECT</b>					
3. Engagement and Information dissemination (quarterly, annual progress reports)	Project affected parties  OIP	<p>General information on project, activities</p> <p>Updates to Project Instruments</p> <p>Inputs into Project Activities</p>	<p>Posting Information on leaflets</p> <p>During meetings focus groups.</p> <p>One to one meeting through other departments</p>	As needed to establish intervention	SADC Secretariat
4. Contact with Environmental and Social Project Management Experts	OIP	Maintain website with contact box for people to submit questions.	Websites Phone	Continuous	SADC Secretariat

### 3.3. Stakeholders Engagement Techniques

This section outlines some of the proposed methods of stakeholder engagement over the project cycle. Stakeholder engagement will be undertaken on a continuous basis to inform the public of project activities and plans and will employ appropriate strategies to disclose information and enhance increased access to project information. Different engagement methods are proposed and cover different needs of the stakeholders.

- 1) Structured Agenda - This agenda is prepared based on the project component/ subcomponent under consultation. Using a focused agenda will ensure that key strategic and risk items can be discussed with decision-makers and influencers to mitigate risk proactively. This tool will be used with both PAPs and other interested parties.
- 2) Focus Group Meetings/ Discussions - Focus groups will bring together stakeholders with common characteristics to discuss specific topics or project components to create awareness and advocacy for use of statistics. This may include specific issues touching on NSOs, common challenges to access of information in the area and ways of enhancing access and overall data accuracy and currency.
- 3) Consultations - Will aim at identifying and discussing stakeholder concerns and to disclose project information. The consultations will, wherever feasible, make use of local languages and be accessible (location, time, open invitation etc) in order to reach a broad range of groups and individuals within the region, and will ensure inclusion of both gender and vulnerable groups.
- 4) Formal meetings - These meetings are focused to identify and discuss specific stakeholder concerns and to disclose project information. Participation in these meetings will be influenced by the issues under consideration and will include adequate representation of women as well as other marginalised and vulnerable people where possible.
- 5) One-on-one interviews – The interviews will aim to give chance to individuals to air concerns on project and will involve PAPs and OIPs depending on the issues to be addressed. Such meetings will be available to all relevant stakeholders.

**Table 4: Stakeholder Engagement and Techniques**

Stakeholder group	Specific needs	Language	Means of communication	Timing	Resources required
1. NSOs and Government Ministries in the NSS of Member States	Implementation role	English	Correspondence by phone/email, Meetings	During implementation – input into all project activities	Human and material
2. SADC Sector Programmes on Regional Integration	Inclusion in the decision-making processes	English	Correspondence by phone/email, Meetings	During implementation	Human and material
3. Civil Society Organizations	Inclusion in the decision-making processes	English	Correspondence by phone/email, Roundtable	During implementation	Human and material

			discussions, website link		
4. Academia	Inclusion in the decision-making processes	English	Correspondence by phone/email, Roundtable discussions, website link	During implementation	Human and material
5. Media	Information dissemination and outreach	English	Correspondence by phone/email	During implementation	Human and material

### 3.4 Engagement with Disadvantaged and Vulnerable Groups and Vulnerable People

There are several vulnerable groups and people within the implementing partner states and who will be required to participate in stakeholder engagement activities these include communities that meet the criteria of ESS7 (indigenous People/ Sub-Saharan African Historically Underserved Traditional Local Communities) youths, women and individuals with low literacy levels, students, and persons with disabilities. These groups are at risk of exclusion from consultations and at risk of harm from poor project design or less likely to be able to access project benefits. Limitations related to participation include:

- limited representation or lack of opportunity to express self
- Fear of expressing themselves.
- Language and technology barrier;
- Transport limitations.
- Nature of the disability; and
- Cultural limitations.

The vulnerable groups normally rely on representatives, for information. Representatives of the various groups will be identified by every participating partner state for engagement. Invitations for the consultations shall be made accessible in good time and with adequate information on the agenda to allow for meaningful participation of a broad range of stakeholders.

Consultations will be made at time and places that are suitable for participation by the identified groups including women, youths and other. the services to be offered to ensure an inclusive participation and consideration of concerns of the various groups will be based on identified communication needs and may include the following services: translation into appropriate language, sign language, large print or Braille information; accessible venues for events; consultations in culturally appropriate manner and convenient venues and timing; small, focused and short meetings where vulnerable stakeholders are more comfortable asking questions or raising concerns.

It should be noted that most, if not all, communications or stakeholder engagement with these vulnerable groups will take place at the country level by the national PIU, through processes established under their country-level SEPs, and not by SADC itself.



## CHAPTER 4

### 4.0 IMPLEMENTATION ARRANGEMENTS OF THE SEP

#### 4.1 Cost for addressing environmental, social, safety and health issues

The SADC secretariat, through the PIU, will be in charge of managing and implementing the Stakeholder Engagement Plan under the supervision and guidance of the Steering Committee of the project. The resources for the implementation of stakeholder engagements including the GRM will be supported by the budget assigned under the Project Management activities. The SADC will as part of their annual workplans allocate adequate budget to undertake the required stakeholder engagement and implement the GRM noting the need for human and material resources will be required to implement the plan at all levels.

The SADC Secretariat Human Resources and Environment sectors shall provide technical guidance to the PIU for observation and monitoring of all project components that will be undertaken by project implementing institutions. The PIU shall report results of this monitoring to the World Bank.

#### 4.2 Project Coordinator, PIU

The main tasks of the Project Coordinator of the PIU, appointed to perform in that capacity will involve, but will not be limited to:

- a) Implement stakeholder engagement in line with the SEP.
- b) Undertake consultations, focus group discussions, and other activities to ensure that the objectives of the SEP are met.
- c) Liaise, as relevant, with authorities to ensure smooth implementation of the SEP.
- d) Coordinate SEP implementation with various areas/regions/etc. as relevant.
- e) Establish and maintain an effective grievance tracking system and where relevant ensure that grievances are channelled to appropriate response mechanisms.
- f) Receive and come up with solutions to grievances as reported. They will also take part in grievance committee meetings as relevant.
- g) Serve as a conduit of information between stakeholders and the project implementing team especially in regards to emerging environmental and social risks, impacts and potential mitigation measures.

Update the SEP including updating the stakeholder identification, as relevant, and as detailed in the Environmental and Social Commitment Plan. **CHAPTER 5**

## **5.0. GRIEVANCE REDRESS MECHANISMS (GRM)**

### **5.1 Purpose**

A grievance is an issue, concern, or claim (either perceived or actual) that an individual or community group wants addressed or resolved by the programme. These may include complaints of impacts, damages or harm caused by the project or related activities during construction, operation, or decommissioning phase.

A GRM will be established by the Programme to provide a formal process for managing complaints from stakeholders (members of the public, employees, and partners) as provided under ESS10 of the WB ESF and the participating states national requirements. Grievances will be received by a grievance manager – appointed by the grievance committee – in charge of logging and recording all grievances received into the grievance database. The grievance manager shall submit all grievances received to the grievance committee – a committee setup by the SADC secretariat to handle grievances. The grievance committee shall assess the nature of the grievance or complaint and decide on the appropriate measures to be taken. To be effective, the mechanisms should be transparent, gender responsive, culturally appropriate, and readily accessible to all stakeholders at no cost, without retribution and with a provision for an appeal mechanism. All complaints will be documented, analysed, responded to, and closed, in a timely manner. Annex 2 provides a format for documenting grievances to be adopted in the project and to facilitated by the PIU.

The objectives of the GRM shall include:

- i. Ensure prompt, consistent, and respectful receipt, investigation, and response to complaints.
- ii. Identify and manage stakeholder grievances and concerns and thus support effective risk management.
- iii. Ensure proper documentation of complaints and implementation of actions.
- iv. Contribute to continuous improvement in performance through lessons learned.
- v. Enhance trust and positive relationships with stakeholders; and
- vi. Ensure compliance with laws and regulations and reduce exposure to litigation.

### **5.2. Potential Grievances**

Potential grievances and claims likely to emerge during implementation of the Project may relate to the following issues:

- i. Countries in the SADC may not have a common policy and laws to govern data disclosure and sharing
- ii. Different types of data production methodologies, procedures, and data quality assessment frameworks
- iii. Difference in priorities in national statistics programmes among the NSOs
- iv. The NSOs of the different countries may have incompatible or unintegrated data systems
- v. Employment opportunities in the project and labour related issues
- vi. Procurement process related disputes
- vii. Concerns from nongovernmental organizations/civil society organizations about the project
- viii. Disputes about or incidents concerning sexual exploitation and abuse (SEA),sexual harassment (SH) or gender-based violence (GBV)

### 5.3. Grievance Management Process

1. **Grievance Reporting:** the programme will provide a number of channels, both formal and informal for reporting of incidents, complaints, or grievances, in addition to those of partners and the national legal system. Some channels include; Whistleblowing Portal & Email, social media-Facebook, twitter, WhatsApp, programme office and officers. The channels will be published and publicized including on the programme's websites and social media platform for wider access.
2. **Grievance Receipt and Logging:** Centralized logging and tracking is important both for accountability and for enabling continuous monitoring and learning. Recipients of complaints received through any of the channels above, will share the information with the Grievance manager, for logging into the grievance database, within 48 hours. The database will be monitored and regularly updated with information of progress made and decisions relating to the grievances and compliance with timelines
3. **Acknowledgement:** The Grievance manager will immediately acknowledge the complaint and inform the complainant that their grievance will be logged and reviewed for eligibility. Acknowledgment will be within 48 hours of receipt and will be in the form of verbal communication for grievances received verbally, and a standard letter or email for grievances received through emails or Whistle-blower channels.
4. **Screening and Validation of Complaint:** The received grievances will undergo a screening process which will inform the decision on eligibility, categorization, classification, and the course of action to take including escalation to relevant office. The Grievance officer will then provide feedback to the complainant, which may include;
  - Request for more information if information provided is insufficient.
  - Referral to relevant partners if ineligible under the Programme.
  - Action taken and next steps, if eligible.
5. **Initial Grievance Response:** The Grievance Committee shall make recommendations on how the grievance shall be handled, which shall be documented and captured in database. The response shall be either to: i) Resolve the issue locally – Relevant stakeholders (from the escalation matrix) may take direct action to resolve the complaint, ii) Request an investigation to collect further information – Additional assessment to determine what happened, the causes, responsible persons, and actions to mitigate and prevent future recurrence of the violation, iii) Refer the complaint through the SADC Secretary General to a) in-country mechanisms for resolution for country specific grievances or b) the SADC policy organs (Sectoral Committees, Council, and Summit) as applicable for cross-country grievances, c) relevant agencies for action including investigators, rescue centres, in-country children's departments, legal aid actors, health facilities, counselling support service providers for GBV related grievances.
6. **Communication and Agreement with Complainant:** The Grievance Manager will communicate the proposed response to the complainant in an appropriate language and means (face to face, by phone, email). All communication must be recorded, dated, and provide for reply and sign-off by the complainant.
7. **Appeal Mechanism:** The programme GRM provides an appeal mechanism for complainants who may not be satisfied with the resolutions by Partners' mechanisms. Where the complainant challenges the suitability of a finding, rejects a proposed action, or is not keen on participating in the process. The grievance manager

will inform the complainant of available alternatives, whether through the judicial system or other administrative channels, and clearly document the decision taken by the complainant and the reasons.

8. Implementation of Agreed Actions: Where there is an agreement between a complainant and the grievance manager to proceed with the agreed action the response will be implemented through a process managed by GRC, and investigations will be supervised by the grievance manager.

Where it is not possible to reach an agreement with the complainant on the proposed response, the grievance committee will review the situation with the complainant and determine whether a modification of the response might meet the concerns of the complainant, the organization, and other stakeholders. The Grievance Manager will inform the complainant about other available alternatives, including the use of judicial or other administrative mechanisms for dispute resolution. The grievance manager will document the discussions with and choice of the complainant in the database.

9. Closeout: The final step is to close out the grievance. If the response accepted by the complainant, the Grievance Manager will document the satisfactory resolution and report the results to relevant stakeholders. This feedback shall be captured in the database.

The following figure outlines the GRM process

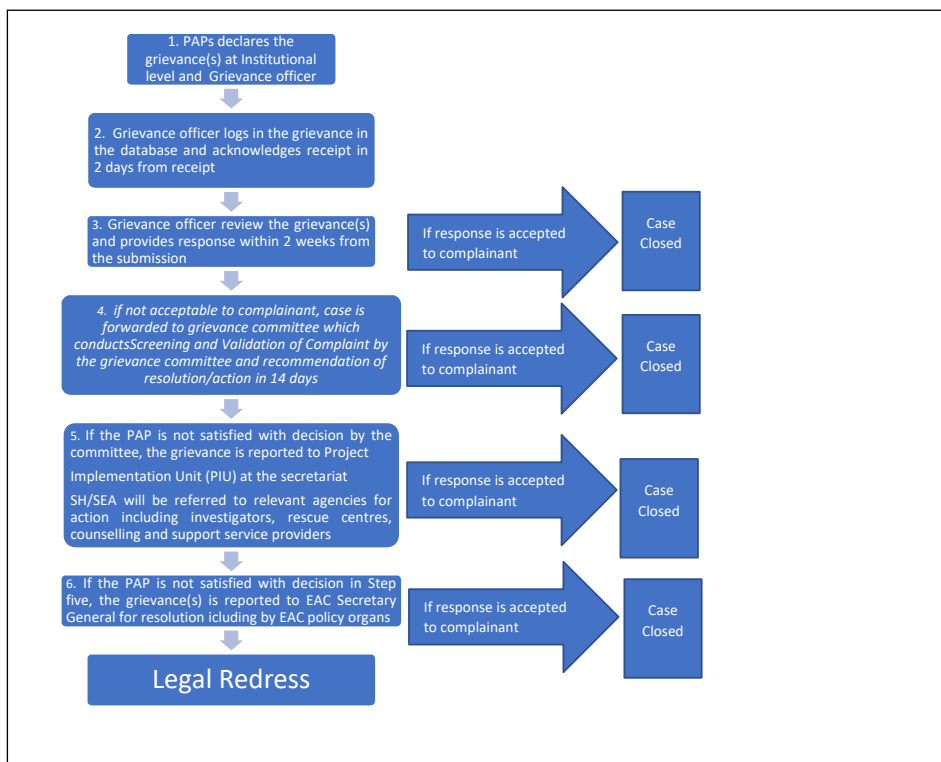


Figure 2: the GRM process

#### **5.4 Monitoring**

Effectiveness of the GRM should be monitored on regular basis. This is important because it helps find solutions to challenges as they arise and dealing with them promptly. Some of the measures put in place for this include a quarterly report on the number of grievances received, those resolved and the ones outstanding to ensure there is a continuous flow of the project. This will be undertaken and reported to PIUs. As part of stakeholder engagement and consultation, involving the views of the stakeholders for whom the Grievance Mechanism is designed will be part of PIU Monitoring.

## CHAPTER 6

### 6.0. STAKEHOLDER ENGAGEMENT MONITORING AND EVALUATION

Inclusive and participatory monitoring and evaluation is also necessary to minimize misconceptions and misunderstandings about the programme and maintain a positive perception about the programme and projects.

Stakeholder Engagement monitoring involves collecting data, assessing the level of engagement and using insights from the data collection to adjust strategies and tactics for engaging effectively with stakeholders. These will be responsibility of PIU at the secretariate in collaboration with NSOs in the partner states

Monitoring will verify:

- i). The socio-economic and environmental impacts of the programme;
- ii). Compliance and effectiveness of the **SEP** and application of the recommended standards, stakeholder engagement and implementation of the grievances redress mechanism

Annual reviews of the project and the implementation of the ESF Instruments will be conducted at the end of each year. The monitoring reports for E&S implementation will be prepared by the PIU and will be used as a monitoring and review tool to track effectiveness. In the review process, the PIU and partner states will play the lead role in coordinating the process with key stakeholders.

#### 6.1 Monitoring and Evaluation

The programme will establish and maintain a database and activity file detailing public consultation, disclosure information and grievances collected throughout the program, which will be available for public review on request. Stakeholder engagement shall be periodically evaluated by the PIU. The following indicators will be used for evaluation:

- i). Bi-annual grievances received, speed of resolution and how they have been addressed; and
- ii). Level of involvement and participation of stakeholders including project affected people (disaggregated by gender and vulnerable groups).
- iii). Incidents and accidents

#### 6.2. Reporting

The PIU will prepare and regularly avail important information on project status to stakeholders (based on information need) including project implementation progress, actions on commitments made to various stakeholders and any new or corrected information since the previous report. Table 5 outlines some of the reports, target audience, method of correspondence and timelines

**Table 5: Methods and frequency of reporting to stakeholders**

Reporting Party	Reporting Method	Stakeholder	Reporting Information	Frequency
Project Implementation Unit (PIU)	<ul style="list-style-type: none"> <li>• Official Correspondence</li> <li>• Correspondence by email or postal mail</li> <li>• Website and social media</li> </ul>	<ul style="list-style-type: none"> <li>• Ministries &amp; Agencies</li> <li>• NSOs</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress</li> <li>• Plans for next steps</li> <li>• Issues and changes</li> </ul>	Quarterly

### 6.3. Stakeholder Monitoring Plan

Stakeholders’ engagement plan shall be developed and implemented in the project, and shall aim at identifying the key stakeholders, their roles in the program, and form and frequency of engagement over the project cycle. Further, monitoring will be done to assess overall progress in implementation, and if implementation is as per the plan, any challenges and lessons learnt in the process of implementation and possible corrections. The monitoring results will be made available to the stakeholders for review and comments in an accessible place, mainly at the project level for transparency

**Table 6: Stakeholder Monitoring Plan- SEP**

No.	Program Phase	Type of Stakeholder	Consultation Method	Expected Outcome	Monitoring Indicator
1.	Planning and Assessment	Implementing Institutions (NSOs)	Meetings, Phone/Email, Letters	Full participation of Institutions on design and implementation	Report of the meetings
		ALL	Publication of environmental and social documents in the website	Informed all interested parties on the activities to be undertaken	Documents published on the website No. accessing the documents on the site
2.	Implementation phase	Implementing Institutions (NSOs)	Meetings, Phone/Email, Letters	Full participation on design, implementation and participatory monitoring	Disseminated materials, implementation reports
		Development Partners (DPs)	Meetings	Provide needed support to Program design, implementation and participatory monitoring	Report from meetings, missions executed

## ANNEXES

### Annex 1: List of Activities for statistical capacity building in the project (internal SADC consultations with regional integration sectors – stakeholders engagement)

Statistics project capacity building activities	Regional Integration sector	Expected Impact
Development of Integrated Trade Statistics database. Capacity building in cross border informal trade Development of trade indices Capacity building in producing intra-SADC Trade in Services	Trade and Value Chains	-Increased availability of disaggregated trade in goods and services statistics to monitor regional trade policies -Availability of detailed trade statistics by raw materials, intermediate consumption and finished goods within the region
Capacity building in development of Index of Industrial production (IIPs) and Producer Price Indices for Manufacturing	Industry and Value Chains	-Increased availability of detailed statistics on manufacturing production and prices to monitor industrialization
Development of harmonized Supply and Use and Input-Output tables for SADC	Value Chains	-Availability of production statistics by categories of: raw materials, intermediate consumption and finished goods
Capacity building in STI statistics	Science, Technology and Innovation	-Increased capacity for Member States to produce and disseminate R&D and Innovation indicators using appropriate surveys
Development and implementation of financial inclusion surveys	Investment and Finance	-Increased capacity to produce and disseminate financial inclusion indicators
Capacity building in FDI statistics	Investment and Finance	-Increased availability of disaggregated FDI statistics by sectors and intra-SADC FDI
Harmonization of National Accounts Statistics and implementation of SNA 2008 recommendations	Macro convergence	-Harmonized GDP data as per SNA 2008 and other nomenclatures (ISIC)
Capacity building in Prices Statistics and Implementation of CPI 2021 Manual	Macro convergence	-CPI and HCPI data availability
Development and capacity building in agriculture (cereals, livestock, forestry) and fisheries statistics	Food Security and Fisheries	-Availability of detailed Food Balance Sheets and agriculture production data from census and surveys -Increased availability of fisheries statistics
Development of Blue Economy Satellite Accounts, Environment, climate and Environment Economic Accounts	Environment	-Improved capacity to produce detailed statistics on environment and ocean
Capacity building in Tourism satellite accounts	Tourism	-Detailed data availability on impact of tourism in SADC
Development of Energy Balance and ICT surveys for Infrastructure	Energy and ICT	-Detailed data availability on energy consumption and use -Availability of disaggregated ICT statistics
Implementation of SADC Labour Market Information System and capacity building in informal sector	Employment and Labour	-Disaggregated labour market statistics and operationalized LMIS
Capacity building in collection and dissemination of poverty statistics	Poverty	-Availability of poverty indicators



Capacity building in collection & dissemination of gender statistics and use of surveys and administrative data for Gender Statistics	Gender	-Availability of data on GBV, time use, and gender data on SADC priority areas. - Increased capacity to collect gender statistics and conduct gender-sensitive analysis.
Development of a SADC Open Data Portal on website	All	Availability of all data in a portal with analytics, mobile apps, maps and dashboards

**Annex 2: Grievance Registration Form and Grievance Resolution Form**

**GRIEVANCE RECEIPT AND RESOLUTION FORM**

Grievance/Complaint Registration Number..... Date.....

**A. COMPLAINANT**

**1. Important information of the Complainant**

First Name ..... Middle Name ..... Last Name: .....

Occupation: .....Tittle.....

Address: .....

Mob. Phone..... E-mail: .....

**2. Who is complaining?**

i. Project Affected Persons (PAPs).....

Specific PAPs are:

- Institution staff.....
- Student .....
- Representative of complainant.....
- Others .....

ii. Technicians .....

**B. EXPLANATION OF THE GRIEVANCES**

1. Source of Grievance/Complaint.....
2. Brief explanation of the Grievance/Complaint emanating from the project implementation....  
.....  
.....  
.....
3. Event/person being complained about  
.....  
.....  
.....
4. Place where the event occurred .....Date of the event .....
5. Have you ever filed the same grievance before? .....Yes..... .....No.....

**C: LODGING THE GRIEVANCE/COMPLAINT**

1. Method used to lodge the grievance/complaint  

Letter	Phone	Face to face	E-mail
--------	-------	--------------	--------

 Others (Mention).....
2. Name of Person registered and filed the complaint  
 Name..... Position..... Date.....
3. Agreed time frame for feedback on the processed grievance/complaint:  
 (a) Immediately    (b) Three days    (c) One week    (d) Two weeks

**GRIEVANCE/COMPLAINTS RESOLUTION**

1. Date of conciliation session.....
2. Was the complainant present? **Yes**    **No**
3. Was field verification of complaint conducted? **Yes**    **No**
4. Findings of field investigation  
.....  
.....
5. Summary of Conciliation Session  
.....
6. Was agreement reached on the issues? **Yes**    **No**
7. If agreement was reached, give the details of the agreement

.....  
.....

8. If agreement was not reached, specify the points of disagreement and promise given to the client

.....  
.....

**Signed (Arbitrator/ Complaints handling Officer-GHO): .....Date.....**

**Signed (Complainant).....Date.....**

**Signed (Independent Observer) .....Date.....**