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MINISTRY OF POSTS AND
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PROJECT IMPLEMENTATION UNIT

COOPERATION CAMEROON - THE WORLD BANK CAMEROUN-BANQUE MONDIALE

Program for the Acceleration of the Digital Transformation of Cameroon
Projet d'Accélération de la Transformation Numérique au Cameroun
(PATNuC)

Stakeholder Engagement Plan

Table of contents

1-	INTRODUCTION AND PROJECT DESCRIPTION.....	5
2-	Brief Summary of Previous Stakeholders Engagement Activities.....	6
3-	Stakeholder Identification and Analysis	8
3.1	Methodology	9
3.2	Affected parties and other interested parties	9
3.3	Disadvantaged / vulnerable individuals or group	10
3.4	Summary of project stakeholder’s needs	13
4-	Stakeholders Engagement Program.....	15
4.1	Purpose and timing of stakeholder engagement program	15
4.2	Proposed strategy for information disclosure.....	16
4.3	Proposed strategy for consultation	28
4.4	Proposed strategy to incorporate the view of vulnerable groups	28
4.5	Timelines	28
4.6	Review of Comments	29
4.7	Future Phases of Project	29
5	Resources and Responsibilities for implementing stakeholder engagement activities	29
5.1	Resources, Management functions and responsibilities:	29
5.2	Roles and Responsibilities.....	30
5.3	Budget:.....	32
6	GRIEVANCE REDRESS MECHANISM	33
6.1	Objectives of the Grievance Redress Mechanism	33
6.2	Grievance Redress Process	33
6.2.1	First Level of Redress	34
6.2.2	Second Level of Redress	36
6.3	World Bank Grievance Redress Service (GRS)	37
6.4	Addressing Gender-Based Violence	37
6.5	Grievance Redress Mechanism Budget.....	38
6.6	Building Grievance Redress Mechanism Awareness	38
7	MONITORING AND REPORTING OF THE SEP.....	39
7.1	Monitoring and Reporting	41
7.2	Periodic Review by Grievance Redress Committee.....	41

7.3 Reporting back to stakeholder groups	41
List of Annexes	42
Annex 1- Grievance Information Form.....	43
Annex 2- Grievance Acknowledgement Form (GAF).....	45
Annex 3- Grievance Redressal Registration Monitoring Sheet (GRRMS)	47
Annex 4- Meeting Record Form.....	48
Annex 5- Disclosure/Release Form	50
Annex 6: Farmer groups involved in Prior Consultation	52

Acronyms

ANTIC	National Agency for Information and Communication Technology
CAMTEL	Cameroon Telecommunications
CEFEPD	Women's Center for Development Promotion
CTD	Local municipalities
CYEED	Center for Youth Education and Economic Development
COFIL	Steering Committee
CNNCA	National Digital Center for Agricultural Knowledge
DAT	Disruptive Agricultural Technologies
ENSP	National Advanced School of Engineering
E&S	Environmental and Social
ESCP	Environmental and Social Commitment Plan
ESF	Environment and Social Framework
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standard
FAO	Food and Agricultural Organisation
GAF	Grievance Acknowledgement Form
GBV	Gender Based Violence
GIF	Grievance Information Form
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
GRRMS	Grievance Redressal Registration and Monitoring Sheet
GRS	Grievance Redress Service
ICT	Information and Communication Technologies
IITA	International Institute for Tropical Agriculture
IPPF	Indigenous Peoples Planning Framework
IRAD	Institute of Agricultural Research for Development
ISMM	Higher Institute of Management of Manengouba
ISP	Internet Service Providers
LMP	Labour Management Procedures
MINADER	Ministry of Agriculture and Rural Development
MINAS	Ministry of Social Affairs (MINAS)
MINCOM	Ministry of Communication
MINEFOP	Ministry of Employment and Vocational Training
MINEPAT	Ministry of Economy, Planning and Land Management
MINEPIA	Ministry of Livestock, Fisheries and Animal Industries
MINESUP	Ministry of Higher Education
MINPOSTEL	Ministry of Posts and Telecommunications
MINPROFF	Ministry of Women Empowerment and the Family
NGO	Non-Governmental Organization
PAI	Project Area of Influence
PAP	Project's Affected Populations
PATNUC	Program for the Acceleration of the Digital Transformation of Cameroon
PIDMA	Agricultural Investment and Market Development Program
PIU	Project Implementation Unit
PPP	Public-Private-Partnerships
REPTIC	Professional network of the ICT and Digital sector
PRODEL	Livestock Development Project
RPF	Resettlement Policy Framework
RAP	Resettlement Action Plans
ROW	Rights Of Way
SEAH	Sexual Exploitation and Abuse and Sexual Harassment
SEP	Stakeholder Engagement Plan
SUP'PTIC	National Advanced School of Posts and Telecommunications
ToR	Terms of Reference
TREANSFAGRI	Integrated Program for the Valorization and Transformation of Agricultural and Agri-food Products
VAS	Value-Added Services

1- INTRODUCTION AND PROJECT DESCRIPTION

The Program for the Acceleration of the Digital Transformation of Cameroon (PATNUC) aims to pursue reforms and policies in the Information and Communication Technologies (ICTs) sector, improve the digital skills of citizens, promote the development of digital applications and services, and increase the reach and use of digital services to stimulate employment and entrepreneurship in Cameroon.

The project which is currently in its preparatory phase will be implemented by the Project Implementation Unit (PIU) under the overall guidance of the Ministry of Posts and Telecommunications (MINPOSTEL). The Ministry of Agriculture and Rural Development (MINADER), the Ministry of Livestock, Fisheries and Animal Industries (MINEPIA) and the Ministry of Economy, Planning and Regional Development will be involved in the project implementation process as joint implementers for specific activities under their mandate. Other agencies such as the Telecommunications Regulatory Board (ART) and the National Agency for Information and Communications Technology (ANTIC) as well as concessional operators (MTN, CAMTEL, ORANGE and VIETTEL) are expected to take part in certain activities relating to the supply of digital communication services.

Expected benefits of the project include improved access to information, social connections to family and friends in other locations, improved access to educational resources, banking services, opportunities for increased economic participation, access to government Services (including the health system), increased use of internet for meetings, enhancement of the agricultural value chain through the adoption of data-driven technologies to inform crop production, fish and animal farming and improved land use.

The objectives of PATNuC are to pursue reforms and policies in the ICT sector, improve the digital skills of citizens, promote the development of digital applications and services, and increase the reach and use of digital services to stimulate employment and entrepreneurship in Cameroon.

Component 1: the objective of this component is to enable the establishment of new institutional, legal and regulatory frameworks that are conducive to the growth of the digital sector, the enhancement of digital trust, creation of digital platforms and procurement of relevant equipment for the secure and resilient development of digital services in Cameroon.

Component 2: The second component will focus on stimulating the local market by facilitating access and the integrative use of ICTs into the economic development fabric of the country.

Component 3: The objective of this component is to facilitate the implementation of data-driven solutions in agriculture, allowing Cameroon to expand the development of its digital offerings and to boost innovation in a strategic economic sector.

2- Brief Summary of Previous Stakeholders Engagement Activities

Prior surveys and consultations were conducted to better understand the views of different stakeholders (key government agencies), as well as the needs and expectations of local communities to inform the initial selection of subprojects.

These are described in Table 1 below.

Table 1. Summary of prior stakeholder engagement activities

Date & Location	Stakeholders	Format and Objectives	Outcome
29 th -31 st March 2021	<ul style="list-style-type: none"> • Minader • Minepia • Farmer groups • Prodel • Start-ups Agritech • University of Yaoundé II, Soa • International Institute for Tropical Agriculture (IITA) • Entreprise, Microfinance & Centre international de formation de l'OIT • Institut Supérieur de Management du Manengouba (ISMAM) de Nkongsamba • University of Buea, Faculty of Agriculture and Veterinary medicine • University of Buea, Faculty of Management • Programme Intégré de Valorisation et de Transformation des Produits Agricoles et Agroalimentaire (TREANSFAGRI) • Institut de Recherche Agricole pour le Développement (IRAD) • Food and Agricultural Organisation (FAO) 	<p>Public workshop</p> <p>The online public workshop has the following three main objectives: (i) promote agriculture as an ideal economic sector for proving the concept of the digital economy in Cameroon; (ii) demonstration of digital and data-driven agriculture potential in Cameroon; and (iii) discuss, engage, and collaborate with different stakeholders of the project</p>	<p>Deepen the understanding of the PATNUC project and more specifically of Component 3 amongst all stakeholders as well as development partners and the private sector</p>
January 2021	<ul style="list-style-type: none"> • Telecom operators • Internet Service Providers (ISPs) 	<p>In a bid to associate key sector stakeholders, Videoconferences plus written feedback with concessional operators (MTN, Orange, Viettel) were organized including meeting with Camtel and ISPs.</p>	<p>Obtained pertinent insights into the supply and demand of communication services (component 2) while exploring strategies of putting in place, Public Private Partnerships (PPP) with regards to broadband deployment in rural and commercially non-viable areas of Cameroon. It will also help in determining</p>

Date & Location	Stakeholders	Format and Objectives	Outcome
			some of the project intervention areas.
Oct2020 – Jan 2021	<ul style="list-style-type: none"> • Farmer groups (please see details in Annex 6) 	<p>Survey intended to capture electronic communication needs and the extent of their integration into the production value chain. To achieve this, PATNUC developed a questionnaire which was completed by 28/50 cooperatives contacted from the PIDMA network. Based on the results obtained, ICT needs have been identified to be taken care of within the PATNUC framework</p>	<p>The following needs were identified:</p> <ul style="list-style-type: none"> -Improve access and coverage of the internet network (public WiFi) and mobile phones; - Train and support users (farmers) to appropriately use the tools, telephone and internet services in their activities; - Make management software available to cooperatives to improve the quality of service; - Provide and train technicians in the maintenance of IT tools; - Create remote assistance call centers to provide quality advice to farmers and in real time; - Establish payment systems and financial services to offer farmers the possibility of exchanging capital; - Donate equipment (WiFi modem) and subsidize bandwidth cost; - Strengthen renewable energy systems.
November and December 2020 Virtual mission	<ul style="list-style-type: none"> • Government Ministries (MINPOSTEL, MINEPAT, MINEPIA, MINADER) • Prodel 	<p>One-week virtual mission and online meetings</p> <p>To ensure the views of the user ministries are consolidated into the project design</p>	<p>This enabled the World Bank Team, the PIU and the user ministries to finetune all the three components of the project.</p>
June 2019, Ebolowa	<ul style="list-style-type: none"> • MINPOSTEL • MINEPAT • MINCOM • MINESUP • MINADER • MINEPIA • MINEFOP • ART • ANTIC • SUP’PTIC (Yaoundé et Buéa) • ENSP • CNCA • CYEED • AJURIS.TIC 	<p>Workshop (03-07 June 2019), Formal Meetings</p>	<p>This enabled the PIU and all identified stakeholders to validate the ToRs of all the subprojects and studies embedded in the implementation phase of the project</p>

Date & Location	Stakeholders	Format and Objectives	Outcome
	<ul style="list-style-type: none"> • Mobile Exchange. 		
December 2019 at Ebolowa	<ul style="list-style-type: none"> • MINPOSTEL • MINEPAT • MINCOM • MINESUP • ART • ANTIC • CNNCA • Orange Cameroun • MTN Cameroun • Viettel Cameroun • Matrix Télécoms • Yoomee • REPTIC • CYEED • CEFEPD • CAYST • Mobile Exchange 	<p>Workshop (03-07 December 2018), Formal Meetings</p> <p>To ensure the views of the user ministries are consolidated into the project design</p>	This enabled the PIU and all identified stakeholders to validate the ToRs of all the subprojects and studies embedded in the PPA

3- Stakeholders Identification and Analysis

Project stakeholders are defined as individuals, groups or other entities who:

1. Are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as ‘affected parties’); and
2. May have an interest in the Project (‘other interested parties’). Interested parties are individuals or groups who have an interest in both the preparation and implementation of the project and who have the potential to influence the outcomes of the project in any way or may be interested in the project because of its location, its proximity to natural or other resources, or because of the sector or parties involved in the project. These may be local government officials, community leaders, and civil society organizations, particularly those who work in or with the affected communities.

Cooperation and negotiation with the stakeholders shall be conducted throughout the Project development which shall require the identification and verification of persons within stakeholder groups who act as legitimate representatives of their respective groups, i.e., the individuals who have been entrusted by their fellow group members with advocating the groups’ interests in the process of engagement with the Project. Community representatives are expected to provide helpful insights into the local settings and act as main conduits for dissemination of the project-related information and as a primary communication/liason link between the Project and targeted communities and their established networks. Verification of the legitimacy of stakeholder representatives is critical and shall be established by speaking informally to a random sample of community members and consultation of official documents.

3.1 Methodology

The project will employ the following stakeholder engagement techniques in line with current best practice approaches deployed across the world:

- **Openness and project life-cycle based approach:** public consultations for the project(s) will be arranged during the whole life-cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;
- **Informed participation and feedback:** information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns;
- **Inclusiveness and sensitivity:** stakeholder identification will be undertaken to support better communications and build effective relationships. The participation process for the subprojects is inclusive. All stakeholders are encouraged to be involved in the consultation process and equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth, elderly, persons with disabilities and internally displaced persons.

For the purposes of effective and tailored engagement, stakeholders of the proposed project can be divided into the following core categories:

3.2 Affected parties and other interested parties

Affected Parties – persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (fully or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures. These will include, among others:

- Telecommunication operators including concessional operators, Internet Service Providers (ISPs) and Value-Added Services (VAS) providers who will be able to reach the unconnected and whose terms of service, customer base may be affected by the changing market conditions,
- Residents and community members who may be inconvenienced by construction works (e.g., by noise, dust, vibration, accidental damages),
- Landowners or land users on whose properties base stations may be erected or who are along the Rights Of Way (ROW) of fiber construction works whose incomes may be impacted due to last mile connectivity interventions,
- Local households and business owners may also be inconvenienced and/or financially impacted by last mile connectivity construction works,
- Local authorities in settlements connected and those through which the network will pass,
- Schools, hospitals, and other public service providers that are to be connected in target settlements may be inconvenienced in one way or another,
- Farmers who expected to adopt the digital solutions being deployed to improve their productivity.

Other Interested Parties – individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way. This will include among others:

- Individuals, businesses, artisans, farmers and institutions in the rural areas being connected who can now have access to real time information as key inputs into their economic production cycles as well as extend their markets beyond their natural geographies,
- Economic operators in rural areas who may adopt digital services to boost their income on account of improvements in affordability and reliability of broadband services,
- Local municipalities (CTD) and village trustees,
- Line Ministries (MINPOSTEL, MINADER, MINEPIA), public agencies (ART, ANTIC), and private service providers who will rely on the project to enhance the provisioning of public services, for example Education, Health, Social Protection / Social Service Agency, Police, Justice, etc.,
- Civil society and faith organizations,
- International organizations who implement projects in the targeted areas,
- Community and social organizations,
- Workers unions and Trade unions.
- Traditional media (local and national radio stations, television, written press, etc.),
- Digital / online media and social media participants,
- Politicians,
- Business owners and suppliers of services, goods and materials in the project area who will intervene in the wider supply chain of the project,
- Staff of PATNUC including consultants, contractors, subcontractors, service providers, suppliers and their workers,
- The general public.

3.3 Disadvantaged / vulnerable individuals or group

Vulnerable Groups – persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project. These include among others:

- Women,
- Youth,
- Elderly,
- Internally displaced persons and refugees,
- Persons with disabilities,
- Poor and unemployed persons,
- Indigenous Peoples
- Ethnic and language minorities.

Vulnerable status may stem from an individual's or group's race, national, ethnic or social origin, color, gender, language, religion, political or other opinion, property, age, culture,

literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources.

Where other affected parties, interested parties, and vulnerable groups are identified in the course of the project implementation their needs will also be taken into consideration and reflected in the SEP document.

The key stakeholders identified by the Project need to be informed and consulted about the project. They include individuals, groups, or communities that:

- Are affected or likely to be affected by the project (project-affected parties); and
- May have an interest in the project (other interested parties).

Table 2: Project Affected People

Component	Communities	Private Land owners and, users	Telco Operators, Businesses, farmers, Government and Public
Component 1. Enabling Strategy, Policy, and Regulation for Digital Inclusion and Transformation			
a) Revision of existing & development of new policies and regulations to enable digital transformation, b) Creation of an enabling & trustworthy environment to enhance competitive supply & uptake of digital services, c) Improving digital economy governance.	Citizens living in rural areas not covered by digital services and who may also not possess enough income to purchase these services would benefit from price structures through regulation. Communities would benefit from increased access to government services and increased cyber security. Vulnerable people, including women and girls, internally displaced and refugees would benefit from stronger legislation around	Not applicable	Telecom operators would benefit from the creation of a more enabling environment through the development of new regulatory tools favourable to competition and investment. Government and businesses would broadly benefit from increased penetration of digital services to drive E-commerce and E-governance The development of new regulatory instruments would enhance development cybersecurity to minimize risks.
Component 2: Digital Connectivity and Inclusion			

<p>a) Enhancing quality & quantity of last mile infrastructure & broadband connectivity</p> <p>b) Enhancement & development of digital skills</p> <p>c) Digital connectivity of schools, hospitals, CTDs</p> <p>d) Enabling the development of a digital innovation and entrepreneurship ecosystem</p>	<p>Local and remote communities would have access to subsidized digital services and increased access to job opportunities and equal opportunities</p> <p>access to government and Services,</p> <p>Communities would benefit from increased access to healthcare and online education due to greater internet access and increased bandwidth.</p>	<p>May experience temporal loss to income if land is appropriated for construction of cable channels or implantation of base stations and other last mile access infrastructures,</p> <p>They may also be victims of noise, dust and other hazards related to construction of cable channels and base stations,</p> <p>It can also constitute a source of new income</p>	<p>The development of an inclusive and open digital ecosystem would enhance development of new Apps, innovative delivery of services and digital transformation of traditional business models,</p> <p>Good quality Broadband connectivity and access to online academic content for higher education institutions, secondary and primary schools</p>
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Component 3: implementation of data-driven solutions in agriculture:

<p>a) Establishment of management information systems to support the development of three digital agriculture management information systems,</p> <p>b) Facilitation of smallholder engagement in productivity-enhancing, data-driven digital agriculture</p> <p>c) Facilitation of smallholder engagement in productivity-enhancing, data-driven digital agriculture</p> <p>d) Strengthening digital innovation and entrepreneurial</p>		<p>Not applicable</p>	<p>Enhance productivity by embedding information technology throughout the value chain and for better decision-making,</p> <p>Access to e-vouchers or cash to purchase farm inputs for higher productivity,</p> <p>Provide access to digital training courses and possibility to experiment new production techniques at agricultural training centres</p>
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3.4 Summary of project stakeholder's needs

Table 3. Summary of project stakeholder needs

Stakeholder Group	Key characteristics	Language Needs	Preferred Notification means	Specific needs
State agencies: User Ministries (MINPOSTEL, MINADER, MINEPIA, MINEPAT, etc)	Participate in design and oversee implementation to ensure project objectives are being met,	English and French	Information submitted by mail, telephone, orally via websites and via Facebook	Meetings, workshops for information, reflection, sharing of experiences, Training and capacity building
Landowners through which fibre optic cables will pass through or on whose land towers will be erected	Number to be specified later depending on the progress of the project, To be consulted during the design and implementation phases	English, French, and main local languages	Information submitted orally, by mail, telephone, TV, Radio, via websites and via social media platforms (mainly WhatsApp & facebook)	Meetings, workshops for information on land appropriation and compensations
Telecommunication operators who will deploy last mile solutions	Number to be specified later depending on the progress of the project, To be consulted during the design and implementation phases,	English, French,	Information submitted orally, by mail, telephone, TV, Radio, via websites and via social media platforms (mainly WhatsApp & facebook)	Meetings, workshops for information, reflection, sharing of experiences on deployment of PPP projects, Training and capacity building
Companies specialized in setting up and developing digital applications and platforms		English, French, and local languages	information transmitted by mail, mobile phone, online, via the websites and via social media platforms (mainly WhatsApp & facebook)	Capacity building

Stakeholder Group	Key characteristics	Language Needs	Preferred Notification means	Specific needs
Basic communities of the localities concerned	Approximately 200 localities concerned	English, French, and local languages	Information transmitted in writing, and explained orally or via traditional media, or via social media platforms (mainly WhatsApp & facebook)	Illustrated messages Sustained awareness-raising actions, of digital services during all the processes Community meetings, Sensitize on the benefits of the project and assist in the adoption of digital services for increased productivity, Education on the dangers of going online
Educational Establishments (Universities, secondary Schools, primary and High Schools),	An exponential number of learners	English, French, and local languages	Information transmitted by mail, mobile phone, online, via social media platforms (mainly WhatsApp & facebook)	Capacity building & Sensitize on the benefits of the project, Access to educational content, Education on the dangers of going online
Health establishments in rural areas	Number to be specified later depending on the progress of the project			Subsidized bandwidth and access devices, Access to health content, Education on the dangers of going online. Understand the benefits of the project and adopt digital services for increased productivity
Consultant on environmental and social safeguards	Number to be specified later depending on the progress of the project	English, French, and local languages	Information's transmitted by mail, mobile phone, Radio and TV, online, via the websites and via social media platforms (mainly WhatsApp & facebook)	Work meetings, Videoconference
Private / farmers and micro-businesses in remote and rural areas		English, French, and local languages	information's transmitted by mail, mobile phone, online, via the websites and via social media platforms (mainly WhatsApp & facebook)	Capacity building, Access to DAT technologies, Subsidized bandwidth and access devices,
People with disabilities, Internally displaced persons, refugees, young girls	Approximate number to be defined after the effective start of the project	English, French, and local languages	TV, radio, Information explained orally or schematically via social media platforms (mainly WhatsApp & facebook) or door-to-door	Community meetings, Sensitize on the benefits of the project and assist in the adoption of digital services for increased productivity, Education on the dangers of going online, Capacity building,

Stakeholder Group	Key characteristics	Language Needs	Preferred Notification means	Specific needs
Specialized consultants	Number to be specified later depending on the progress of the project	English, French, and local languages	Information transmitted by email, telephone, orally, via websites and via social media platforms (mainly WhatsApp & facebook)	Work meetings, Video conferencing

4- Stakeholders Engagement Program

4.1 Purpose and timing of stakeholder engagement program

The main goal of the Stakeholders consultations is to improve the design of the project by adding some concrete propositions that are relevant to the project and that help ameliorate the outcomes. The propositions will be taken into account and further consultations will help improve the successful implementation of the project.

Consultation and engagement activities are required to address current stakeholder suggestions, ideas or concerns. Consultations will take place mostly via digital platforms as well as face-to-face within the affected and beneficiary settlements, with consideration of national guidelines on social distancing and other measures undertaken by the government of Cameroon to fight against the COVID-19 pandemic. Local public institutions, such as community centers and public service halls will be equipped with dissemination materials, contact point information, and other project related information.

The designated personnel (one Environmental Expert, one Social Expert) in charge of citizen and stakeholder engagement at the PIU level will have access to mechanisms under project activities—such as demand assessment surveys, training activities etc. to enhance their abilities to proactively disseminate information and collect feedback from local population, organize consultations, support survey works, and ensure functioning of the project grievance redress mechanism (GRM) at all levels. In addition, stakeholders will be able to use several channels including phone, e-mail, social media and project website to access more details about the project or state their comments, ideas throughout the project life cycle.

Detailed record of all public consultations will be kept. Minutes shall be supported with photo material taken during consultation and lists of attendees with their contact information and original signatures.

Engagement with stakeholders will continue throughout the implementation phase and records of environmental and social issues raised, and complaints received during consultations, field visits, informal discussions, formal letters, etc., will be followed up.

The records will be kept in the PATNuC office. The project will ensure that the different activities for stakeholder engagement, including information disclosure, are inclusive and culturally sensitive. Measures will also be taken to ensure that the vulnerable groups outlined above will have the chance to participate and benefit from project activities. This will include among others, household-outreach through SMS, telephone calls, social media etc., depending on the social distancing requirements, in English, French and local languages. Furthermore, while country-wide awareness campaigns will be established through radio stations and television networks, specific communications in every region will be timed according to the need, and also adjusted to the specific local circumstances of the region.

4.2 Proposed strategy for information disclosure

This section describes what information will be disclosed, in what formats and the types of methods that will be used to communicate this information to each of the stakeholder groups.

Table 4. Proposed strategy for information disclosure

Phase of the project	Target stakeholders	Topic(s) of engagement	Method proposed	Location/frequency	Responsibilities
Inception/Preparation	Ministries, other Public and private institutions <i>Target: 100%</i>	Government ministries, departments and agencies are integral to the overall success of the project throughout the project cycle. They are critical to the establishment of the physical, technical, legal and regulatory framework of the project amongst other things. It is also expected that all government entities will benefit from the project. Project information incl. E&S instruments, benefits of the	Primarily through the project steering committee (COFIL) which regroups key stakeholder ministries and agencies. Information meetings, Outreach via email, phone; Inclusion as respondents in project surveys, Demand assessment studies prior to project activities,	At PATNUC offices or direct outreach to the targeted stakeholders as often as possible throughout the Project preparation. Channels for continuous feedback will also be in place (information desks, phone, email, web-platform).	PATNuC

Phase of the project	Target stakeholders	Topic(s) of engagement	Method proposed	Location/frequency	Responsibilities
		project, Grievance Redress Mechanism, Feedback			
Inception/ Preparation	Individuals and businesses in rural areas where PATNUC intervenes. <i>Target: 10% of individuals, 20% of businesses representative sample</i>	Project information including E&S instruments, project progress, benefits of the project, Grievance Redress Mechanism, Feedback	Information meetings, Focus group discussions, Surveys, training programs, Demand assessment studies prior to roll out of subprojects.	Within the respective municipalities at least once by the end of Project preparation. Channels for continuous feedback will also be in place (information desks, phone, email, web-platform)	PATNuC/Consultants
Inception/ Preparation	Mobile concessional operators, Internet Service Providers, VAS providers and other Media channels operators <i>Target: 100% concessional operators, 20% representative sample of VAS & other media channel operators</i>	Project progress, project information, benefits of the project, transparency of the project	Information meetings, Periodic consultations for demand assessment, Demand assessment studies prior to roll out of subprojects, Client engagement activities by PATNUC	Face-to-face meetings at the Ministry of Posts and Telecommunications, at the providers office, at the Regulators office and at PATNUC offices. Video conferencing as needed.	PATNuC
Inception/ Preparation	Village/rural and Regional Authorities <i>Target: 10% Village/rural</i>	Project progress, project information, benefits of the project, Grievance Redress Mechanism, Feedback	Information meetings, Demand assessment studies prior to roll out of subprojects, Outreach via email, phone; Inclusion as respondents in project related surveys	Within the respective localities and where possible, via videoconferencing by the of project preparation. Channels for continuous feedback will also be in place (information desks,	PATNuC/Consultants

Phase of the project	Target stakeholders	Topic(s) of engagement	Method proposed	Location/frequency	Responsibilities
	authorities, 20% Regional Authorities representative sample			phone, email, web-platform)	
Inception/ Preparation	Civil society organizations Target: 20% representative sample	Project progress, project information, benefits of the project, partnerships and joint programs, Feedback	Periodic project consultations, Project related surveys,	At PATNUC offices or direct outreach to the targeted stakeholders at least once during the Project preparation. Channels for continuous feedback will also be in place (information desks, phone, email, web-platform Webinars and videoconferencing as needed	PATNuC
Inception/ Preparation	Potential investors Target: 50% representative sample	Project progress, project information, benefits of the project, Grievance Redress Mechanism, Feedback	Information meeting, presentation	Investor and/or PATNuC offices as often as necessary during the project preparation Webinars and videoconferencing as needed	PATNuC
Inception/ Preparation	Educational Institutions, Schools, Universities Target: 20% representative sample	Improvement of Education, new possibilities, Involvement of educational institutions in the program, ensuring connectivity and remote education in rural areas, Enhancement of e-education as fight against COVID-19	Demand assessment studies, surveys, focus groups and interviews	In each sampled institution as part of demand assessment studies and project related surveys Webinars and videoconferencing as needed	PATNuC/Consultants

Phase of the project	Target stakeholders	Topic(s) of engagement	Method proposed	Location/frequency	Responsibilities
Inception/ Preparation	Vulnerable groups (Women and women-headed households; elderly; persons with disabilities and their caregivers; ethnic minorities, refugees, IDPs, IPs) <i>Target: 20% representative sample</i>	Included in all consultation activities,	information meetings, presentations, workshops, and specific focus groups tailored for the vulnerable groups	In each sampled intervention locality as part of demand assessment studies and project related surveys;	PATNuC/Consultants
Inception/ Preparation	Press and media. <i>Target: 100% representative sample</i>	Inform residents in the project area and the wider public about planned Project activities		Press briefing, Press releases, Webinars and videoconferencing as needed	PATNuC
Inception/ Preparation	Other interested parties including Job seekers. <i>Target: 20% representative sample</i>	Project progress, project information, benefits of the project, Grievance Redress Mechanism, Feedback	Information meeting, presentation	PATNUC offices and within sampled localities at least once Webinars and videoconferencing as needed	PATNuC/Consultants
	Target stakeholders	Topic(s) of engagement	Method proposed	Location/frequency	Responsibilities
Implementation/ Closure	Ministries, other Public and private institutions <i>Target: 100%</i>	Government ministries, departments and agencies are integral to the overall success of the project throughout the project cycle. They are critical	Primarily through the project steering committee (COFIL) which regroups key stakeholder ministries and agencies. Information meetings, Outreach via email, phone;	At PATNUC offices or direct outreach to the targeted stakeholders at least once every three months throughout the Project. Channels for continuous feedback will also be in place	PATNuC

Phase of the project	Target stakeholders	Topic(s) of engagement	Method proposed	Location/frequency	Responsibilities
		<p>to the establishment of the physical, technical, legal and regulatory framework of the project amongst other things. It is also expected that all government entities will benefit from the project.</p> <p>Project information incl. E&S instruments, benefits of the project, Grievance Redress Mechanism, Feedback</p>	Inclusion as respondents in project surveys, Demand assessment studies prior to project activities,	(information desks, phone, email, web-platform).	
Implementation/ Closure	<p>Individuals and businesses in rural areas where PATNUC intervenes</p> <p><i>Target: 100% of individuals, 100% of businesses representative samples</i></p>	<p>Project information including E&S instruments, project progress, benefits of the project, Grievance Redress Mechanism, Feedback</p>	<p>Information meetings, Focus group discussions, Surveys, training programs, Demand assessment studies prior to roll out of subprojects.</p>	<p>Within the respective municipalities at least three times at the beginning, mid-term and end of Project implementation. Channels for continuous feedback will also be in place (information desks, phone, email, web-platform)</p>	PATNuC
Implementation/ Closure	<p>Internet Service Providers, VAS providers and other Media channels</p> <p><i>Target: 100% concessional operators, 100% representative</i></p>	<p>Project progress, project information, benefits of the project, transparency of the project</p>	<p>Information meetings, Periodic consultations for demand assessment, Demand assessment studies prior to roll out of subprojects, Client engagement activities by PATNUC</p>	<p>Face-to-face meetings at the Ministry of Posts and Telecommunications, at the providers office, at the Regulators office and at PATNUC offices.</p>	PATNuC

Phase of the project	Target stakeholders	Topic(s) of engagement	Method proposed	Location/frequency	Responsibilities
	sample of VAS & other media channel operators			Video conferencing as needed but at least once every six months.	
Implementation/ Closure	Village/rural and Regional Authorities Target: 100% Village/rural authorities, 100% Regional Authorities	Project progress, project information, benefits of the project, Grievance Redress Mechanism, Feedback	Information meetings, Demand assessment studies prior to roll out of subprojects, Outreach via email, phone; Inclusion as respondents in project related surveys	Within the respective localities and where possible, via videoconferencing prior to roll out of subprojects. Channels for continuous feedback will also be in place (information desks, phone, email, web-platform)	PATNuC/Consultants
Implementation/ Closure	Civil society organizations Target: 100%	Project progress, project information, benefits of the project, partnerships and joint programs, Feedback	Periodic project consultations, Project related surveys, Trainings	At PATNUC offices or direct outreach to the targeted stakeholders at least once every three months throughout the Project. Channels for continuous feedback will also be in place (information desks, phone, email, web-platform Webinars and videoconferencing	PATNuC/Consultants
Implementation/ Closure	Potential investors Target: 100%	Project progress, project information, benefits of the project, Grievance Redress Mechanism, Feedback	Information meeting, presentation	Investor and/or PATNuC offices [on ongoing basis or at the beginning/end of the project implementation] Webinars and videoconferencing	PATNuC
Implementation/ Closure	Educational Institutions, Schools, Universities	Improvement of Education, new possibilities, Involvement of educational	Demand assessment studies prior to roll out of subprojects, Training programs financed by the	In each intervention locality as part of demand assessment studies and project related surveys	PATNuC/Consultants

Implementation/ Closure

Phase of the project	Target stakeholders	Topic(s) of engagement	Method proposed	Location/frequency	Responsibilities
	<i>Target: 100%</i>	institutions in the program, ensuring connectivity and remote education in rural areas, Enhancement of e-education as fight against COVID-19	project, surveys, focus groups and interviews	Webinars and videoconferencing	
Implementation/ Closure	Vulnerable groups (Women and women-headed households; elderly; persons with disabilities and their caregivers; ethnic minorities) <i>Target: 100%</i>	In addition to including them in all consultation activities listed above, vulnerable groups will be targeted for: Involvement in digital literacy programs, increasing literacy of the poor and unskilled people, supporting of sustainable economic development of the region	Digital literacy camps, literacy programs, connecting with other stakeholders for training purposes, information meetings, presentations, workshops	In each intervention locality as part of demand assessment studies and project related surveys; Training programs and activities implemented under components 2 and 3 at each rural area connected by the project	PATNUC/Consultants
Implementation/ Closure	Press and media <i>Target: 100%</i>	Inform residents in the project area and the wider public about the Project implementation and planned activities	Project progress information	Press briefing, Press releases, Webinars and videoconferencing as needed	PATNUC
Implementation/ Closure	Other interested parties including Job seekers	Project progress, project information, benefits of the project, Grievance	Information meeting, presentation	PATNUC offices and within localities throughout project implementation on a need basis	PATNUC

Implementation/
Closure

Phase of the project	Target stakeholders	Topic(s) of engagement	Method proposed	Location/frequency	Responsibilities
		Redress Mechanism, Feedback		Webinars and videoconferencing	

Table 5: Proposed Stakeholder Engagement Activities

Project stage	Information to be disclosed / Topic of Consultation	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Responsibilities
Component 1 – Enabling Strategy, Policy, and Regulation for Digital Inclusion and Transformation					
Project Preparation	<ul style="list-style-type: none"> - Overview of proposed project and components - Summary of stakeholder consultations and response/ actions 	<ul style="list-style-type: none"> - Individual meetings (as relevant) - Community meetings - Small group meetings - Public consultation workshops - Local radio, telephone, letter 	<ul style="list-style-type: none"> - All municipalities and national 	<ul style="list-style-type: none"> - Government institutions and Ministries at national and municipal level -Telecommunication operators and service providers -Sector regulators (ART, ANTIC) - Communities / General Public - Local Leaders - NGOs - Representatives of Vulnerable Groups - Private sector - Other interested parties 	MINPOSTEL/PATNUC
	<ul style="list-style-type: none"> - Information on the Grievance Management, how the public can access it, and steps involved in resolution. 	<ul style="list-style-type: none"> - Multiple community consultation workshops - Small group discussions with the communities - Radio, TV, Posters, Flyers, Facebook Page Web and other social media platforms (<i>refer to Communications Strategy</i>) 	<ul style="list-style-type: none"> - All municipalities and national <i>as required, prior to final design and roll out and during roll out in each state.</i> 	<ul style="list-style-type: none"> - All households and businesses interested in adopting broadband services - Vulnerable groups Traditional community leaders 	PATNUC

Inception Phase	<ul style="list-style-type: none"> - Opportunities to Collaborate on Project Implementation 	<ul style="list-style-type: none"> - Meetings, E-mails, social media platforms (Facebook, WhatsApp, etc) 	<ul style="list-style-type: none"> - <i>As soon as possible and ongoing</i> 	<ul style="list-style-type: none"> - Project managers involved in connectivity projects (private or public) - Other potentially related 	PATNUC
	<ul style="list-style-type: none"> - Summary of stakeholder consultations and response/ actions, including revised project design and ESCP 	<ul style="list-style-type: none"> - Follow up public consultation workshops - Community radio - Information brochure on telecommunications sector on the MINPOSTEL and PATNUC websites 	<ul style="list-style-type: none"> - All municipalities and national <p><i>To be held at the commencement of the inception phase, once revised project documents are available.</i></p> <p><i>To be repeated in the event of any significant changes to the project, including revised ESCP.</i></p>	<ul style="list-style-type: none"> - Government agencies at National and Municipal Level - Communities - Locals Leaders - NGOs - Representatives of Vulnerable Groups <p>Private sector, other interested</p>	PATNUC
Design stage	<ul style="list-style-type: none"> - Consultations on digital government strategic framework, portal and Services, gender strengthening - Information on the GRM, how the public can access it, and 	<ul style="list-style-type: none"> - Public consultation workshops - Focus groups - Meetings with institutions at central and local level 	<ul style="list-style-type: none"> - All municipalities and CTDs - <i>Timing TBC</i> 	<ul style="list-style-type: none"> - Government departments (e.g. women, health, education, lands, etc). - Disabled Association - Other interested parties 	MINPOSTEL/PATNUC
Implementation stage	<ul style="list-style-type: none"> - Code of Conduct for Workers 	<ul style="list-style-type: none"> - Public consultation workshops - Inception workshop - Project kick-off meetings 	<ul style="list-style-type: none"> - Consultation to update on final project design, inform of tentative works schedule for interaction with communities 	<ul style="list-style-type: none"> - All project workers 	PATNUC, Contractors and subcontractors

Component 2 – Digital Connectivity and Inclusion

Inception Phase	<ul style="list-style-type: none"> - Overview of proposed project - Information on the GM, how the public can access it, and steps involved in resolution. 	<ul style="list-style-type: none"> - Multiple community consultation workshops - Small group discussions with traditional leaders - Individual meetings (as relevant) 	<ul style="list-style-type: none"> - Locations to be determined based on discussions with communities in locations identified as suitable for last mile fibre and other last mile infrastructure 	<ul style="list-style-type: none"> - Community leaders and land users of proposed route for fibre cell sites - Landholders of proposed sites - Representatives of Vulnerable Groups - All households and businesses interested broadband connectivity - Other interested parties 	PATNUC
	<ul style="list-style-type: none"> - Opportunities to Collaborate on Project Implementation 	<ul style="list-style-type: none"> - Meetings, E-mails, FB 	<ul style="list-style-type: none"> - <i>As soon as possible</i> 	<ul style="list-style-type: none"> - Project managers in utilities for on relevant projects in Cameroon - Other potentially related 	PATNUC
Component 3 - implementation of data-driven solutions in agriculture					
Project stage	Information to be disclosed / Topic of Consultation	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Responsibilities
implementation	<ul style="list-style-type: none"> - Information on telecommunication sector structure, governance and regulation 	<ul style="list-style-type: none"> - Information Brochure in English and French - PATNUC Facebook page and other social media platforms, 	<ul style="list-style-type: none"> - All CTDs and municipalities -Timing TBC 	<ul style="list-style-type: none"> - Interested community members - Other interested parties 	MINPOSTEL/PATNUC

	<ul style="list-style-type: none"> - Information on cyber security and legal and regulatory framework changes 	<ul style="list-style-type: none"> - Public consultation workshops - Focus groups - Meetings with institutions in Yaoundé 	<ul style="list-style-type: none"> -All CTDs and municipalities -Timing TBC 	<ul style="list-style-type: none"> - Government department - Women's groups, students - Private sector - Other interested parties 	MINPOSTEL/PATNUC
	<ul style="list-style-type: none"> - Community awareness raising on social and risks associated with going online 	<ul style="list-style-type: none"> - Targeted programs through schools, youth and women's groups - Broad information sharing through community groups, schools, traditional leaders, church groups - Workshops and information sessions - Brochures 	<ul style="list-style-type: none"> -All CTDs and municipalities -Timing TBC 	<ul style="list-style-type: none"> - Parents, women and youth - Broader public, including vulnerable groups - Locals Leaders - Private sector - Other interested parties 	MINPOSTEL/PATNUC
	<ul style="list-style-type: none"> - Service connection options and support for vulnerable/low-income households with service access 	<ul style="list-style-type: none"> - Inauguration ceremony - State radio/TV - Advertising of retail telecommunication providers and internet service providers regarding service connections 	<ul style="list-style-type: none"> -All CTDs and municipalities -Timing TBC 	<ul style="list-style-type: none"> - All households and businesses interested in connecting 	MINPOSTEL/PATNUC

4.3 Proposed strategy for consultation

Consultations will take place face-to-face where possible and in accordance with ongoing social distancing measures imposed by the government to limit the spread of the COVID19 pandemic at PATNUC offices and at the targeted localities. There will also be direct outreach to the targeted stakeholders via channels as varied as information desks, phone, email, web-platforms, Webinars and videoconferencing, radio and TV as well as social media platforms. Information-sharing meetings focus group discussions, surveys, training programs, and village community groupings shall be employed as needed to ensure effective consultation.

4.4 Proposed strategy to incorporate the view of vulnerable groups

The project foresees to carry out targeted stakeholder engagement with vulnerable groups to understand concerns/needs in terms of accessing information and other challenges they are faced with. The details of strategies that will be adopted to effectively engage and communicate to vulnerable group will be considered during project implementation.

4.5 Timelines

Table 6: Timelines and project phases

Project Stage	Timeline/Date
Preparation phase	Jan 2020 - June 2021
Financial agreement signature	August Dec 2021
Execution phase of the project	2021 - 2026

- **The preparation phase:** During this phase, various technical studies with regards to demand and supply of telecommunications and ICT services, creation of an enabling regulatory and institutional environment, environmental and social safeguards will be carried out. This phase will culminate with a project maturation seal initiated by MINPOSTEL and validated by MINEPAT. This should be concluded in the next 6 months following project's effectiveness.
- **The Financial agreement phase:** This phase will culminate with the signing of the financial loan agreement between the State of Cameroon and World Bank. The process will be initiated by MINEPAT and validated by the Prime Minister's office for submission to the President of the Republic for signature. This expected to be completed by end of 2021.
- **The execution phase of the credit:** Represents the implementation phase of the project in accordance with project documents.

4.6 Review of Comments

Comments will be gathered (written and oral comments) and reviewed, and commit to reporting back to stakeholders on the final decision and a summary of how comments were taken into account.

4.7 Future Phases of Project

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and grievance mechanism. The Projects would report at least annually to stakeholders during COPIIL meetings, but often will report more frequently during particularly active periods, when the public may experience more impacts or when phases are changing (for example, quarterly reports during construction, then annual reports during implementation).

5 Resources and Responsibilities for implementing stakeholder engagement activities

5.1 Resources, Management functions and responsibilities:

The material resources that PATNUC will mobilize are – (i) a Project specific area on the PATNUC website; (ii) an electronic grievance database; (iii) a stakeholder engagement register; (iv) a Facebook page and a WhatsApp group for the project; (v) printed documents (manuals, brochures, posters, etc.) that will be used, based on the needs of the SEP.

PATNUC will mobilize human and material resources to implement the SEP and manage the Grievance Resolution Mechanism (GRM). SEP activities will be led by the Project PIU with relevant responsibilities being taken on by other project stakeholders. A core Community Liaison Team led by the Environmental and Social specialist from the PIU will take responsibility for and lead all aspects of the stakeholder engagement. The team will be supported by part time and full-time consultants, as needed. A communication specialist and facilitator from the Public Relations Department, will be an integral part of the Community Liaison Team. The Permissions Department Manager will be overall in charge of the grievance resolution mechanism. The Project Grievance Focal Point will also be part of the Community Liaison Team. Furthermore, a number of land acquisition and resettlement experts from relevant ministerial departments will be engaged to implement the Resettlement Action Plan (RAP). Specific named personnel will be established for these roles as the project progresses.

Main Contact information:

Environmental and Social Specialist, (TBC)

Coordinator, Dr Windfred Mfuh, email: mfuh.wbs@gmail.com

5.2 Roles and Responsibilities

Implementation and monitoring of the Environmental and Social Management Framework (ESMF) and all other Environmental and Social Standards (ESS) instruments will be the responsibility of PATNUC, and all the line ministries involved directly with the project (MINPOSTEL, MINADER and MINEPIA) regrouped under the steering committee (COFIL). The PIU, will engage the services of an Environmental and Social Specialist on a fulltime bases or through short term assignment to support this function. To implement the activities envisaged in the SEP, PATNUC PIU will need to closely coordinate with other stakeholders including contractors, subcontractors, affected communities and Project Affected persons

(PAPs). Table 7 provides details on the roles and responsibilities for the Stakeholder Engagement Plan at the PIU.

Table 7: SEP roles and responsibilities at the PIU

Role/Position Title	Responsibilities
Project Coordinator	<ul style="list-style-type: none"> • Coordinate all aspects relating to the implementation of the SEP across the entire project and over the project’s lifecycle
Environmental & Social Specialist	<ul style="list-style-type: none"> • Manage and implement the Stakeholder Engagement Plan (SEP) • Dissemination of project information • Interface with stakeholders and respond to comments or questions about the project or consultation process. • Provide contact information if stakeholders have questions or comments about the project or consultation process. • Document any interactions with external stakeholders. • Maintain database, records for SEP • Coordinating public meetings, workshops, focus groups etc. • Makes sure the SEP is being adhered to and followed correctly. • Raise awareness of the SEP among project implementation unit, employees contracted firms and relevant external stakeholders.

<p>Contractors and subcontractors</p>	<ul style="list-style-type: none"> • Inform PATNUC/PIU of any issues related to their engagement with stakeholders, • Transmit and resolve complaints caused by the construction activities in close collaboration with and as directed by • PATNUC/PIU Environmental & Social Specialist and by participating in the local Grievance Resolution Committee, • Prepare, disclose, and implement various plans such as Labor Management Plan, etc., • Inform local communities of any environmental monitoring issues such as noise, vibration, water quality etc., • Announce important construction activities (such as road closures and available alternatives)
<p>User Ministries, MINPOSTEL, MINADER and MINEPIA, MINEPAT, Ministry of the Environment and Forests, Ministry of Urban Development and any other to be identified public agencies and NGOs</p>	<ul style="list-style-type: none"> • Monitor Project compliance with Cameroonian legislation, • Participate in the implementation of some activities in the ESMP/RPF and SEP, • Participate in the implementation of the Land Acquisition processes, • Make available and engage with the public on the Scoping and validation of safeguarding Reports.
<p>Affected municipalities, CTDs and local communities</p>	<ul style="list-style-type: none"> • Transfer all complaints to the PATNUC GRM Focal Point, • Participate in the local Grievance Resolution Committee (see Grievance Mechanism in the annex), • Make available all disclosed safeguarding documents
<p>Project affected people</p>	<ul style="list-style-type: none"> • Invited through all possible media to engage and ask questions about the Project, • Meetings and through discussions with Environmental & Social Specialist and his/her team on all topics that are of interest or of relevance to them, • Lodge their grievances using the Grievance Resolution Mechanism defined in the annex of this SEP document, • Help the Project to define mitigation measures.
<p>Other Project operating in the project affected areas</p>	<ul style="list-style-type: none"> • Engage with PATNUC regarding project design, • Share environment and social information and documentation with PATNUC to enable the assessment of cumulative impacts

5.3 Budget:

A tentative budget for implementing the stakeholder engagement plan over five years is attached in Table 5 below. PATNUC will review this budget plan every six months to determine if any changes to stakeholder classification or engagement are required. If so, the plan will be updated, and a new revision distributed. The budget will be revised accordingly. Costs related to the implementation of the SEP will be integrated in project's operational budget.

Table 8. Estimated SEP Budget (5 years)

Stakeholder Engagement Activities	Q-ty (years)	Unit Cost, USD	Total cost (USD)
Environmental & Social Specialist (<i>USD 2000 per month</i>) x 12 months	05	24,000	120 000.00
Trainings on outreach and GRM for PATNuC staff, local authorities, other stakeholders over 5 years (<i>flat rate per year</i>)	05	10,000	50,000.00
Trainings for PIU staff and consultants, contractors and subcontractors over five years (<i>flat rate per year</i>)	05	1,500	7,500.00
Training of major stakeholders and engagement with providers, government, and non-governmental organization (<i>flat rate per year</i>)	05	10,000	50,000.00
Communication materials (leaflets, posters, public relation kits including design, per locality and subproject)	05	10,000	50,000.00
Travel expenses of staff (cost for 5 years)	05	8,000	40,000.00
Subtotal			317,000.00
Contingency	05	5,000	25,000.00
Total			342,000.00

The overall responsibility for implementation of SEP lies with PATNuC. A designated PIU staff, the Environmental & Social Specialist will be recruited to oversee implementation of SEP and manage the grievance redress mechanism and all related outreach and training activities. The Environmental & Social Specialist, other project team members and all contractors/subcontractors and consultants implementing project activities will also share some of the responsibilities in the SEP.

6 GRIEVANCE REDRESS MECHANISM

A Grievance Redress Mechanism (GRM) is developed to ensure that the design and implementation of the project address any anticipated and unanticipated risks that could be encountered and outlines the necessary actions of needed to mitigate or avoid the risks. The GRM will enable the PIU to address any grievances against the Project. It must be noted that this GRM covers grievances that relate to the impacts that the project may have on people and will also be applicable when implementing the Resettlement Policy Framework (RPF) and/or the Resettlement Action Plans (RAP), as well as for the implementation of the Indigenous Peoples Planning Framework (IPPF). The IPPF will inform on specific consultations to be carried out ofr IPs and the SEP will be updated accordingly. In the case of the IPPF, this GRM will integrate in the Grievance Committee (GRC) a Representative from identified IPs across the projects intervene area.

Grievances that relate to project workers will be handled by a separate mechanism which is included as part of the project's Labour Management Procedures (LMP). The workers GRM will be detailed right after (one month) project's effectiveness.

6.1 Objectives of the Grievance Redress Mechanism

The objectives of the Grievance Redress Mechanism are as follows:

1. Ensure that the World Bank Environmental and Social Standards are adhered to in all subprojects and activities;
2. Address any negative environmental and social impacts of all sub-projects and activities;
3. Resolve all grievances emanating from the project activities in a timely manner;
4. Establish relationships of trust between project staff and stakeholders;
5. Create transparency among stakeholders including affected persons through an established communication system;
6. Bolster the relationship of trust amongst the project staff and the affected parties.
7. To establish referral pathways in the event of complaints associated with sexual exploitation and abuse and sexual harassment (SEAH) where reporting will be handled with a survivor centered approach and following the best international practices and principles of the World Bank's Good Practice Note which is available at this link.

6.2 Grievance Redress Process

The key stages involved in the project's grievance redress process are summarized in Table 9 and described in the sections that follow.

Table 09: Grievance Redress Process

Level One	1. Receive grievance (E/S specialists PATNUC) 2. Acknowledge grievance 3. Register/Log 4. Screen 5. Investigate 6. Resolution
Level Two	Grievance Redress Committee (GRC)
Level Three	Local Courts

6.2.1 First Level of Redress

Receive Grievance

All complaints shall be received by the Environmental & Social Specialist of PATNUC. Complaints can be made in person, writing, verbally over the phone, by fax, emails or any other media. The point of receipt of complaints is listed below:

Table 10: PIU information (to be completed)

Environmental and Social Specialist		
Coordinator	Mfuh.wbs@gmail.com	+237 66 333 5060

The coordinator of PATNUC must be informed of all grievances received at the PIU within a maximum of 24 hours of receipt.

Modes of Receiving Grievances

Complaints can be made in person, writing, verbally over the phone, by fax, emails or any other media. Anonymous complaints will also be accepted. The person receiving the complaint shall endeavour to get as much relevant information as possible regarding the grievance and the complainant and will immediately inform the Project coordinator using the **Grievance Information Form (GIF)** as given in Annex 1.

Acknowledge Grievance

All grievances will be acknowledged by telephone or in writing by the Environmental & Social Specialist using the **Grievance Acknowledgment Form** (Annex2) within 48 hours of receipt and the complainant informed of the approximate timeline for addressing the complaint, if it can't be

addressed immediately. If the complaint cannot be resolved at the level of the PIU, then it must be escalated to the next level.

Register/Log Grievance

After receiving and recording the grievance on the GIF, it will be registered in the Grievance Redressal Registration and Monitoring Sheet (GRRMS) (Annex 3).

Screen

The Environmental & Social Specialist reviews the complaint and assigns a grievance owner from within the PIU or identifies the relevant ministry or government agencies that can address the problem. The complaint will be forwarded to the grievance owner who will be responsible in investigating the claim and liaising with both the aggrieved party and project staff in liaison with Environmental & Social Specialist in order to come to a mutually acceptable resolution. The grievant owner will be given a specific timeline for resolving the claim. Meetings with grievant/complainant will be held, if necessary, in an attempt to resolve the matter.

Investigate

The grievance owner will investigate the complaint. This investigation will include, but is not limited to, meetings with the grievant/complainant, site visits, meetings/interviews with project staff and collection of relevant documentation and other forms of evidence. For meetings, the deliberations and decision will be recorded on the Meeting Record Form included as (Annex 4). Community representatives or representatives of the complainant will be allowed to sit in on these meetings.

Resolution

The resolution at the first tier should normally be completed within 15 working days of receipt of grievance and notified to the concerned party through the Disclosure Form (Annex 5). If the grievance is not resolved within this period, it can be referred to the next level of the Grievance Redressal system. However, once it is determined that progress is being made towards a resolution, the grievance will be retained at this first level. The complainant will be informed of this decision and an estimated time for the resolution of the matter will be given either verbally or in writing. If the issue cannot be resolved within 25 working days, it will be transferred to the next level. Once a resolution has been agreed and accepted, the complainant's acceptance will be obtained on the Disclosure Form included as Annex 5. If the proposed resolution is not accepted the grievance will be escalated to level 2.

NB The complainant may request that the issue be transferred to the next level if he or she does not feel that the grievance is being adequately addressed by the Environmental & Social Specialist or the PIU.

6.2.2 Second Level of Redress

A Grievance Redress Committee (GRC) will be formed in the PIU which consists of members of the Project Steering Committee (COPIL). The GRC will be called into place when a first-tier resolution is not found, but it could also meet on a quarterly basis to evaluate the performance of the project level GRM. From this perspective it is a standing body.

This committee will be chaired by the representative of MINPOSTEL within the Project Steering Committee. The permanent secretaries of the participant ministries will assign their respective representative to the GRC. The chairman of the GRC or the coordinator of PATNUC can invite active NGOs to nominate a representative.

Terms of Reference for GRC:

The functions of the GRC are as follows are to:

1. Provide relief and support to the affected persons in a timely manner;
2. Prioritize grievances and resolve them at the earliest reasonable time;
3. Provide information to the PIU on serious cases at the earliest plausible time;
4. Coordinate the process of the Affected Persons getting proper and timely information on the solution worked out for his/her grievance;
5. Study the normally occurring grievances and advise the Project Coordinator as to their scale and scope.

The Project Coordinator will coordinate the convening of the meetings of the GRC. He / She will also be responsible for briefing the GRC on the deliberations of the first level of Redressal and on the views of both parties. (Complainant and the Project).

The GRC will hold the necessary meetings with the affected party / complainant and the concerned officers and attempt to find a solution acceptable at all levels. GRC will record the minutes of the meeting in the format using the same format detailed in Annex 4. The decisions of the GRC will be communicated to the complainant formally and if she/he accepts the resolutions, the complainant's acceptance will be obtained on the disclosure format as in Annex 5.

If the complainant does not accept the solution offered by the GRC, then the complaint is passed on to the next level / or the complainant can activate the next level. It is expected that the complaint will be resolved at this level within 35 working days of receipt of the original complaint. However, if both parties agree that meaningful progress is being made to resolve the matter may be retained at this level for a maximum of 60 working days.

6.2.2 Third Level of Redress

If the affected party / complainant does not agree with the resolution at the 2nd level, or there is a time delay of more than 60 working days in resolving the issue, the complainant can opt to consider taking it to the third level. This level involves the complainant taking legal recourse within the local courts.

6.3 World Bank Grievance Redress Service (GRS)

The complainant has the option of approaching the World Bank, if they find the established GRM cannot resolve the issue. It must be noted that this GRS should ideally only be accessed once the project's grievance mechanism has first been utilized without an acceptable resolution. World Bank Procedures requires the complainant to express their grievances in writing to World Bank office in Washington DC by completing the bank's [GRS complaint form](http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service#5) which can be found at the following URL link: <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service#5> . Completed forms will be accepted by email, fax, letter, and by hand delivery to the GRS at the World Bank Headquarters in Washington or World Bank Country Offices.

Email: grievances@worldbank.org
Fax: +1-202-614-7313
By letter: **The World Bank**
Grievance Redress Service (GRS)
MSN MC 10-1018 NW,
Washington, DC 20433, USA

6.4 Addressing Gender-Based Violence

A specific GBV complaint management process will be elaborated and inserted in the general GRM process just after (one month) after project's effectiveness. The mechanism will ensure that GBV survivors introduce their complaints safely and in a confidentially. In general, after receiving GBV complaints, GBV service providers will be mobilized to ensure that appropriate assistance is given to GBV survivors. A list of GBV service providers will be kept available by the project.

If a GBV related incident occurs, it will be reported through the GRM, as appropriate and keeping the survivor information confidential. Specifically, the GRM will only record the following information related to the GBV complaint:

- The nature of the complaint (what the complainant says in her/his own words without direct questioning);
- If, to the best of their knowledge, the perpetrator was associated with the project; and,
- If possible, the age and sex of the survivor.

Any cases of GBV brought through the GRM will be documented but remain closed/sealed to maintain the confidentiality of the survivor. Here, the GRM will primarily serve to:

- Refer complainants to the relevant ministries (MINAS and MINPROFF) or other GBV Services Providers recognized under the Cameroonian law; and
- Record the resolution of the complaint.

The GRM will also immediately notify both PATNUC and the World Bank of any GBV complaints **WITH THE CONSENT OF THE SURVIVOR.**

6.5 Grievance Redress Mechanism Budget

Table 11. Estimated SEP Budget (5 years)

Grievance Redress Activities	Q-ty	Unit Cost, USD	Total cost (USD)
Communication materials (leaflets, posters, public relation kits including design, per locality and subproject) over 05 years	05	3000	15 000.00
GRM guidebook/manual	01	5000	5,000.00
Trainings on outreach and GRM for PATNuC staff, local authorities, other stakeholders including contractors and subcontractors	05	8,000	40,000.00
Training of GRM committees at CTD-level	01	5,000	5,000.00
Deployment of a computerized GRM database	01	20,000	20,000.00
Communication materials (leaflets, posters, public relation kits including design, per locality and subproject)	05	10,000	50,000.00
Travel expenses of staff (cost for 5 years)	05	6,000	30,000.00
Total			165,000.00

6.6 Building Grievance Redress Mechanism Awareness

The Environmental & Social Specialist will initially brief all staff of the PIU, the Project Steering Committee (COFIL), the sub-projects including consultants and contractors, on the Grievance Redressal Mechanism of the PATNUC and explain to them the procedures and formats to be used including the reporting procedures.

The Environmental & Social Specialist will brief all project stakeholders on the Grievance Redressal Mechanism of the PATNUC and explain the procedures and formats to be used including the reporting procedures.

Awareness campaigns would be conducted targeting project stakeholders to inform them on the availability of the mechanism. This will be part of the project’s consultation process. The GRM will also be published on the PATNUC website and the websites of user ministries (MINPOSTEL, MINADER and MINEPIA) or social media pages PATNUC. A project site board will be erected on the sites of sub-projects indicating the existence of the mechanism and a phone number, email and address for further information. The GRM will be translated into local languages other than French and English if necessary.

7 MONITORING AND REPORTING OF THE SEP

Monitoring reports and documenting the environmental and social performance of the Project during implementation, will be prepared by the Environmental & Social Specialist for submission to the coordinator of PATNUC to the World Bank. These reports will include a section regarding stakeholder engagement and grievance management. Table 12 proposes a comprehensive set of indicators related to SEP performance at this stage.

Table 12: SEP indicators to be documented in progress reports.

Engagement with PAPs	
i.	Number and location of formal meetings with PAPs
ii.	Number and location of informal meetings with PAPs
iii.	Number and location of community awareness raising or training meetings
iv.	Number of men, women and vulnerable groups such as IPs that attended each of the meetings above
v.	Number, location, attendance and documentation of the meetings held with the municipalities and communities or other stakeholders
vi.	For each meeting, number and nature of comments received, actions agreed during these meetings, status of those actions, and how the comments were included in the Project ESMP.
vii.	Minutes of meetings of formal meetings and summary note of informal meetings will be annexed to the report. They will summarize the view of attendees and distinguish between comments raised by men, women or IPs
Engagement with other stakeholders	

- i) Number and nature of engagement activities with other stakeholders, disaggregated by category of stakeholder (Governmental departments, municipalities, CTDs, NGOs)
- ii) Issues raised by NGOs and other stakeholders, actions agreed with them and status of those actions,
- iii) Minutes of meetings will be annexed to the six-monthly report
- iv) Number and nature of Project documents publicly disclosed
- v) Number and nature of updates of the Project website
- vi) Number and categories of comments received on the website

Grievance Resolution Mechanism

- i) Number of grievances received, in total and at the local level, at PATNUC OFFICES, on the website, disaggregated by complainant's gender and means of receipt (telephone, email, discussion),
- ii) Number of grievances received from affected people, external stakeholders,
- iii) Number of grievances which have been (i) opened, (ii) opened for more than 30 days, (iii) those which have been resolved, (iv) closed, and (v) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance, gender, age and location of complainant,
- iv) Average time of complaint's resolution process, disaggregated by gender of complainants and categories of complaints,
- v) Number of local GRC meetings, and outputs of these meetings (minutes of meetings signed by the attendees, including the complainants to be annexed to the report)
- vi) Trends in time and comparison of number, categories, and location of complaints with previous reporting periods

Workers Grievances

- i) Number of grievances raised by workers, disaggregated by gender of workers and worksite,
- ii) Number of workers grievances (i) opened, (ii) open during more than 30 days, (iii) resolved, (iv) closed, and (v) number of responses that satisfied the workers, during the

reporting period disaggregated by category of grievance, gender, age of workers and worksite,

iii) Profile of those who lodge a grievance (gender, age, worksite), by category of grievances,

iv) Average time of complaint's resolution process, disaggregated by gender of complainants and categories of complaints,

v) Trend in time and comparison of number, categories, and location of complaints with previous reporting periods

7.1 Monitoring and Reporting

Environmental & Social Specialist will prepare the Monthly and Quarterly Reports on the Grievance Redress issues of PATNUC.

7.2 Periodic Review by Grievance Redress Committee

The Grievance Redressal Committee may review the nature of grievances that have been represented and if grievances are repeated, recommend suitable changes in implementation procedures and forward these to the PIU for implementation.

7.3 Reporting back to stakeholder groups

PATNUC's Environmental and Social Specialists and designated staff members at the PIU, will report back to PAPs and other stakeholder groups, primarily through public meetings in project affected Municipalities and/or Villages. Minutes of meetings will be shared during subsequent public meetings. Feedback received through the GRM will be responded to in writing and verbally, to the extent possible. Text messages, emails and phone calls will be used to respond to stakeholders whose telephone numbers and e-mail addresses are available. Key Project updates will be posted on PATNUC's website. Social media (primarily through the Project Facebook page and a WhatsApp group for PAPs and other stakeholders) will also be used to report back to different stakeholders. The SEP will also be disclosed in the project's web page.

List of Annexes

Annex 1- Grievance Information Form

Annex 2- Grievance Acknowledgement Form (GAF)

Annex 3- Grievance Redressal Registration Monitoring Sheet (GRRMS)

Annex 4- Meeting Record Form

Annex 5- Disclosure/Release Form

Annex 1- Grievance Information Form

Date/Time received:	Date: (dd-mm-yyyy) Time: <input type="checkbox"/> am <input type="checkbox"/> pm	
Name of Grievant:		<input type="checkbox"/> You can use my name, but do not use it in public. <input type="checkbox"/> You can use my name when talking about this concern in public. <input type="checkbox"/> You cannot use my name at all.
Company (if applicable)		<input type="checkbox"/> You can use my company name, but do not use it in public. <input type="checkbox"/> You can use my company name when talking about this concern in public. <input type="checkbox"/> You cannot use my company name at all
Contact Information:	Phone: Email address: Address: (Kindly indicate the preferred method of communication)	
Details of grievance: (Who, what, when, where)	<input type="checkbox"/> One-time incident/complaint <input type="checkbox"/> Happened more than once (indicate how many times): <hr style="width: 10%; margin-left: 0;"/> <input type="checkbox"/> Ongoing (a currently existing problem)	

How would you like to see issue resolved?	
Attachments to the grievance/complaint: (e.g. pictures, reports etc.)	List here:

Grievant/Complainant Signature (if applicable)

Date (dd-mm-yyyy)

Signature- Project personnel (to confirm receipt only)

Date (dd-mm-yyyy)

For PIU use only:

Grievance No: _____

Grievance Category:

- Problems during material transport Smell
- Blocked road access Problem with project staff
- Dust Other (specify): _____
- Noise

Grievance Owner/ Department:

Annex 2- Grievance Acknowledgement Form (GAF)

The project acknowledges receipt of your complaint and will contact you within 10 working days.

Date of grievance/complaint: (dd/mm/yyyy)	
Name of Grievant/Complainant:	
Complainant's Address and Contact Information:	
Summary of Grievance/Complaint: (Who, what, when, where)	
Name of Project Staff Acknowledging Grievance:	
Signature:	

Date:
(dd/mm/yyyy)

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Annex 3- Grievance Redressal Registration Monitoring Sheet (GRRMS)

No.	Name of Grievant/Complainant	Date Received	Grievance Description	Name of Grievant Owner	Requires Further Intervention	Action(s) to be taken by PIU	Resolution Accepted or Not Accepted and Date of Acceptance/Non-acceptance
1.							
2.							
3.							
4.							

Annex 4- Meeting Record Form

Date of the Meeting: Grievance No:

Venue of meeting:

Details of Participants:

Complainant	Subproject

Summary of

Grievance.....
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Meeting Notes:

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Decisions taken in the meeting / Recommendations of GRC.....

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Issue Resolved / Unresolved:

Signature of Chairperson of the meeting:

Name of Chairperson: Date (DD/MM/YYYY):

Annex 5- Disclosure/Release Form

Result of Grievance Redressal

Grievance No:	
Name of Grievant/Complainant:	
Date of Complaint:	
Summary of Complaint:	
Summary of Resolution:	
Resolved at:	<input type="checkbox"/> First Level <input type="checkbox"/> Second Level <input type="checkbox"/> Third Level
Date of grievance resolution (DD/MM/YYYY):	

Signature of Complainant in acceptance of the suggested grievance resolution:

.....

Name:

ID number: **Type of ID:**

.....

Date (DD/MM/YYYY):

Signature of Social Development Specialist and Project Coordinator:

1.....

2.....

1.Name:.....

Place:.....

Date:(dd –mm – yyyy):

2.Name:.....

Place:.....

Date:(dd –mm – yyyy):

Annex 6: Farmer groups involved in Prior Consultation

N°	Famer Group	Email	Phone
1.	SOCOOPROMAG CA DE GASCHIGA	socoopromag@yahoo.com	696 53 80 16/ 675 78 41 47
2.	FEPICAM COOP-CA	sorelle.ngouana@yahoo.com	699 14 46 79 / 670 60 94 33
3.	COOP-CA SOCOAPACE	coopcasocoapace@yahoo.fr	699 66 82 68
4.	SCOOPORC COOP/CA	kennylyouck@yahoo.fr	694 36 65 08
5.	COOP CA YELO	yelo_coopca@yahoo.com	675221428
6.	SOCAPAC COOP. CA	konofino2000@yahoo.fr	699 72 24 30
7.	BARKA MAYO TIEL	secretasaid@gmail.com	690 91 00 63 / 662 18 38 62
8.	EDING-AKON COOP-CA	herve2403@gmail.com	698 68 80 04
9.	COOPAAN COOP CA	ngourep@yahoo.com	697 49 83 37
10.	SOCOPMAK COOP CA	guila guialaarsene@gmail.com	693 80 96 95
11.	CEREALIERE MBANDJOCK	laurent.nkoulou@kusel.com	694469356
12.	SOPTA AGROTRANS COOP CA	soptaagrotranscoopca@yahoo.com	698 00 63 63
13.	HAIROU COOP-CA	scoopcapromagra@gmail.com	697 97 38 88
14.	SCOOP-CA PROMAB BARKA BENOUE	scoopbarka@gmail.com	655 56 46 57/697 91 01 93
15.	COOP-CA SOCOMANGA	yankirou@gmail.com	699 67 80 72
16.	COCENOUN COOP-CA	ibrahimoundiyipa@hotmail.fr	699 828 361 / 677 31 00 24

17.	PROMANG COOP-CA <BUTALI NGONG>	drngongi@hotmail.com	695 63 76 54
18.	SOCOOPAMEB COOP-CA	nzaliwilly@yahoo.fr	697 31 60 73
19.	SOCOPROMADG (DJAMBOUTOU- GOUNA)	gnebeka@gmail.com	694 57 11 46 / 681 25 0101
20.	SOCOOPROMAN COOP- CA	cecamen64@yahoo.com	696 95 77 41
21.	SCAPROSEE COOP CA	flaubertkamga@yahoo.fr	699 82 64 60
22.	AGRIDYNAMIC	lufonglewis@gmail.com	674 103 030
23.	AFMABA COOP CA	afmaba@yahoo.com	699 26 24 24
24.	COOP CA PRoMAB	npeboubou@yahoo.fr	699 013 709
25.	LABOMODE COOP CA	mpolafranck@yahoo.fr	694 56 68 80
26.	La CEREALIERE DE LA SANAGA	arnoldbama2005@yahoo.fr	699 32 21 75
27.	COFARCOOP BOD	ndivehans@yahoo.co.uk	675 342 413
28.	SOCOCCEN COOP CA	sogb89.sogb@gmail.com	699 05 76 51