



Republic of Mozambique

Ministry of Transport and Logistics

National Roads Administration, Public Institute

**SADC SUB REGIONAL TRANSPORT AND
TRADE FACILITATION PROJECT II
One Stop Border Post (OSBP) - Mandimba at
Niassa Province - Mozambique**

**STAKEHOLDERS ENGAGEMENT PLAN
(SEP)**

July 2026

**Stakeholder Engagement Plan for the SADC Sub Regional Transport and Trade Facilitation Project II
- One Stop Border Post (OSBP) in Mozambique**

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Executive Summary

This Stakeholder Engagement Plan (SEP) has been prepared for the One Stop Border Post (OSBP) Project at Mandimba, Niassa Province, Mozambique, under the SADC Sub-Regional Trade and Transport Facilitation Project (financed by the African Development Bank – AfDB). The SEP has been developed in accordance with the applicable legislation of the Republic of Mozambique and the environmental and social requirements of the financing institution. Its purpose is to ensure meaningful, inclusive, transparent and continuous engagement with Project Affected Parties (PAPs), Interested Parties and Vulnerable Groups throughout the project lifecycle.

The proposed OSBP forms part of the broader regional initiative to improve transport and trade connectivity between Mozambique, Malawi and Zambia along the Nacala Corridor. The project aims to facilitate cross-border trade by reducing border crossing time, improving customs and immigration procedures, strengthening regional integration and enhancing economic opportunities for border communities.

The project includes the construction of a modern One Stop Border Post and associated facilities, institutional strengthening, trade facilitation measures, environmental and social management, and capacity building for relevant agencies. During implementation, temporary environmental and social impacts are expected, including land acquisition, temporary disruption of local businesses and traffic, loss of crops and vegetation, labour influx, occupational health and safety risks, community health and safety concerns, and risks related to Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH). These impacts will be managed through the implementation of the Environmental and Social Impact Assessment (ESIA) including the respective Environmental and Social Management Plan (ESMP), Resettlement Action Plan (RAP), and this Stakeholder Engagement Plan.

Stakeholder engagement is recognized as a fundamental component of effective environmental and social risk management. SEP identifies affected communities, government institutions, traditional authorities, civil society organizations, transport operators, customs agencies, traders, vulnerable groups, development partners and other interested stakeholders. It establishes appropriate methods for information disclosure, consultation, participation, grievance management and continuous feedback throughout project preparation, construction and operation.

The Plan also establishes a Grievance Redress Mechanism (GRM) that is accessible, transparent, culturally appropriate and free of charge. The GRM provides multiple channels for receiving and resolving complaints and includes confidential procedures for GBV/SEA/SH-related cases.

Implementation of the SEP will be coordinated by ANE, IP through the Project Implementation Unit (PIU), with support from Environmental, Social and GBV Specialists, contractors, supervision consultants and local authorities. Stakeholder engagement activities will continue throughout all project phases and will be regularly monitored, documented and reported.

The estimated budget for implementing the Stakeholder Engagement Plan is approximately US\$201,000, covering stakeholder consultations, communication campaigns, capacity building, community engagement activities and operation of the grievance redress mechanism.

Sumário Executivo

O presente Plano de Envolvimento das Partes Interessadas (PEPI) foi elaborado para o Projecto do Posto Fronteiriço de Paragem Única Mandimba, no âmbito do Projeto Sub-regional de Facilitação do Comércio e Transporte da SADC (financiado pelo Banco Africano de Desenvolvimento – AfDB).

O objectivo principal deste PEPI é garantir que todas as partes interessadas sejam identificadas, informadas e consultadas de forma transparente, inclusiva e contínua durante todas as fases do projecto, desde a preparação até à operação.

O projecto visa melhorar a facilitação do comércio e do transporte ao longo do Corredor de Nacala através da construção de um moderno Posto Fronteiriço de Paragem Única entre Moçambique e Malawi, reduzindo tempos de espera, custos de transporte e fortalecendo a integração regional.

Embora o projecto produza benefícios económicos e sociais significativos, prevê igualmente alguns impactos ambientais e sociais temporários, incluindo aquisição de terras, perda de culturas agrícolas, perturbação temporária das actividades económicas, riscos de saúde e segurança ocupacional, aumento do tráfego, influxo de trabalhadores e riscos associados à Violência Baseada no Género (VBG), Exploração e Abuso Sexual (SEA) e Assédio Sexual (AS). Estes impactos serão geridos através da implementação do EIAS, PAR, e PGAS e deste Plano de Envolvimento das Partes Interessadas.

O PEPI estabelece mecanismos claros para divulgação de informação, realização de consultas públicas, participação das comunidades, comunicação contínua, monitoria e gestão de reclamações através de um Mecanismo de Gestão de Reclamações (MGR) acessível, transparente e confidencial.

A implementação será coordenada pela Administração Nacional de Estradas (ANE, IP), através da Unidade de Implementação do Projecto (UIP), com apoio dos especialistas ambientais e sociais, empreiteiros, fiscais e autoridades locais.

O orçamento estimado para implementação do PEPI é de aproximadamente US\$201.000, cobrindo actividades de consultas públicas, campanhas de comunicação, capacitação, monitoria e funcionamento do mecanismo de gestão de reclamações.

1. Project Context

The latest project section from Cuamba to Mandimba includes a component that focuses on trade facilitation, specifically the construction of a One Stop Border Post (OSBP) at the Mandimba border. The Mandimba Border Post on the Mozambique/Malawi Border Crossing" is a crucial initiative undertaken by the Governments of the Republic of Mozambique and Malawi to improve the Nacala Corridor. The Nacala Corridor is a vital road and rail link that connects Zambia, Malawi, and Mozambique and is expected to drive economic development and growth in the region.

The improvement of the corridor is aimed at reducing transport costs, making exports cheaper, and increasing the competitiveness of goods, ultimately resulting in economic benefits.

The OSBP aims to improve trade facilitation and reduce delays and costs for passenger and freight traffic at the border. The OSBP will simplify border crossing procedures by processing exit and entry into neighboring countries simultaneously, which will require changes to national legislations, to allow officials from each country to operate legally in both countries

The Project will bring significant benefits, particularly in the improvement of accessibility of local communities to infrastructure and services, however, some adverse environmental and social (E&S) risks and impacts are expected, mainly associated with the construction works. As per the AfDB Integrated safeguards System (ISS), the environmental and social risk classification of the SADC Sub Regional Transport and Trade Facilitation Project II on which the OSBP is part of in the Mozambican side, has been confirmed as category 1 (High E&S Risk) since the construction of the One Stop Border Post (OSBP) will have adverse environmental and social impacts some of which are irreversible e.g., loss of agricultural lands, loss of vegetation cover during excavation works, alteration of the aesthetic value of the landscape.

This document is the Stakeholder Engagement Plan (SEP) of the SADC Sub Regional Transport and Trade Facilitation Project II, the OSBP in Mozambique side, and it establishes the stakeholder's engagement plan for activities to be conducted in Mozambique.

2. Project Description

2.1 Project Objectives

The Project Development Objective of the SADC Sub Regional Transport and Trade Facilitation Project II is to improve SADC sub-region transportation and trade facilitation along the North-South Corridor in Malawi, through the Nacala and Mtwara Corridors in Mozambique to the Port of Mtwara. Other specific objectives include development of climate resilient infrastructure and skills and job creation. The expected project outcomes are: (i) reduced travel time and cost, (ii) reduced dwell time at borders (iii) improved access of population to good road network and (iv) job creation. The project benefits include: (i) reduction in transaction costs; (ii) improving economic potential of the project area; (iii) improving road safety as most of the accidents occur on narrow bridges (iv) providing employment during construction works and expanding decent job opportunities, including via entrepreneurship; (v) improved climate resilience, mitigation and adaptation of infrastructure and (vi) enhanced social conditions, access to basic services, social cohesion, life and business skills. The Project components are summarized as follows:

2.2. Project Components

The main components of the **SADC Sub-Regional Trade and Transport Facilitation Project** (financed by the **African Development Bank – AfDB**) focus on physical infrastructure, trade facilitation, and project management.

Component 1: Infrastructure Investments

This component is aimed at construction of the following climate resilient physical infrastructure:

- reconstruction of Benga-Dwangwa road and Chiponde OSBP access road (28 km) in Malawi.
- construction of an OSBP at Chiponde/Mandimba on the Malawi /Mozambique border.

Component 2: Trade and transport facilitation

The component provides support to customs modernization and trade facilitation and comprises the following activities:

- construction of cold storage facilities for agricultural produce and construction of Chiponde border market to support small scale traders in preservation of commodities and trade.
- data and system support (operationalization of the Electronic Phytosanitary and Sanitary Certificate; Commercial Information Counters, Alert System for Notifications of the Trade Facilitation Agreement, integration of INIP into the Single Electronic Window). Simplification, harmonization, coordination and synchronization of border processes through digitalization of policies and regulatory issues already agreed upon under the relevant SADC Protocols; and capacity building in OSBP operation.
- Conflict Sensitivity Training for Border Post Officials: do no harm; best practices to secure security at border crossing whilst protecting rights of border communities and traders using the Border Post; gender-sensitivity and prevention of GBV etc.

Component 3: Institutional support and project management

The component comprises the following activities to strengthen road sub-sector governance and performance, build capacity of implementing entities and project implementation, enhancement of community benefits and mitigation of potential environmental, climate and social effects, social infrastructure and increasing local community skills:

- Institutional support (capacity building on performance-based contracting; urban development. pipeline project development; technical support to PIU; graduate training; capacity building in environmental & social safeguards).
- Efficient Border Management Practices, Operational Protocols shared data systems.
- Audits (financial, procurement, technical, environmental & social).
- sensitization of STI, TB, safety, GBV and gender mainstreaming.
- social infrastructure: (boreholes, WASH facilities and roadside markets along road).
- Trainings and capacity development of youth and women in road construction and maintenance skills; financial management training of men and women farmers and traders (60% women), life and business skills.
- monitoring and evaluation.

3. Legislative and Environmental and Social Standards Requirements

Under the Mozambican Legislation, stakeholder engagement is required from early stages of a project conception, either as part of environmental and social impact assessment or land use rights acquisition.

According to decree 54/2015 of 31st December – Regulation for Environmental Impact Assessment, public consultation process is a compulsory activity for all Category A+, A and B projects. The Ministerial Diploma on the Directive for Elaboration of Environmental Impact Studies (129/2006) and Public Participation General Directive (Diploma 130/2006) outlines when and how the public consultation process should be conducted as well as disclosure requirements of the documentation under consultation. The EIA Regulations define the public participation process as an activity which involves public audience and public consultation. The public participation process implies delivery of information regarding projects to all directly and indirectly interested and affected parties, and an explanation of the project to enable participants to raise issues and concerns to be included in the ESIA.

The AfDB Operational Safeguard 10 sets out that a Borrower has to engage with stakeholders as an integral part of a Project's environmental and social assessment and project design and implementation. The nature, scope and frequency of the engagement should be proportional to the nature and scale of the Project. Consultations with stakeholders have to be meaningful and be based on stakeholder identification and analysis, plans on how to engage stakeholders, disclosure of information, actual consultations, as well as responses to stakeholder grievances, and reporting back to stakeholders.

4. Stakeholder Engagement Activities

The Stakeholder Engagement Plan (SEP) constitutes the second and third phases of the project, implementation and operation.

During the project preparation, a set of Public Consultation meetings should be conducted. In order to incorporate the views of the parties interested, Stakeholders must know all the documents.

4.1 Consultations Carried Out During the Preparation of the SEP

Stakeholder consultations undertaken during preparation of the Stakeholder Engagement Plan were integrated with the Environmental and Social Impact Assessment (ESIA) and the Resettlement Action Plan (RAP) studies. These consultations were conducted in accordance with the Mozambican Environmental Impact Assessment Regulations and international good practice to ensure that affected communities and interested stakeholders were informed about the Project and had opportunities to express their views.

The consultations included meetings with government institutions, district authorities, community leaders, affected households, traders, transport operators, customs and immigration officials, women's groups, youth representatives, vulnerable groups, civil society organisations and private sector representatives.

The main objectives of these consultations were to:

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- Present the Project and its proposed activities;
- Explain the expected environmental and social impacts;
- Identify community concerns and expectations;
- Discuss land acquisition and livelihood restoration issues;
- Obtain stakeholder recommendations for project design and mitigation measures;
- Identify vulnerable groups requiring special engagement measures; and
- Inform stakeholders about the proposed Grievance Redress Mechanism.

The key issues raised included:

- Compensation for affected land and crops;
- Employment opportunities for local communities;
- Road safety and traffic management;
- Protection of community infrastructure;
- GBV/SEA/SH prevention;
- Community health and safety;
- Cross-border trade facilitation;
- Environmental protection during construction.

Feedback received during the consultations informed the preparation of the ESIA, RAP and this Stakeholder Engagement Plan, including the stakeholder identification process, communication strategy, consultation programme and grievance mechanism.

5. Stakeholder identification and Analysis

ANE will conduct a process of identification of different stakeholders, both project-affected parties and other interested parties. The Project will identify individuals or groups that are affected or likely to be affected.

According to data from the General Population Census carried out in 2017, the province of Niassa has 1,713,751 inhabitants. A significant part of the population from the province will benefit from the enhanced access to improve trade facilitation and reduce delays and costs for passenger and freight traffic at the border through the project interventions.

Therefore, the stakeholder's identification is a critical component of the SEP before the specific engagement begins and it is an on-going process requiring regular review and updating. Through that, ANE, IP will find ways to understand how each stakeholder may be affected or perceive they may be affected so that the engagement can be tailored to inform them and understand their views and concerns in an appropriate manner. When identifying and mapping specific individuals or organizations, it is important to consider the expected area of influence of the Project, i.e. the geographical area in which it may cause impacts (both positive and negative) over its lifetime, and the localities within which people and businesses could be affected. It is also important to consider the nature of the impacts that could arise and the types of government bodies, NGOs, academic and research institutions and other bodies who may have an interest in the project.

The identification and analysis of stakeholders will help the National Roads Administration, Public Institute (ANE, IP) to recognize the key stakeholders, their location, their interests and issues, levels

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of influence, what motivates them and what they are looking for in relation to the project activities.

Given that the Project involves border post improvements, it is expected that some individuals or groups of individuals will lose their crops and trees. A thorough assessment will provide clear indications of the different social impacts that the project will cause.

It must be noted that these are ‘parties’ that will be directly affected by the project, and that will be given priority on the benefits of the Project. While not every affected party will also be a beneficiary, it is crucial to disseminate information and engage with all stakeholders on the project as well as on the selection criteria of beneficiaries in the affected areas. Furthermore, it is important that all processes of information disclosure and consultation are as inclusive as possible to ensure that all sections of the affected communities will benefit from the project, and women and vulnerable groups are not excluded.

In order to develop an effective SEP, it is important to determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to the Project. This information is then used to tailor engagement to each type of stakeholder. As part of this process, it is particularly important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the project because of their marginalized or vulnerable status. It is also important to understand how each stakeholder may be affected – or perceives they may be affected – so that engagement can be tailored to inform them and understand their views and concerns in an appropriate manner. Stakeholders have been and will continue to be identified on a continuing basis by identifying:

- Various stakeholder categories that may be affected by, or be interested in, the Project; and
- Specific individuals, groups, and organizations within each of these categories taking into account;
- The expected Project area of impact, that is the geographical area over which it may cause impacts (both positive and negative) over its lifetime, and therefore the localities within which people and businesses could be affected;
- The nature of the impacts that could arise and therefore the types of national/local government entities, NGOs, academic and research institutions and other bodies who may have an interest in these issues.

In general, engagement is directly proportional to impact and influence, and as the extent of impact of a project on a stakeholder group increases, or the extent of influence of a particular stakeholder on a project increases, engagement with that particular stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used. All engagements should proceed on the basis of what are culturally acceptable and appropriate methods for each of the different stakeholder groups targeted.

Table 1 below describes the categorization of stakeholders according to how they will be affected (directly or indirectly) by the implementation of the project; level of intervention and influence on project implementation

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Stakeholder identification is a dynamic process that will be periodically reviewed throughout Project implementation. New stakeholders may emerge during detailed design, construction and operation, and the Stakeholder Register will be updated accordingly.

Table 1 Stakeholder identification and mapping

Stakeholders that may be affected, directly or indirectly, by the results of the implementation of the project	Stakeholders that may take part in the implementation of the Project	Stakeholders with influence on the implementation of the project
• General affected population living in the project targeted area (Mandimba district at Niassa Province). • Vulnerable population including women, female headed households, children Civil society in general. • Private sector, subsistence/traditional farmers. • Public servants (health, education workers, public administration in general). • NGOs and Associations operating at district and Provincial levels. • Provincial and District Government. • Small Business operating along the corridor, and roads to be intervened and others. • Transport operators • Media and communication platforms (Community radios, local newspapers, digital platforms).	• Ministry of Transport and Logistic; • Provincial Government. • ANE, IP provincial delegations • Immigration Authority • Tax Authority • All sectoral institutions at provincial level. ○ Environment ○ Agriculture ○ Transport and Logistic ○ Education ○ Health • Public works, housing and water resources. • Commerce • Northern Regional Water Administration (ARA-Norte). • GBV multi sectoral stakeholders (Health institutions, Legal system, and Social Affairs). • Providers of public services (EDM, FIPAG) • Construction and engineering companies, including subcontractors. • Academic institutions.	• Ministry of Agriculture, Environment and Fisheries (former MADER and MTA); • Ministry of Public Works, Housing and Water Resource. • Ministry of Labor, Gender and Social Action. • Ministry of State Administration and Public Service • Ministry of Health (MISAU). • Ministry of Education and Culture. • National Institute of Meteorology. • National Institute for Disaster Management (INGD). • Order of Engineers of Mozambique • Confederation of Economic Associations of Mozambique (CTA) • International organizations promoting gender equality reducing GBV and implement interventions on protection against Sexual Exploitation and abuse. • ADB

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Stakeholders have been categorized according to their level of influence, interest and potential exposure to Project impacts. This categorization enables the contractor to define engagement methods, consultation frequency and communication approaches proportionate to each stakeholder category.

Affected Parties

Affected parties include local communities, community members and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category: (i) general population living in the project targeted areas; (ii) vulnerable population include the elderly and Persons with Disability (PWD); (iii) subsistence/traditional farmers;

The local communities will be directly affected by the Project through the implementation of construction and/or reconstruction activities of border post. Therefore, the involvement of the local community is important to ensure their effective participation in decision-making on the implementation of the Project. Project implementation decisions that may be of interest to local communities include but will not be limited to: recruitment of local labor, and selection criteria; mechanisms for submitting concerns and complaints; role of local/traditional leaders; communication with Contractors; risks related to GBV/SEA/SH, especially due to the likely presence of private protection/security forces at construction sites.

Particular attention will be given to cross-border traders, freight transport operators, customs brokers, transport associations, passengers, border communities and businesses operating in the vicinity of the border post, as these groups are expected to experience both positive and temporary adverse impacts during Project implementation.

Other Interested Parties

The institutional and community stakeholders with relevant intervention and influence on the Project are indicated and categorized in Table 1. There are, however, other institutions that could have a significant, but not decisive, influence on the implementation of the project. These institutions include: Ministry of Agriculture, Environment and Fisheries, Ministry of Labor, Gender, Social Action, Ministry of State Administration and Public Service; Ministry of Education and Culture (MEC); National Employment Institute; National Institute of Statistics; Courts at provincial and district levels, and Higher Education Institutions established at provincial levels.

The provincial government which includes provincial services/directorate for infrastructures, agriculture, environment, commerce, tax authority, immigration authority, education, health, Transport and logistic (especially ANE, IP), public works, housing and water resources, social affairs, and the provincial police, as well as the Provincial Secretariat in the Niassa province, are key in several aspects of the project. This category also includes community leadership and community-based organizations with a relevant role in local life, in discussions and decision-making on local issues, such as neighborhood secretaries and chiefs among others.

The participation of the NGOs whether local, national or international is important in the

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implementation of the proposed project and the engagement process throughout its life cycle. These may include organizations working directly in the construction and building materials, health, education, environment and biodiversity conservation sectors as well as other related stakeholders such as; the Order of Engineers of Mozambique, Confederation of Economic Associations of Mozambique (CTA), as well as those working in the area of protection and development of special interest groups (children, women and the youth) and this include; organizations coordinating the GBV and the Health Cluster in Niassa. Furthermore, the involvement of NGOs that work with communities in different sectors, including sanitation, health will be fundamental to support project activities, especially the local media which are also very important.

Disadvantaged / Vulnerable Individuals or Groups

Disadvantaged or vulnerable groups or individuals refer to those who may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits. Such an individual or group is also more likely to be excluded from or unable to participate fully in the mainstream consultation process and as such require specific measures and/or assistance to do so. Therefore, it will be important for project implementers to understand whether the project impacts may disproportionately affect disadvantaged or vulnerable individuals or groups who often do not have a voice to express their concerns against injustices.

It is important to note that, within the areas of the proposed project there exists groups of vulnerable or disadvantaged groups such as the elderly persons and Persons with Disability (PWDs) The vulnerability may stem from a person's origin, gender, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g. minorities or fringe groups), dependence on other individuals or natural resources, etc.

In general, vulnerable groups or individuals face barriers to participating in public consultation meetings and other engagement processes. Even when participating in community meetings, they may not understand the Project impacts presented due to language barriers (or feel inhibited due to their status in the community) and therefore are not always able to freely express their concerns and interests about the Project. Table 2 presents the general Categories of Vulnerable groups.

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Table 2 General Categories of Vulnerable Groups

Disadvantaged / Vulnerable Group	Remarks
Women	Women may be mostly affected through the destruction of agricultural and water-related infrastructure, since they are very involved in agricultural productivity. Furthermore, as main caretakers of family members and given their reproductive health needs, women have particular needs in agricultural, water management, as well as access to health. However, women are traditionally excluded from political life and from communal decision-making processes, due to the patriarchal and patrilineal socio-political structures. Women are often the care givers in a health-related crisis and are often exposed to risks from exposure to infection. Women headed households are especially vulnerable in an economic and health crisis.
Women-Headed Households	While female-headed households have considered as part of vulnerable group also, they are often marginalized from accessing Projects benefit due to lack of mobility, family responsibilities and risk of violence.
Pregnant and Lactating Women	They have increased healthcare and nutritional needs, which may be compromised due to displacement or damage to health infrastructure. Limited access to maternal healthcare increases risks for both mothers and newborns.
Children, Children-Headed Households	Children are often detrimentally affected with displacements, especially young children who will not be able to continue their studies next year because they are not yet at school age and the project area does not have day-care centers. Child-headed families face vulnerabilities due to lack of voice, agency, knowledge and access. They are also often faced with violence.
Minority Ethnic Groups	The large majority of residents in the affected Districts are Emakua speakers, albeit different dialects. However, there may be members of some ethnic minorities residing in the project area, coming from other parts of the country, which may be excluded on a structural basis from decision-making and from selection process for beneficiary selection. This will need to be assessed in the social and environmental assessment, including potential language needs.
Disabled Persons	Disabled persons may face difficulties in participating in rebuilding activities, but may also face difficulties in physically accessing meetings for reconstruction and decision- making at the community level. Furthermore, infrastructure to be rebuild should take their special needs into account, for example in view of access (e.g. to

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	water sources). Furthermore, disabled persons may not be able to participate in works activities
Displaced People	Persons and households that have been relocated as a result of the road project live in private households and in camps. Displaced people are at risk in a pandemic due to lack of access to health facilities and limited livelihoods.
People living with HIV	The most prevalent diseases that affects the population in the study area are malaria, with an index of 57% and diarrhea with 36 The prevalence of HIV in Niassa (8.0%), is among the lowest in Mozambique. However, the risk of contagion is always present, especially in areas crossed by main roads. Such people are especially vulnerable in a pandemic due to their existing health status.
Older People	Older people are particularly vulnerable groups due to their condition.

Additional attention will be given to women engaged in informal cross-border trade, persons with disabilities, elderly people, female-headed households, youth, internally displaced persons (where applicable) and individuals with limited literacy. Appropriate communication methods and consultation arrangements will be adopted to facilitate their effective participation.

5.1. Summary of Project Stakeholder Needs

The needs of stakeholders will be discussed during stakeholder consultations, and the list below will be updated after these discussions. Data related to stakeholders' needs will be inserted in the Table below. Table 3 presents the Project's stakeholder matrix.

Table 3 Project Stakeholders matrix

Community	Stakeholder Group	Key Characteristics	Language needs	Preferred notification means (email, radio, phone, letter)	Specific needs (accessibility, large print, childcare, daytime meetings etc.)	Position with regards to the project (support, neutral, opposition)	Level of influence (High, medium, low)	Appropriate engagement approach
Affected District	Subsistence farmers	Not literate	Local languages	Community meetings Radio, social media, media	N/A	Support	Low	Public consultations
	Disabled persons	Vulnerable groups	Portuguese/ Local languages	Community meetings, Radio, SMS, social media	Ensure physical accessibility to FGDs, community meetings, emphasize consultation means that do not rely on physical accessibility	Support	Low	Public consultations/ FGDs

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Community	Stakeholder Group	Key Characteristics	Language needs	Preferred notification means (email, radio, phone, letter)	Specific needs (accessibility, large print, childcare, daytime meetings etc.)	Position with regards to the project (support, neutral, opposition)	Level of influence (High, medium, low)	Appropriate engagement approach
Central and Provincial level	National Institute for Disaster Management	Potentially Influencing Party	Portuguese	Coordination Meetings, Letters, Information material Email	N/A	Support	high	Public consultations/ FGDs
	Sector-specific implementation coordination committees	Potentially Influencing Party	Portuguese	Coordination Meetings, Letters, Information material Email	N/A	Support	high	Public consultations/ FGDs
National. Provincial and district level	Humanitarian Inter-Agency clusters at national, provincial and district level	Potentially Influencing Party	Portuguese	Coordination Meetings, Email	N/A	Support	high	Advocacy meetings; coordination meetings, FGDs

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Community	Stakeholder Group	Key Characteristics	Language needs	Preferred notification means (email, radio, phone, letter)	Specific needs (accessibility, large print, childcare, daytime meetings etc.)	Position with regards to the project (support, neutral, opposition)	Level of influence (High, medium, low)	Appropriate engagement approach
Central and Provincial Level	AfDB	technical leads	Portuguese/ English	Coordination Meetings, Email	N/A	Support	high	advocacy meetings; coordination meetings, FGDs
	Government authorities at national, provincial and district levels, especially in regards to sectors (immigration, tax authority, agriculture, health, education)	Interested parties	Portuguese	Coordination Meetings, Email	N/A	Support	high	advocacy meetings; coordination meetings, FGDs

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Community	Stakeholder Group	Key Characteristics	Language needs	Preferred notification means (email, radio, phone, letter)	Specific needs (accessibility, large print, childcare, daytime meetings etc.)	Position with regards to the project (support, neutral, opposition)	Level of influence (High, medium, low)	Appropriate engagement approach
Affected Districts/	Local NGOs and Associations	Interested parties	Portuguese/ Local languages	Coordination Meetings, Email	N/A	Support	Medium	advocacy meetings; coordination meetings, FGDs

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Community	Stakeholder Group	Key Characteristics	Language needs	Preferred notification means (email, radio, phone, letter)	Specific needs (accessibility, large print, child care, daytime meetings etc.)	Position with regards to the project (support, neutral, opposition)	Level of influence (High, medium, low)	Appropriate engagement approach
	Local companies offering construction work	Interested parties	Portuguese	FGDs, Email, telephone, social media	N/A	Support	Medium	advocacy meetings; coordination meetings, FGDs
Affected Districts/cities/Municipalities	International NGOs	Interested parties	English/Portuguese	Coordination Meetings, FGDs, Email	N/A	Support	Medium	
	Religious institutions	Potentially Influencing Party	Portuguese	Email, telephone, social media, coordination meetings, FGDs		Support	High	advocacy meetings; coordination meetings, FGDs
	Media	Potentially Influencing Party	English/Portuguese	Coordination Meetings, Letters, Information material Email	N/A	Support	Medium	advocacy meetings; coordination meetings, FGDs

6. Stakeholder Engagement Program

6.1 Proposed Strategy for Information Disclosure

The strategy for consultation process, disseminating information and public participation within the scope of the SEP has the following main objectives:

- Allow understanding of the needs of direct and indirectly project affected people;
- Ensure coordination between all those involved in the implementation, government authority structures at their different levels relating to the PAPs;
- Allow and guarantee the reception of feedback and comments from PAPs, as well as reception of complaints and suggestions regarding the design and implementation of the project; and
- Ensure transparent service delivery by the parties involved in the implementation of the One Stop Border Post (OSBP) project, including the management of information received whose responses can be taken back to the PAPs to allow adjustments to interventions throughout the OSBP life cycle.

The SEP will support the preparation and implementation of the site-specific instruments (ESIA/ESMP) and guide the stakeholder engagement process. The Project Social Specialist will lead the implementation of the SEP and will be responsible for all aspects related to engagement with PAPs.

The information to be disclosed includes the following: project instruments (SEP, GRM); site specific environmental and social safeguards instruments (i.e. ESIA/ESMP and RAP); project activities and guides; regular updates on project developments. The disclosure will be through public notices, press releases, Project website (ANE and MTL), consultation meetings, information leaflets and brochures, focus group meetings with vulnerable groups and local communities. The Portuguese and local languages will be used to disclose information and conduct meetings, workshops and trainings. Table 4 describes the proposed consultation plan for the OSBP.

There are a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate project information to stakeholders. When selecting an appropriate consultation technique, culturally appropriate consultation methods, and the purpose for engaging with a stakeholder group should be considered. The techniques to be used in Niassa are described on the table below.

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Table 4 Proposed consultation and disclosure techniques.

Engagement Technique	Appropriate application of the technique
Correspondences (Phone, Emails)	• Distribute information to Government officials, NGOs, Local Government, and organizations/agencies • Invite stakeholders to meetings and follow-up • Useful for getting stakeholder views on health and social protection issues
One-on-one meetings	• Seeking views and opinions • Enable stakeholders to speak freely about sensitive issues including Gender Based Violence • Build personal relationships • Record meetings
Formal meetings	• Present the Project information to a group of stakeholders • Allow group to comment – opinions and views • Build impersonal relation with high level stakeholders • Disseminate technical information • Record discussions
Public meetings	• Present Project information to a large group of stakeholders, especially communities • Allow the group to provide their views and opinions • Build relationship with the communities, especially those impacted • Distribute non-technical information • Facilitate meetings with presentations, PowerPoint, posters etc. Record discussions, comments, questions. • Can be undertaken online in a pandemic
Focus group meetings	• Present Project information to a group of stakeholders • Allow stakeholders to provide their views on targeted baseline information • Build relationships with communities • Record responses
Project website	• Present project information and progress updates • Disclose ESIA, RAP, ESMP and other relevant project documentation
Direct communication with affected crops/asset owners (Road and Borders component only)	• Share information on timing of road clearance • Agree options for addressing impacts on land or property and discussing compensation measures.
Project leaflet	• Brief project information to provide regular updates. • Site specific project information such as on GRM.
Media	• Newspaper

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Information will be disclosed using appropriate communication channels, including community meetings, local radio stations, information boards, printed leaflets, ANE official website, social media where appropriate, and direct engagement with affected communities. All key information will be communicated in Portuguese and relevant local languages.

6.2. Proposed Strategy for Consultation and Timing

During project preparation, a set of public consultation meetings will be conducted.

It is anticipated that the four purposes of consultations and information dissemination in the OSBP Project are:

- (i) Understanding of the needs of the affected people;
- (ii) Ensuring coordination between all implementers and government and community authority structures;
- (iii) Reception of feedback and comments as well as grievances from all stakeholders on project design and implementation; and
- (iv) Provision of transparent and accountable mechanisms on all aspects of Project design and implementation. The feedback received will be instrumental in fine tuning project interventions.

Given the nature of the Project, specific project stages are not yet fully defined. Stakeholder engagement plans will be refined and adopted as the Project design evolves. However, a grievance redress mechanism (GRM) will be in place throughout the life cycle of the Project and will be set up in a way that all affected individuals and groups and interested parties can report on project-related grievances or can provide comments and feedback. Stakeholder engagement activities will be undertaken throughout all phases of the Project, including project preparation, detailed design, procurement, construction, commissioning and operation. Consultation activities will be adjusted as the Project advances to address emerging issues and stakeholder concerns. Table 5 presents the Consultation Plan.

Table 5 Proposed consultation Plan

Project phase	Topic of consultation/ message	Method used	Estimated date/period	Target stakeholders	Responsibilities
Project preparation phase	Consultation meetings for data collection and disclosure of project information to key stakeholders.	Consultation meetings, letters, email.	To be determined	Government and Private Institutions.	Consultant developing E&S instruments ANE-IP
	Disclosure of Project Appraisal Report (PAR), and Financing Agreement (if applicable).	Meetings with key institutions, email, AfDB and ANE website or other relevant institutions such as the Ministry of Transport and Logistic	When the PAR is available for public information and access. Before project implementation (effectiveness).	MTL, ANE-IP and all other government institutions involved, including the AfDB.	MTL ANE-IP AfDB

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Project phase	Topic of consultation/ message	Method used	Estimated date/period	Target stakeholders	Responsibilities
	Disclosure of the project E&S instruments (ESIA/ESMP, RAP)	Stakeholders' public consultation meetings and workshop (government institutions, public and private institutions, local administrative authorities. local administrative authorities, media, academic institutions, NGOs). Focus group meetings and email, website, media, flyers.	When are the E&S instruments available for public information and access.	Staff from ANE-IP, MTL, and other government institutions involved, beneficiaries (communities in general, provincial and local authorities, private institutions and firms (especially of construction), traders, academia, media, associations, NGOs).	MTL ANE-IP Consultant

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Project phase	Topic of consultation/ message	Method used	Estimated date/period	Target stakeholders	Responsibilities
Project implementation phase	Continuous engagement with project beneficiaries and other interested parties, including disclosure of SEP and GRM at all levels (central, provincial, district and community).	Public consultations (workshops), and technical training sessions.	To be defined by ANE-IP, continuously throughout the project's life cycle.	Staff from ANE and other relevant institutions involved in project activities. Project beneficiaries (local communities, central, provincial, local, and district authorities), companies operating in the project area, traders, academia, media, various associations, NGOs. Contractors hired by the project.	E&S specialist Consultancy services (if cost effective and needed)
	Site specific instruments (ESIA/ESMP, RAP).	Public and community consultations, focus group discussions, media, website of ANE-IP and MTL.	During the development stage of ESIA/ESMP, RAP. Before construction activities start and along the construction period.	Project beneficiaries at provincial, district and community level. Contractors and Engineers (works supervision firm).	E&S specialist Consultancy services

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Project phase	Topic of consultation/ message	Method used	Estimated date/period	Target stakeholders	Responsibilities
	Dissemination of project activities, focusing on environmental, social, occupational health and safety related issues.	Public consultations, FGDs, meetings with specific personnel from relevant institutions, media, website of ANE-IP and MTL.	Continuously (at a frequency to be defined by the Coordinator team) throughout the project life cycle.	Project beneficiaries at provincial, district and community level. Contractors and Engineers (Works Supervision Firm).	E&S specialist

6.3. Proposed Strategy to incorporate the View of Vulnerable Groups

The project will seek the views of elderly persons, people with disabilities and their caretakers, women and children-headed households, sexual and gender minorities, the unemployed, people with chronic illnesses (e.g. HIV/AIDS, etc.), people who cannot write or read and/or speak only local languages, through the Focus Group Discussions (FGD), public consultations, social media and radio broadcasting targeted at these specific groups. The Project team will ensure that women and vulnerable groups are participating in consultation processes and that their voices are not ignored. This may require specific meetings with vulnerable groups in addition to general community consultations. In general, women may be more outspoken in women-only consultation meetings than in general community meetings. Similarly, separate meetings may be held with young people or with minority groups. Further, it is important to rely on other consultation methods as well, which do not require physical participation in meetings, such as social media and radio broadcasting, to ensure that groups that cannot physically be present at meetings can participate.

In view of promoting gender equality, it is important to engage women's groups on an ongoing basis throughout the lifetime of the project. Women voicing their concerns and contributing to the decision-making process on issues such as community infrastructure should be encouraged, especially in governmental or traditional committees predominantly consisting of men. Technical coordinators are similarly encouraged to deploy female staff, in particular where staff interfaces with community members. Additionally, the following measures will be taken in order to remove obstacles to full and enabling participation / access to information: ensure that local language is used in all the communications, customize the project GRM in such a way that all groups identified as vulnerable have access to the information and can submit their grievances and receive feedback as prescribed.

Stakeholder consultations should never directly ask about individual experiences of GBV. Rather, they should focus on gaining an understanding of the experiences of women and girls in affected communities, including wellbeing, health and safety concerns. If any consultations are to take place with children, they must be carried out by a person trained in child consultations, with an understanding of local culture and customs. Before commencing with consultation, teams should be prepared with information related to those providing services to survivors in a community so anyone who discloses violence can be immediately referred. Taking into account these safety and ethical principles can prevent inadvertently causing harm when consulting with community members. This is aligned with the AfDB ISS OS10.

Informed consent shall be obtained from each participant involved. It is important to note that no survivors of Gender-Based Violence (GBV) and no minors shall be engaged in any circumstance during the consultation process. Furthermore, no identifiable information shall be shared without the explicit and informed consent of the participant. Participants shall be well-informed regarding the purpose of the engagement and their unassailable right to withdraw their participation at any point.

To ensure that the selection of participants during the engagement activities remain free from any form of discrimination, ANE, IP shall actively engage with local authorities and CSOs to identify the most reliable participants. This approach will be sensitive to local customs, traditions, and norms, thereby

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fostering inclusivity and respect during the consultation process.

Considering that sometimes engagement process may potentially cause distress to participants, ANE, IP shall implement pre-arranged protocols to provide necessary support services should they be required. This additional measure underscores the commitment to the well-being and comfort of all individuals involved in any engagement.

6.4. Timeline

Information disclosure and consultations are especially relevant throughout the early stages of the Project, but also throughout the Project cycle. Activities under each sub-component will include further consultations prior to their commencement, to ensure a good selection of beneficiaries, transparency and accountability on project modalities, and allow community voices to form the basis for the concrete design of every intervention. Consultations will continue throughout the project cycle.

6.5. Cross-border Stakeholder Engagement

Considering the transboundary nature of the Project, stakeholder engagement activities will also include coordination with relevant institutions in Malawi. Joint technical meetings, information sharing mechanisms and coordination between customs, immigration, health, security and border management authorities will be promoted to ensure harmonized implementation of the One Stop Border Post.

7. Resources and Responsibilities for Implementing Stakeholder Engagement

Adequate budgetary resources will be dedicated to the implementation of SEP. While there will be an overall SEP budget administered by the PIU, every involved institution will have dedicated budget resources to implement the SEP as part of the integral project costs for each activity.

The budget estimate for the preparing and implementation of SEP is about US\$ 201,000.00.

Table 6 Proposed consultation Plan

Nº	Activities	Estimated cost (US\$)
1. Stakeholder engagement related expenses		
1.1	Travel costs for staff	50 000,00
1.2	Events (organization and undertaking workshops and community meetings, including focus groups)	90 000,00
2. Communication campaigns		
2.1	Design and printing posters, flyers, etc.	3 000,00
2.2	Disclosure of information through social media, including radio broadcasts at different levels	10 000,00
3. Trainings		
3.1	Training on social/environmental issues for Coordinator team and contractor staff	3 000,00
3.2	Training on GBV/SEA/SH for Coordinator team and contractor staff	5 000,00
3.3	Training in communication and community engagement for Coordinator team	5 000,00
4. Grievance Redress Mechanism		
4.1	Establishment and training of complaints management committees	20 000,00
4.2	Acquisition and setting up complaint's boxes at district and community level	5 000,00
4.3	Complaints management communication materials	10 000,00
Total		201 000,00

7.1 Management Functions and Responsibilities

In this section the proposed organizational structure and management functions for the stakeholder engagement function at OSBP Project are described. The overall responsibility for the implementation of the SEP lies with the Project Implementation Unit under the Project Coordinator with the direct support from the Environmental, Social specialists. The Environmental and Social safeguards team must maintain an IP database (including terms of commitment if necessary) throughout the project life cycle. The SEP activities will also be implemented along with the site-specific instruments (ESIA/ESMP & RAP) both through ESIA consultants and the Contractors who will be involved in the project construction works. Table 8 below describes the specific

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responsibilities of the project coordinator and the environmental and social specialists on SEP implementation.

Table 7 Specific responsibilities of the project coordinator and the environmental and social specialist on SEP implementation.

Position	Responsibilities
Project Coordinator	• Assume overall coordination of the project day to day implementation and monitoring of all plans and related activities including the engagement of PAPs, including all environmental and social assessment processes. • Ensure the proper identification and engagement of PAPs and provide feedback to them. • Lead continuous identification of risks and opportunities and also lead the design of mitigation and improvement measures. • Supervise all activities related to the engagement of PAPs. • Responsible for ensuring timely reporting and on SEP issues in the project.
Environmental and Social Specialist	• Participate in all activities related to the engagement of PAPs; • Continuously monitor, verify and keep the PAPs database updated; • Coordinate with stakeholders from institutions involved in the implementation of SEP related activities in the project, including those relating to ESIA and RAP development processes to ensure the means of communication established for the engagement of PAPs are effectively understood and applied. • Develop and conduct feedback surveys of project beneficiaries. • Supervise the implementation of GRM. • Prepare specific involvement and engagement plan for all PAPs of the project. • Identify communication activities and continuously implement them in line with the specific engagement plan. • Ensure that all parties involved in project implementation are properly informed about the messages to be communicated to the PAPs. • Collaboration with specialized NGOs at the district level to transmit specific messages to vulnerable groups and the local community.

8. Grievance Redress Mechanisms (GRM)

The Project Grievance Redress Mechanism (GRM) will be accessible, transparent, culturally appropriate and free of charge. Multiple grievance uptake channels will be established to ensure accessibility for all stakeholders, including vulnerable groups, women and persons with disabilities.

A Grievance Redress Mechanism (GRM) is an accessible and inclusive system, process, or procedure that receives and acts upon complaints and suggestions for improvement in a timely fashion and facilitates resolution of concerns and grievances arising in connection with a project. An effective grievance mechanism provides project-affected parties with redress and helps address issues at an early stage.

Complaints related to Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) will follow confidential survivor-centred procedures in accordance with international good practice.

8.1 Objectives of the Grievance Redress Mechanisms

The establishment of a Project Grievance Redress Mechanism has the following objectives:

- Provide the project's stakeholder with access to a communication channel to submit complaints, questions or suggestions in the most appropriate manner (e.g. anonymous reports, formal communications by letter, phone calls, messages, meetings with focal points), in a transparent, secure manner, free from retaliation and with guaranteed confidentiality.
- Promote dialogue and participation of stakeholders in order to allow for better resolution of complaints.
- Standardize the procedures to be followed to address complaints, claims and suggestions received within the scope of the project in a coherent manner;
- Ensure that complaints and claims are duly recorded, forwarded, monitored, with due communication with those concerned.
- Monitor trends and patterns of project complaints and claims and evaluate the effectiveness of environmental and social management procedures.

8.2. GRM Principles

The grievance mechanism will be implemented based on the following principles and assumptions:

a) Accessibility and social inclusion: The GRM should be accessible to all stakeholders, regardless of their distance from the area in which they live, their level of education or their income. All stakeholders and affected parties, with special attention to vulnerable groups, project implementers and civil society in general, are encouraged to raise complaints and suggestions regarding the implementation of the project, respecting their physical and moral dignity, privacy, rights, wishes and choices about which channels to use. Community consultations should be a means of identifying effective channels for the submission of complaints, claims and suggestions;

b) Confidentiality – Complaints or claims, including the identities of the complainants, will not be

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shared under any circumstances without the consent of the person involved. Confidentiality promotes security, trust and autonomy.

c) Efficiency: The team dealing with complaints must be properly trained to take effective action and respond quickly to complaints and suggestions;

d) Formality: Complaints and/or Claims may be submitted orally (verbal communication must be in relevant local languages and the language must not be a barrier to the submission of the complaint or claim, but all records of communications must be in Portuguese); or in writing by completing complaint forms to be prepared by the Project and available at provincial level delegations. The forms will be placed in the complaint boxes provided for the project, delivered to the Project Liaison Committee, or to the project Focal Points;

f) Fairness: complaints are treated fairly and assessed impartially;

g) Publicity: The complaints mechanism, particularly the ways of identifying and filing a complaint/claim, should be within the control of those affected by or interested in the implementation of the project;

h) Simplicity: The procedures for registering complaints and seeking responses should be simple enough for those affected by and interested in the project to understand them easily;

i) Security: All users of the GRM and other persons directly or indirectly related to them, including those who helped in resolving the conflict, have the right to protection against all forms of retaliation, stigma and discrimination;

j) Transparency: Information on the purpose and function of the mechanism, including the procedures to be followed, should be communicated in a transparent manner, easy to understand, reach and use, with effective response capacity, which does not restrict access to official channels, free of charge and without fear of reprisals or embarrassment;

k) Appeal: Complaints submitted for resolution (first instance) if they have not had the desired response, are subject to the following Instances: Provincial or National. The GRM procedures will not prevent the complainant/claimant from accessing judicial or administrative resources (subject to compliance with the deadlines for judicial cases);

As the GRM works within existing legal and cultural frameworks, it is recognized that the GRM will comprise community level, project level and Mozambican judiciary level redress mechanisms. The details of each of those components are described as follows.

8.3. Community Level Grievance Redress Mechanism

Local communities have existing traditional and cultural grievance redress mechanisms. It is expected that some disputes at the community level may be resolved using these mechanisms, without the involvement of the contractor(s), and or Government representatives at local and national level. This

is primarily concerned with the extended family members. Local chiefs/leaders will be involved in resolving any land tenure issues.

However, regarding disputes that include differences between households over land, or boundaries, even on issues triggered indirectly by the Project, the mechanism will involve the municipality Officer, landowner(s) concerned.

It is expected that any land dispute issues pertaining to the Project will be resolved at this level given the nature of land ownership and the significant authority vested under the Municipality Council and local Governmental

Where issues caused by the project are raised and resolved through these existing community level grievance redress mechanisms, it is important that a mechanism for reporting them to the Project is established. Hence, the Project records all complaints/outcomes.

A local level GRM Committee should be set up with the Contractor, Coordinator staff based at the site/or from a regional office and local representatives. This Committee should be authorized to deal with site level grievances and ensure that they are resolved quickly. When they are not resolved at this stage, the Aggrieved Party should be advised to present their complaint to the Project Level GRM.

8.4. Project Level Grievance Redress Mechanism

Many projects related to grievances are minor and site-specific. Often, they revolve around nuisances generated during construction such as noise, dust, vibration, workers dispute etc. Often, they can be resolved easily on site. Other grievances are more difficult especially when it's about land boundaries, or misunderstandings between affected households and the Contractor regarding access arrangements. Most of these cannot be resolved immediately and on site. A GRM Committee should be formed at Provincial level including members of Coordination, Social Safeguards Specialist and other representatives to resolve disputes that cannot be addressed at the local level.

Public will be informed about the GRM through different channels including electronic channels, newspapers and social media, which will also include means of contacting relevant Coordination teams in case of complaints.

8.5. Judiciary Level Grievance Redress Mechanism

The project level process will not impede affected persons access to the legal system. At any time, the complainant may take the matter to the appropriate legal or judicial authority as per the laws of the Republic of Mozambique.

8.6. Procedure for Presenting and Resolving Complaints and/or Claims

Step 1: Submission of suggestions, complaints and/or claims

Any person or group of people who are affected by the activities of the Project, may lodge a complaint or grievance using one of the communication channels or entry points as the gateway for submitting Suggestions, Complaints and/or Claims.

When making a complaint, the complainant should provide as much detail as possible about the reasons for his/her complaint, such as:

- What was done in non-compliance?
- How was the complainant affected by this?

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- Any relevant details about time and date, place, names of staff with whom the complainant dealt, information received;
- Copies of any letters or other documents if any to support the complaint;
- What remedial action the complainant expects to be taken to correct the situation.

OSBP staff will assist the complainant whenever necessary. Even if the complainant cannot, or chooses not to, provide all of these details, the complaint request will still be investigated to the best way possible (except for GBV cases), however, any information that can be provided will be helpful. Anonymous suggestions and complaints are also accepted from the different entry points. However, the resolution process will be different due to the impossibility of direct interaction with the complainant.

Step 2: Registration, Screening and Classification of suggestions, complaints and grievances

After receiving the complaints, the GRM Focal Points will register, screen and classify the complaints or grievances received. The GRM Focal Points will classify the complaints, suggestions and grievances according to the categories described below:

- i). Related to the Project: queries, suggestions, complaints or grievances directly or indirectly related to the project should be forwarded by the provincial Focal Points to the OSBP Project safeguards specialist.
- ii). Not Related to the Project: queries, suggestions, complaints or grievances not directly or indirectly related to the project. These queries, suggestions, complaints or grievances will be forwarded to the corresponding institution. In case of complaints or violations of the Law, the complainant is recommended to contact the corresponding entity for processing.

Any valid suggestions or complaints will be classified in the GRM system according to the Classification of Complaints and Claims (physical and electronic format)

GBV cases should be given immediate assistance, and survivors should be referred to existing GBV service providers, following a survivor-centered approach, regardless of whether they are related to the project or not.

Step 3: Confirmation

In cases where suggestions or complaints are not related to the Project, the Focal Point will inform the applicant (in writing/not anonymous) within a maximum of 5 working days from receipt of the complaint or claim and should forward or suggest that they contact the entity responsible for resolving the issue. Focal Point will record the case as closed in the physical and electronic documents.

In cases of suggestions, queries or requests for clarification, Focal Point will contact the applicant to show gratitude for the suggestion, clarify any doubts or answer any questions raised and, if applicable, indicate the follow-up actions. In this case, Focal Point will agree with the claimant and the relevant

project stakeholders on the actions to be taken and the respective deadlines. The Focal Point will note the case in the register (physical and electronic) as closed or with an indication of the agreed follow-up actions and stakeholders responsible. This process must be carried out within a maximum of 10 working days from the date of receipt.

In the case of complaints or claims, Focal Point will inform the complainant that his/her case has been registered and will document the elements of the complaint and seek an amicable solution or define a review process at another level. This information must be sent to the complainant within 5 working days of receipt of the complaint and the meeting must take place within 5 working days of notification.

Communications with the claimant will be carried out via SMS, letter or in person. In the case of in-person contacts, Focal Point will make a note indicating the content and result of the communication.

Step 4: Verification

The handling process varies depending on the type of complaint, the procedures applied, the initial assessment and the complexity of the facts found. There are some measures that must be taken from the moment the existence of a complaint is known. In particular, the discovery of the facts about the incident

Step 5: Investigation of the complaint

The next step involves investigating the nature and origin of grievance, as well as identifying those involved:

- A meeting should be called with the parties involved and each individual should be spoken to separately to hear possible versions of the story;
- After hearing all parties, it will be necessary to analyse the information gathered impartially. (Identify the veracity of the facts, possible misunderstandings or noise in communication between the parties).
- The Focal Point or any other member of the GRM should not carry out any criminal action/investigation and independent administrative investigations into complaints or claims of GBV/EAS/AS, in particular, interviewing the survivor and/or her family.

Step 6: Case Resolution

This corresponds to the closure after the investigation and application of measures for the case.

If the complainant is not satisfied, the Focal Point will inform the complainant about the different levels of resolution of complaints, including legal recourse, and the deadlines for handling each case, which will depend on the type and scope of the complaint, but will not exceed 15 working days, unless in complex cases, an alternative deadline is agreed between the interested parties, or the complainant requests to proceed to the next level of resolution. The Focal Point will record the occurrence and its solution or outcome in the system.

Complaints should, to the extent possible, be resolved amicably and at the local level, safeguarding the role of Community/Local Leaders or Authorities whenever possible. If significant additional

compensation, complex remedial measures or the imposition of sanctions are required for the resolution of the case, these should be in line with the project rules, the national legal framework, and the World Bank policies (particularly social and environmental safeguards).

Complaints or claims related to GBV/SEA/SH incidents should not be resolved through informal means, such as agreement between the family of the survivor and the perpetrator, community courts, mediation by local leaders, among others.

Entry Points and Communication Channels

The complainant will submit their complaint, suggestion or concern through Free telephone line (Green-line), complaints Boxes, Community Liaison Committees, GRM Focal Points and Email. The entry points will be formally established before project activities start implementation.

9. Monitoring and Reporting

9.1. Involvement of Stakeholders in Monitoring Activities

Monitoring and evaluation of the stakeholder process is considered vital to ensure the project is able to respond to identified issues and alter the schedule and nature of engagement activities to make them more effective. Adherence to the following characteristics/commitments/activities will assist in achieving successful engagement:

- Sufficient resources to undertake the engagement; which must be identified in the ESMP and RAP;
- Inclusivity (inclusion of key groups) of interactions with stakeholders;
- Promotion of stakeholder involvement;
- Sense of trust in OSBP shown by all stakeholders;
- Clearly defined approaches; and
- Transparency in all activities.

Monitoring of the stakeholder engagement process allows the efficacy of the process to be evaluated. Specifically, by identifying key performance indicators that reflect the objectives of the SEP and the specific actions and timings, it is possible to both monitor and evaluate the process undertaken. The main monitoring responsibilities will be with the PIU, as the administrator of the GRM, and overall project- related environmental and social monitoring and implementer of the SEP. The GRM will be a distinct mechanism that will allow stakeholders, at the community level in particular, to provide feedback on project impacts and mitigation programs. The ESMP will lay out environmental and social risks mitigation measures, with a dedicated E&S monitoring and reporting plan.

9.2. Reporting Back to Stakeholder Groups

Results of stakeholder engagements will be regularly reported back to the affected communities, as well as the relevant local authorities. The main means for reporting will be through social media and radio, because of their broad reach and accessibility by a variety of social groups. Furthermore, specific stakeholder engagement activity results, as conducted by Technical Leads, will be reported to the Coordinator team. Meanwhile, the responsibility of reporting results back to the stakeholders

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will be with the Technical Leads within their respective sub-components.

10. Conclusions

The implementation of this Stakeholder Engagement Plan will contribute to transparent decision-making, strengthen relationships between the Project and its stakeholders, enhance public confidence, and support the effective management of environmental and social risks throughout the implementation of the One Stop Border Post Project at Mandimba.

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ANNEXES

ANNEX 1: PUBLIC CONSULTATION ATTENDANCY REGISTER

#	Name	Institution	Position	Mobile Phone	E-mail
1					
2					
3					
4					
5					

ANNEX 2: TEMPLATE TO CAPTURE CONSULTATION MINUTES

Stakeholder (Group or Individual)	Summary of Feedback	Response of Project Implementation Team	Follow-up Action/Next Steps

ANNEX 3: GRIEVANCE FORMS

1 - Registration Form - Complaint Box

Complaint Registration Forms will be provided by the ANE,IP delegation with priority to the Contractor, Inspection, District Infrastructure Service and Service Providers for availability at the local level on publicized websites and through community representatives and publicly recognized.

Contractor (Number of Contract) _____ **Site** _____ (_____/_____/_____)
GRM Code _____

Nr./Code	Type of Grievance	Brief description (please do not include personal data)	Date of Submission	Date the Complaint box was opened	Complaint Status	Resolution Time (days)	GRM Focal Point Signature
#	SEA/SH ☐ Social ☐ Labor ☐ Environmental ☐ Outra ☐		Click or tap to enter a date.	Click or tap to enter a date.	Noted ☐ Click or tap to enter a date. Open for resolution ☐ Click or tap to enter a date. Closed ☐ Click or tap to enter a date. Referred ☐ Click or tap to enter a date.		

2 - Complaint/Grievance Receipt Form

Complaint/Query Confirmation (Project Copy)	
The Project confirms receipt of the Complaint/Query: _____ The Project is committed to recording and investigating all complaints. The recording of a complaint with the Project does not prevent interested parties from submitting their complaints through any other legal channels. The Project aims to propose an initial resolution to all complaints within 15 working days from the date of receipt.	
Received by:	
First name	
Surname	
Phone number	
Signature	
Received in:	
Date (Day/Month/Year)	 / /
Time	
Location	
Received from:	
First name	
Surname	
Representative (Y/N)	
Phone number	
Signature	

3 - Complaints and Claims Settlement and Resolution Form

CONFIDENTIAL

1. Personal data	
Name	
User Code	
Position	
Date and place of resolution meeting	
ID of the complaint/claim	

Resolution summary	
Description of the Claim/Grievance:	
Summary of key points agreed:	
Complainant's Signature Date e place:	Signature of the complaint manager Date and Place:

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Border Post (OSBP) in Mozambique**