STAKEHOLDER ENGAGEMENT PLAN
SNNP IAIP and RTC

Report Produced by WSP in collaboration with Engineer Tequam Water Resources Development and Environment Consultancy (ETWRDEC):
DATE: DECEMBER 2017
TABLE OF CONTENTS

1 INTRODUCTION ........................................................................................................ 3
  1.1 PURPOSE OF THE STAKEHOLDER ENGAGEMENT PLAN .......................... 3
  1.2 OBJECTIVES OF STAKEHOLDER ENGAGEMENT ................................. 3
  1.3 STRUCTURE OF THE SEP .............................................................................. 4

2 KEY STANDARDS AND LEGISLATION GUIDING STAKEHOLDER ENGAGEMENT ........................................ 4
  2.1 ETHIOPIAN LEGISLATIVE REQUIREMENTS ............................................. 4
  2.2 INTERNATIONAL REQUIREMENTS ....................................................... 5
  2.3 STAKEHOLDERS ...................................................................................... 6

3 APPROACH TO STAKEHOLDER ENGAGEMENT ....................................... 6

4 STAKEHOLDER ENGAGEMENT ACTIVITIES UNDERTAKEN TO DATE ............................................. 7
  4.1 INITIAL ENGAGEMENT ........................................................................... 7
  4.2 SCOPING ENGAGEMENT AND BASELINE DATA GATHERING ENGAGEMENT .......................................... 9
  4.3 ESIA DISCLOSURE ENGAGEMENT ...................................................... 11

5 GRIEVANCE MECHANISM ......................................................................... 12

6 MONITORING AND REPORTING .................................................................... 13
1 INTRODUCTION

This Stakeholder Engagement Programme (SEP) has been prepared by WSP, in collaboration with Engineer Tequam Water Resources Development and Environment Consultancy (ETWRDEC) for the Southern Nations, Nationalities and Peoples’ Region (SNNP) Integrated Parks Development Corporation (IPDC). The SEP has been prepared as part of the Environmental and Social Impact Assessment (ESIA) for the proposed SNNP IAIP and RTC Project (referred to as the Project). The SEP outlines the engagement process undertaken as part of the ESIA stage. This SEP is a ‘live document’ that will be updated and refined by the IPDC throughout the life cycle of the project.

1.1 PURPOSE OF THE STAKEHOLDER ENGAGEMENT PLAN

The overall purpose of this SEP is to ensure that a consistent, comprehensive and coordinated approach is taken to stakeholder engagement and Project disclosure throughout the project. It is further intended to demonstrate the commitment of the IPDC, as a project developer and the main implementing party, to an ‘international best practice’ approach to engagement. The IPDC is committed to full compliance with all Ethiopian EIA Regulations, as well as aligning to the international standards namely the African Development Bank (AfDB) Principles on Stakeholder Engagement (2015).

In line with current international best practice, this SEP aims to ensure that stakeholder engagement is conducted on the basis of timely, relevant, and accessible information. In this way, the SEP seeks to ensure that stakeholders are given sufficient opportunity to voice their opinions and concerns, and that these concerns influence project decisions.

The SEP:

- Provides the approach to stakeholder engagement, showing how this will be integrated into the rest of the ESIA process and also throughout the project;
- Identifies the main categories of stakeholders and how they will be included in the ESIA process; and
- Identifies the ways to document engagement undertaken throughout the project.

1.2 OBJECTIVES OF STAKEHOLDER ENGAGEMENT

The objectives of engaging stakeholders during the ESIA process as well as throughout the project include:

- **Ensuring Understanding:** An open, inclusive and transparent process of engagement and communication will be undertaken by the IPDC to ensure that stakeholders are well informed about the proposed development. Information will be disclosed as early and as comprehensively as possible.

- **Involving Stakeholders in the Assessment:** Stakeholders were included in the scoping of issues, the assessment of impacts, and management/mitigation measures defined in the draft ESIA report. They also played an important role in providing local knowledge and information for the social baseline and informing the social impact assessment.

- **Building Relationships:** Through supporting open dialogue, engagement will help to establish and maintain a productive relationship between the IPDC team and stakeholders. This supported not only an effective ESIA, but also will strengthen the future relationships between the IPDC and stakeholders.

- **Managing Expectations:** It is important to ensure that the proposed Project does not create, or allow, unrealistic expectations to develop amongst stakeholders about potential Project benefits. The engagement process will serve as a mechanism for understanding and managing stakeholder and community expectations, by disseminating accurate information in an easily understandable manner.

- **Ensuring Compliance:** The process is designed to ensure compliance with both local regulatory requirements and international best practice.
1.3 STRUCTURE OF THE SEP

The SEP is organised in the following subsequent chapters:

- **Chapter 2** - outlines the national and international legislative context that governed stakeholder engagement for the ESIA stage.
- **Chapter 3** - provides the overall project approach to stakeholder engagement.
- **Chapter 4** - describes the stakeholder engagement undertaken to date.
- **Chapter 5** - outlines the grievance mechanism that will be used for the project.
- **Chapter 6** - presents an overview of how records of the process will be kept and monitored.

2 KEY STANDARDS AND LEGISLATION GUIDING STAKEHOLDER ENGAGEMENT

The stakeholder engagement plan has been prepared to ensure compliance with both Ethiopian legislative requirements, as well international good practice standards as defined in the AfDB Consultation principles (Safeguards and Sustainability Series, 2015). This Chapter presents the relevant standards and legislation identifying the key Ethiopian and international requirements for engagement.

2.1 ETHIOPIAN LEGISLATIVE REQUIREMENTS

The engagement process is discussed following these sections below:

- The Ethiopian Constitution;
- Environmental legislation; and
- Environmental standards and guidelines.

THE ETHIOPIAN CONSTITUTION

As the proposed Project is being carried out in the SNNP Region, Article 39 of the Ethiopian Constitution is relevant. Article 39 provides every community with the right to their own territory where they can establish institutions of government, and therefore effectively grants them the right to self-governance and to this effect the SNNP Region has its own set of requirements. Given the location of the proposed Project, this SEP therefore encompasses not only national requirements for consultations and stakeholder engagement, but also federal and regional requirements.

ENVIRONMENTAL LEGISLATION

Ethiopian Environmental Impact Assessments (EIAs) are governed by the EIA Proclamation (No. 299/2002). In 2013 the Environmental Protection Agency was assigned to the Ministry of Environment and Forestry, and this bill also outlined that the rights and obligations of the Environmental Protection Agency, as established under the existing proclamation No. 295/2002, will be transferred to the newly formed Ministry of Environment, Forestry and Climate Change.

Based on the national legislation, the project developer should make the ESIA report accessible to the public and seek comments on it. They must also ensure that the comments made by the public, and in particular communities likely to be affected by the implementation of a project, are incorporated into the finalised ESIA report.

People dissatisfied with the decision of the environmental authorities (who are also informed about the stakeholder engagement process during the ESIA stage) can submit a grievance notice to the head of the authority or the relevant regional environmental agency.

The Proclamation states that the decision of the authority or relevant regional agency will be issued within 30 days of receipt of the grievance notice. From previous experience of working on projects in Ethiopia, submission of such notices has sometimes resulted in the authority issuing further requirements or conditions that must be met and incorporated into the project development.
The EIA Guideline document (2000) and the EIA Procedural Guideline (Series 1, 2003) provide specific recommendations for stakeholder engagement.

Stakeholder engagement at the scoping stage typically follows the following process:

- Copies of the Scoping Report are submitted to the environmental authorities for review and approval;
- The Scoping Report includes issues raised by stakeholders, and a brief description of the engagement process including a list of main stakeholder groups, and minutes of meetings;
- The process of stakeholder review of the Draft Scoping Report by environmental authorities should be reflected in the Final Scoping Report.

At the ESIA stage, the key objective of stakeholder engagement is to enable the authority to review and to issue their final decision on ESIA. In addition if new issues are raised and addressed during the ESIA process, these must be added to the final ESIA report. The main steps at this stage include:

- Copies of the ESIA Report are submitted to the environmental authorities and other main stakeholders for review;
- During the final ESIA disclosure, the IPDC is responsible for co-ordinating the stakeholder reviews, either through distributing the document to all of the stakeholders or by making the document available in strategic places such as public libraries, schools, clinics etc.

Ethiopian legislative text states that various techniques can be employed for engagement including:

- Public meetings;
- Exhibits or ‘open days’;
- Newspaper advertisements;
- Written information;
- Working with established groups (e.g. women associations in communities) etc.

2.2 INTERNATIONAL REQUIREMENTS

AfDB Operating Safeguard 1 (OS1) states that the borrower or client shall be responsible for carrying out and providing evidence of meaningful consultation (i.e. consultation that is free, prior and informed) with communities likely to be affected by environmental and social impacts, and with other local stakeholders. The key focus of meaningful consultation is inclusivity; namely, the approach taken needs to ensure that all groups (including those that are disadvantaged or vulnerable) are embraced within the consultation process on equal terms, and that all groups are given the capacity to express their views with the knowledge that these views will be properly considered.

OS 1 also states that the developer (in this case IPDC) shall be responsible for ensuring the satisfaction of broad community support.

The Bank requires that stakeholder engagement starts at an early stage during project preparation and that it should continue throughout. The results of such engagement should be adequately reflected in project design, as well as in the preparation of project documentation. In all cases, consultation should be carried out after, or in conjunction with, the release of environmental and social information.

Once all stakeholders were identified, the developer should develop and implement a Stakeholder Engagement Plan (SEP) that is proportionate to the project risks, impacts and development stage, and that is tailored to the characteristics and interests of the affected communities. The advantage of having a SEP is that it provides a formal commitment, defines responsibilities, and ensures that adequate funds are made available to carry out the program of consultation.

A SEP typically describes measures to allow the effective consultation and participation of all affected communities, a description of any consultations that have already taken place, and a definition of the reporting procedures. A Grievance Mechanism should also be developed by the developer, and it will detail the procedures that a project will establish for managing complaints and grievances.
2.3 STAKEHOLDERS

Stakeholder identification and analysis is an essential component of effective and meaningful stakeholder engagement activities. The objective of this step was to provide a general overview of all stakeholders.

Key stakeholders groups that were preliminary identified, include the following parties:

<table>
<thead>
<tr>
<th>Stakeholder Categories</th>
<th>Stakeholder Groups / Level</th>
<th>Stakeholders</th>
</tr>
</thead>
</table>
| Government             | Federal, regional and local government | • Woreda administrations  
|                        |                           | • Kebele leaders for project affected Woredas  
|                        |                           | • Ministries at federal level  
|                        |                           | • Bureaus at regional level  
|                        |                           | • Women associations at each location  
|                        |                           | • Agriculture Development Office  
|                        |                           | • Offices of Livestock Development and Health;  
|                        |                           | • Office of Trade and Industry;  
|                        |                           | • Municipalities; and  
|                        |                           | • District Administration.  |
| Main Project Parties   | Project Implementation parties | • IPDC  
|                        |                           | • UNIDO  
|                        |                           | • Ministry of Industry  |
| Directly Affected      | Community members, including men, women, youth, and local businesses | • Affected individuals  
| Stakeholders and       |                           | • Youth Groups  
| project affected people|                           | • Potential suppliers  
|                        |                           | • Local businesses including local hotels, accommodation etc.  |

3 APPROACH TO STAKEHOLDER ENGAGEMENT

It is important to note that a significant proportion of stakeholders within the communities identified within the Project Area have been previously engaged (and some recently engaged) either directly by the IPDC or by local authorities that have started the resettlement and land acquisition process prior to the ESIA Team involvement on the project.

Taking into account previous engagement sessions and meetings, a two-step process for stakeholder engagement has been suggested that includes the following:

- Engagement to inform **general stakeholders and authorities** and disclose important project details to them with respect to potential impacts.

---

1 Please note that a more detailed list of stakeholders is currently being prepared and verified and will be added as **Appendix A** to this SEP.
Stakeholder Engagement Plan – SNNP IAIP & RTC Draft

January 2017

- Engagement to inform **directly project affected people** and disclose important project details to them for the IAIP and RTC areas and area of influence (the socio-economic area of influence is defined in *Social Impact Assessment*).

For local communities in the Project Area and taking into account their relatively low literacy levels (as based on the data collected for the SIA report), the ESIA team organised a number of meetings where relevant information was presented verbally on the proposed Project development. This included a series of focus group discussions and one-to-one interviews with affected people.

## 4 STAKEHOLDER ENGAGEMENT ACTIVITIES UNDERTAKEN TO DATE

### 4.1 INITIAL ENGAGEMENT

The IPDC has been consulting relevant authorities since 2014 on the subject of choosing appropriate sites and these details are currently being obtained. Once these details are received, they will be included in the final versions of the ESIA report and this SEP.

Initial engagement with PAPs was undertaken by the IPDC with the introduction of the project and initial survey of the households. This process was undertaken during September 2014, whereby the IPDC identified likely PAPs, farms and communal facilities to be affected. From October to December 2014 the feasibility study was undertaken, following which community meetings were held at both sites to present the findings and obtain feedback. In March 2015 broader community sna stakeholder meetings were held at both sites. Following this, the regional administration conducted consecutive community meetings before and after making the required value assessments regarding likely PAPs and assets to be affected. These meetings were held in Yirga Alem and Dilla towns. The meetings were facilitated by the task force/ Committee organised from the Zonal Administration. The purpose of the post valuation meetings were to present the proposal of the task force about the compensation and resettlement valuations and obtain feedback from the PAPs.

Specific meeting dates and content of meetings held are presented in **Table 4-1** below

<table>
<thead>
<tr>
<th>Date of Meeting</th>
<th>Site</th>
<th>Content</th>
<th>Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec. 28, 2014</td>
<td>Yirga Alem, IAIP</td>
<td>Briefing about the project’s benefit, nature, size required resources including land and related development activities. Obtaining feedback and opinions of the local community. General principles and approach about compensation and resettlement issues.</td>
<td>PAPs and community representatives (more than 300)</td>
</tr>
<tr>
<td>Date of Meeting</td>
<td>Site</td>
<td>Content</td>
<td>Attendees</td>
</tr>
<tr>
<td>----------------</td>
<td>-----------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------</td>
</tr>
<tr>
<td>Jan. 1, 2015</td>
<td>Dilla, RTC</td>
<td>Briefing about the project’s benefit, nature, size required resources including land and related development activities. Obtaining feedback and opinions. General principles and approach about compensation and resettlement issues.</td>
<td>Only PAPs (more than 40)</td>
</tr>
<tr>
<td>March 24, 2015</td>
<td>Yirga Alem, IAIP</td>
<td>Presentation and validation of the feasibility study</td>
<td>PAPs and community representatives (more than 500)</td>
</tr>
<tr>
<td>March 24, 2015</td>
<td>Dilla, RTC</td>
<td>Presentation and validation of the feasibility study</td>
<td>PAPs and community representatives (more than 500)</td>
</tr>
<tr>
<td>Aug. 22, 2016</td>
<td>Yirga Alem, IAIP</td>
<td>Valuation procedures, disciplines, principles, methods, etc.</td>
<td>PAPs</td>
</tr>
<tr>
<td>Aug. 23, 2016</td>
<td>Dilla, RTC</td>
<td>Valuation procedures, disciplines, principles, methods, etc.</td>
<td>PAPs</td>
</tr>
<tr>
<td>Sept. 23, 2017</td>
<td>Yirga Alem, IAIP</td>
<td>Presenting proposal of the task force about the compensation and resettlement and obtain feedback of PAPs</td>
<td>PAPs and local community / more than 600 persons</td>
</tr>
<tr>
<td>Sept. 29, 2017</td>
<td>Yirga Alem, IAIP</td>
<td>Second meeting presenting amended proposal of the task force about the compensation and resettlement and obtain feedback of PAPs</td>
<td>PAPs and local community / more than 600 persons</td>
</tr>
<tr>
<td>Oct. 3, 2017</td>
<td>Yirga Alem, IAIP</td>
<td>Third meeting presenting amended proposal of the task force about the compensation and resettlement and obtain feedback of PAPs</td>
<td>PAPs and local community / more than 600 persons</td>
</tr>
</tbody>
</table>

Key items raised during the engagements include:

- As long as PAPs and the local inhabitants are treated properly that community would be happy with the project (Sustained livelihood restoration, Job priority, better income…);
- Method of compensation, in cash or in-kind was not clear to all participants;
- When the project will be started - clarifications were requested;
- The need to ensure access to the local health centre;
- How about the youth group who do not have their own land, but used to cultivate on their family's farm?;
- How to address issues related to the church that found in the proposed area?
- The need to avoid bad experiences related with compensation due to projects’ PAPs;
- The need to start the project as soon as possible;
- Doubt about realisation of the project as per the presented / promised strategy, doubts if any benefit will go to the people, concerns about timely project accomplishment, satisfactory compensation and livelihood restoration …etc.
- RTC site has no sensitive public facilities like on the IAIP site;
- Participants want the concerned government authority to **pay compensation in cash and not in kind** as they are doubtful about getting substitute land of good quality and in favourable location and in a timely manner because population density of the area is very high and land is scarce.

These meetings focused on sourcing information on primary agricultural products for the area and the product value as well as compensation calculations and the valuing of assets. More detail on the resettlement has been provided within the SNNP RAP which is a separate standalone document.

### 4.2 SCOPING ENGAGEMENT AND BASELINE DATA GATHERING ENGAGEMENT

Engagement during the Scoping phase was undertaken by the ESIA team with an initial introductory meeting with representatives of the local community held on 16 August 2017 at the Yirga Alem IAIP site and 17 August 2017 at the Dilla RTC site. These meetings were followed with stakeholder and community meetings held within the period from 1 - 6 September 2017.

The broad objective of the engagement was to:
- Formally notify stakeholders of the proposed Project and the ESIA process;
- Formally initiate the engagement process and introduce the engagement team;
- Table and elicit comment from the affected parties; and
- Provide stakeholders with an opportunity to ask questions and give input on the proposed Project.

Relevant engagement materials were generated by the ESIA team to support the engagement activities. The content thereof was written in a non-technical / accessible language in English and Amharic. The material included information on the following:
- A background and description of the proposed Project;
- The environment in which the proposed Project will be developed;
- Information on the IPDC;
- Information on the ESIA process and timelines;
- Typical impacts associated with similar Projects; and
- Information on the ESIA consultants and their independence.

Due to the potential for high instances of illiteracy amongst the potentially impacted groups in the proposed Project area a community meeting was held to be able to present the information and obtain feedback verbally as well as in writing. Engagement during the Scoping phase has involved consultation with stakeholders at the federal, regional, and local levels.

Baseline data gathering has been conducted by the ESIA team on the IAIP and RTC sites. The primary purpose of this phase was to gather primary data for the socio-economic baseline, however; it is noted that the collection of information involved engagement with stakeholders. This afforded stakeholders further opportunity to provide feedback or ask any questions regarding the proposed Project. Stakeholder engagement during this phase included key government stakeholders at the Woreda and Kebele level, community based organisations and local community members.

Meetings and interviews with community representatives and key stakeholder groups were engaged during the stakeholder meetings. **Table 4-2 and Table 4-3** provide a summary of consultation meetings held in the Yirga Alem and Dilla areas.

**Table 4-2: Summary of stakeholder consultation undertaken at Yirga Alem IAIP site**

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
<th>Consultation with</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>September 3, 2017</td>
<td>PAPs and surrounding community</td>
<td>Project Affected Persons and local community members representatives</td>
</tr>
</tbody>
</table>
The community meeting consultees identified the following important issues:

- Issue on the estimate of compensation and assets valuation.
- Compensation rates on perennial crops need to be agreed on before compensation amounts are paid to the affected farmers.
- The need to provide training on how to use the compensation money of the affected groups.
- Farmers receiving compensation for their affected crops require training on micro-finance and money management.
- Issue on how to safely dispose waste that will be generated from the sites.
- Issue on how to upgrade skills of work force.
- Major health problems of the area and what need to be done in the future.
- Issue of long period (approximately 2 years) since initial communication regarding the project and latest comprehensive communication.
- Issue of provision of benefits to local communities, especially women and children.
• Issue on job creation to the youth.

Minutes for all these meetings are included within the ESIA report.

4.3 ESIA DISCLOSURE ENGAGEMENT

In November 2017 the Impact Assessment process had been completed and the engagement team returned to site to gather stakeholder comment and feedback on the ESIA. This engagement was targeted at allowing local stakeholders an insight into the predicted impacts and mitigation and to contribute their local knowledge to the assessment and mitigation process. This process afforded stakeholders the opportunity to confirm that their needs, fears and aspirations have been recorded and where possible appropriately considered in the specialist investigations and Project design Table 4-4 provides a summary of ESIA consultation meetings held in the Yirga Alem and Dilla areas. Minutes of the meetings and supporting photographs are provided within the ESIA report.

Table 4-4: Summary of ESIA Phase consultation meetings held within the Project area.

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
<th>Venue</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>19 November 2017</td>
<td>Dilla</td>
<td>More than 20 participants representing different sections of the community including elderly, women, youth and PAPs</td>
</tr>
<tr>
<td>2</td>
<td>19 November 2017</td>
<td>Yirga Alem</td>
<td>More than 30 participants representing different sections of the community including elderly, women, youth and PAPs</td>
</tr>
</tbody>
</table>

The community meetings consultees identified the following important issues:
• The community members and the stakeholders emphasized their full support for this project realization. They all said, we they are eagerly waiting for it and want to stand with them to support it.
• The compensation for land and assets has not yet been paid and the reason for the delay has not been clearly provided.
• The estimated value of their property is too small.
• Not ploughed the land for the last two years (i.e. after it was demarcated for the development).
• Lack of respect with which they have been treated. For example, the officials held the meeting to present the estimated property values at the Yirga Alem Police College. This was considered as an intimidation mechanism by the local community.
• Issue of having to open joint bank accounts with wives, taking as insult as the community indicated that they do not suspect each other in their culture. What is a husband’s property is also deemed to belong to the wife.
• Priority in obtaining job opportunities at the park have been promised, however the construction company that won the bid to build the boundary wall has brought employees from outside of the area to work.
• Specific detail of what crops the IAIP / RTC will require is unclear, if this is known the locals can prepare.

Responses to these issues include:
• A separate RAP process is being undertaken in which the compensation process and proposed valuation will be reviewed against the requirements of the national legal requirements as well as against the AfDB requirements. Where shortfall are identified these will be indicated and additional compensation is to be paid (should it be required).
• A management plan is being compiled as part of the ESIA process which identifies requirements that the IPDC have to abide by. This includes that priority for jobs are to be provided to the PAPs and local communities, especially women and youth.

It is important to note that complaints will and must be solved properly and in time through consultation among the stakeholders and the IPDC in order to ensure the success of the project. In
general, the meetings were very lively and participants acknowledged their satisfaction by getting the opportunity to air their views in the consultation meeting and urged that solutions be put forward in the ESIA study for the issues they raised. Finally they endorsed the project and asked for its rapid implementation.

5 GRIEVANCE MECHANISM

A grievance mechanism is presented in this Chapter and seeks to:

- **Provide** Affected Parties with a chance submit their feedback, comments or grievances.
- **Record** Received Grievances and comments – all input received through the engagement process should be recorded via meeting records and the grievance log.
- **Generate Responses** – the IPDC team will review comments received and generate comments after each phase of engagement.
- **Communicate** Responses to Stakeholders who have Raised Comments – all opinions and concerns noted during stakeholder engagements should be recorded by IPDC and a summary of the feedback and comments is maintained.

The following communication means are available to stakeholders through the course of the ESIA process:

- **Verbal feedback**, and also email and telephone contact details will be made available to stakeholders for the IPDC contact person; and
- **Engagement meetings** carried out directly with stakeholders during the scoping and ESIA stages.

Following best international practice, the IPDC should develop and implement a Grievance Mechanism to outline their approach to accepting, assessing, communicating, resolving and monitoring grievances from those affected by Project activities **including contractors’ activities**. This mechanism will be set up by the IPDC in parallel to the ESIA and will continue to be used by the IPDC post-the ESIA process. Furthermore, this suggested project grievance mechanism is designed to complement the entire project engagement process, and grievances related to the ESIA also can be submitted to this mechanism.

This Chapter provides a brief description of the suggested IPDC Grievance Mechanism. The mechanism has been designed to meet the requirements of the AfDB consultation principles and it has the following objectives:

- To provide a simple, fair and transparent process for all external parties to submit feedback and to raise grievances. This shall result in outcomes that are fair, effective and lasting.
- To provide a simple process for IPDC personnel to address any issues and concerns raised by stakeholders in a methodical and time efficient manner.
- To mitigate risks and impacts to all external stakeholders due to project operations, demonstrating company care for the wellbeing of its stakeholders.
- To build trust and goodwill as an integral component of the stakeholder’s relation activities, and promote trust and respect with stakeholders, particularly at a community level.
- To enable for the systematic identification of emerging issues and trends, facilitating corrective and pre-emptive engagement.

The Grievance Mechanism stipulates the need for the following:

- **Training** – those who are responsible for addressing grievances, must have detailed knowledge on how the project’s grievance mechanism work and who to speak with on each category of issues.
- **Record Keeping** – all aspects of the grievance management process must be comprehensively documented and accurate records should be maintained.
- **Reporting** - the IPDC will compile information relating to engagement activities as appropriate for the monthly social and environmental reports.
• **Review** - the Grievance Mechanism will be periodically audited and reviewed by IPDC senior management to determine its accuracy and relevance with regard to legislation, education, training and technological changes.

The grievance mechanism process is described in Appendix B.

### 6 MONITORING AND REPORTING

Stakeholder engagement should be monitored and reported by IPDC throughout the entire life cycle of the project, which will involve:

- Updates of the stakeholder list;
- Records of all consultations held; and
- Records of all grievances received and dealt with (entered into a Grievance Log on the system or a computer).

### INFORMATION MANAGEMENT

Every meeting and interaction related to the project engagement should be recorded by the IPDC through the following:

- Stakeholder list;
- Grievance Mechanism Log;
- Minutes of all meetings; and
- Meeting attendance registers.
APPENDIX A – STAKEHOLDER ENGAGEMENT MATRIX
# Stakeholder Engagement Matrix - SNNP

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Impact</th>
<th>Influence</th>
<th>What is important to the stakeholder?</th>
<th>How could the stakeholder contribute to the project?</th>
<th>How could the stakeholder block the project?</th>
<th>Strategy for engaging the stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Industry (MoI)</td>
<td>High</td>
<td>High</td>
<td>Successful development and implementation of the IAIP and RTC projects</td>
<td>As project proponent and owner, it has all the leverage towards successful development and implementation of the IAIP and RTC projects</td>
<td>As project proponent and owner, it has all the leverage towards successful development and implementation of the IAIP and RTC projects</td>
<td>Continued reporting and consultation on preparation and implementation issues of the ESIA and RAP</td>
</tr>
<tr>
<td>Ministry of Environment, Forest and Climate Change (MEFCC)</td>
<td>Low</td>
<td>High</td>
<td>Implementation of the IAIP and RTC development projects in environmentally and socially sustainable way.</td>
<td>The MEFCC will review the ESIA and RAP reports and will supervise the implementation of the ESMP.</td>
<td>As regulatory body it has all the mandate to correct unsustainable environmental and social practices of the project</td>
<td>Continued reporting and consultation on preparation and implementation issues of the ESIA and RAP</td>
</tr>
<tr>
<td>SNNP Region Environmental Protection and Forest</td>
<td>Low</td>
<td>High</td>
<td>Implementation of the IAIP and RTC development projects in environmentally and socially sustainable way.</td>
<td>Regional regulatory body responsible to ensure environmental compliance of the</td>
<td>As regulatory body it has the mandate to correct unsustainable environmental and social practices of the project</td>
<td>Continued reporting and consultation on implementation issues of the ESIA and RAP</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Impact</td>
<td>Influence</td>
<td>What is important to the stakeholder?</td>
<td>How could the stakeholder contribute to the project?</td>
<td>How could the stakeholder block the project?</td>
<td>Strategy for engaging the stakeholder</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>---------------------------------------------</td>
<td>------------</td>
<td>--------------------------------------</td>
<td>-----------------------------------------------------</td>
<td>---------------------------------------------</td>
<td>---------------------------------------</td>
</tr>
<tr>
<td>Development Office</td>
<td></td>
<td></td>
<td>and socially sustainable way.</td>
<td>development project during construction and operation.</td>
<td>social practices of the project.</td>
<td></td>
</tr>
<tr>
<td>Environmental Protection Offices</td>
<td>Low</td>
<td>High</td>
<td>The role of the Office in the Protection of the surrounding environment</td>
<td>Responsible to ensure environmental compliance of the development project during construction and operation.</td>
<td>Correct unsustainable environmental and social practices of the project.</td>
<td>Continued reporting and consultation on implementation issues of the ESIA and RAP</td>
</tr>
<tr>
<td>Woreda / Town Administrations Offices</td>
<td>Medium</td>
<td>Medium</td>
<td>Issue of disposal of waste</td>
<td>Undertaken master planning to incorporate development into infrastructure growth requirements including availing necessary municipal waste management infrastructure that can handle waste of</td>
<td>Absence of waste management infrastructure provided by the office will push the project to develop an alternative solution for its own solution.</td>
<td>Engaging the stakeholder through formal consultation, joint planning and support.</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Impact</td>
<td>Influence</td>
<td>What is important to the stakeholder?</td>
<td>How could the stakeholder contribute to the project?</td>
<td>How could the stakeholder block the project?</td>
<td>Strategy for engaging the stakeholder</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>----------</td>
<td>-----------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Woreda Education Offices</td>
<td>Medium</td>
<td>Medium</td>
<td>Meeting the additional demand for sufficient space at schools to enrol the students coming with IAIP and RTC development and operation and job creation for the youth. The need to provide training on how to use the compensation money of the affected group</td>
<td>Availability of sufficient social services such as schools is essential to retain workers and staff of the IAIP and RTC in the long term.</td>
<td>Lack of social services such as insufficient provision of schools will affect the operation of the IAIP and RTC due to lack of staff retention as well as detrimental impact on learners residing in the area or new migrants with children.</td>
<td>Engaging the stakeholder through joint planning and support.</td>
</tr>
<tr>
<td>Urban Agricultural Offices / Farming and</td>
<td>Medium</td>
<td>Low</td>
<td>Loss of farm land and vegetation due to soil and water pollution. Issue on how this Office could evolve to</td>
<td>The office can work in collaboration with the IAIP and RTC project during construction and operation to</td>
<td>It has no major role that can block the project but can influence project operations through</td>
<td>Engaging it through formal consultation during construction and operation phases.</td>
</tr>
</tbody>
</table>

- **Stakeholder Impact**
  - How much does the project impact them? (Low, Medium, High)

- **Influence**
  - How much influence do they have over the project? (Low, Medium, High)

- **What is important to the stakeholder?**
  - Meeting the additional demand for sufficient space at schools to enrol the students coming with IAIP and RTC development and operation and job creation for the youth. The need to provide training on how to use the compensation money of the affected group
  - Availability of sufficient social services such as schools is essential to retain workers and staff of the IAIP and RTC in the long term.

- **How could the stakeholder contribute to the project?**

- **How could the stakeholder block the project?**
  - Lack of social services such as insufficient provision of schools will affect the operation of the IAIP and RTC due to lack of staff retention as well as detrimental impact on learners residing in the area or new migrants with children.

- **Strategy for engaging the stakeholder**
  - Engaging the stakeholder through joint planning and support.
<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Impact</th>
<th>Influence</th>
<th>What is important to the stakeholder?</th>
<th>How could the stakeholder contribute to the project?</th>
<th>How could the stakeholder block the project?</th>
<th>Strategy for engaging the stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Resources Development Offices.</td>
<td></td>
<td>enhance agricultural production.</td>
<td>minimize impacts on farmlands and vegetation.</td>
<td>complaints and litigation as well as improve productivity of farmers through training and development.</td>
<td></td>
<td>Engaging it through consultation during construction and operation phases.</td>
</tr>
<tr>
<td>Trade and Industry Offices</td>
<td>Low</td>
<td>Low</td>
<td>Issue on how to upgrade skills of workforce</td>
<td>Assist upskilling of workforce through training and development.</td>
<td>It has no major role that can block the project.</td>
<td></td>
</tr>
<tr>
<td>Woreda Health offices / Health centres</td>
<td></td>
<td>Protection of public health and meeting additional demand for health service such as hospitals, health centres, clinics etc.</td>
<td>Availability of sufficient social services such as health facilities is essential to retain workers and staff of the IAIP in the long term. The office is responsible to control project activities that lack of basic health services in Yirga Alem, Aposto and Dilla Towns can indirectly affect the operation of the IAIP and RTC. Activities of the IAIP and RTC affecting public health will be</td>
<td></td>
<td>Engaging the stakeholder through consultation, joint planning and support.</td>
<td></td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Impact</td>
<td>Influence</td>
<td>What is important to the stakeholder?</td>
<td>How could the stakeholder contribute to the project?</td>
<td>How could the stakeholder block the project?</td>
<td>Strategy for engaging the stakeholder</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>--------</td>
<td>-----------</td>
<td>--------------------------------------</td>
<td>-----------------------------------------------------</td>
<td>--------------------------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Land Management and Administration Offices</td>
<td>Medium</td>
<td>Medium</td>
<td>Resettlement of Households and compensation to clear site for construction</td>
<td>Responsible for spearheading the resettlement and compensation process</td>
<td>Successful resettlement process including livelihood restoration of farmers will have an impact on the project.</td>
<td>Engage as part of the ESIA and office to provide monitoring reports on resettlement process.</td>
</tr>
<tr>
<td>Water Supply Service Office</td>
<td>Medium</td>
<td>Medium</td>
<td>Meeting the additional demand for water supply to be created as a result of the IAIP and RTC developments.</td>
<td>Providing adequate municipal water supply services to the area to accommodate increased population due to worker influx.</td>
<td>Lack of basic social services such as municipal water supply in the towns can indirectly affect the operation of the IAIP and RTC.</td>
<td>Engaging the stakeholder through joint planning and support</td>
</tr>
<tr>
<td>Ethiopian Roads Authority</td>
<td>Medium</td>
<td>Medium</td>
<td>Availing road infrastructure and keeping traffic flow</td>
<td>Providing main highway road access to the IAIP and RTC</td>
<td>The availability of highway road that connects the IAIP and</td>
<td>Consult the Authority on existing and future road development</td>
</tr>
</tbody>
</table>

*affect public health.*

*controlled by the office during construction and operation.*
<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Impact</th>
<th>Influence</th>
<th>What is important to the stakeholder?</th>
<th>How could the stakeholder contribute to the project?</th>
<th>How could the stakeholder block the project?</th>
<th>Strategy for engaging the stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woreda Administration Culture and Tourism Offices</td>
<td>Low</td>
<td>low</td>
<td>Implementation of the IAIP project without affecting/damaging the archaeological, cultural, historical and religious heritages.</td>
<td>The office can provide information on registered heritages and advise on the methods of protecting and preventing it during construction and operation.</td>
<td>RTC is essential to its operations. Avoiding traffic jam and accident is also necessary to the operation of the IAIP and RTC.</td>
<td>Consult the office during ESIA phases for presence of registered heritages and seek advice for procedures during chance finds.</td>
</tr>
<tr>
<td>Project Affected Peoples (PAPs) in Yirga Alem and Dilla areas.</td>
<td>High</td>
<td>Medium</td>
<td>Provision of adequate compensation and/or replacement farm land, support for smooth resettlement and livelihood</td>
<td>The project affected farmers will promptly evacuate from project site upon compensation and resettlement support</td>
<td>Project affected peoples do not accept the propose compensation, hampering</td>
<td>Active and continuous consultation and engagement with the PAPs till the resettlement and livelihood restoration</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Impact</td>
<td>Influence</td>
<td>What is important to the stakeholder?</td>
<td>How could the stakeholder contribute to the project?</td>
<td>How could the stakeholder block the project?</td>
<td>Strategy for engaging the stakeholder</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>--------</td>
<td>-----------</td>
<td>--------------------------------------</td>
<td>------------------------------------------------------</td>
<td>---------------------------------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Community Representatives of the Hida Kality and Wonenata Kebeles near Yirga Alem IAIP site and the Chechu Kebele near Dilla RTC site, including elderly, women, youth and disabled</td>
<td>Medium</td>
<td>Medium</td>
<td>Delivering positive impacts of the project such as job creation, enhanced commercial and economic activities, community health and wellbeing during operation and infrastructure development in the towns and the neighbourhoods such as roads, electricity, water supply etc.</td>
<td>The community representatives can create a bridge of communication with the community to positively contribute towards the project.</td>
<td>Negative attitude of the community in the project area can hamper the construction and operation of the development project.</td>
<td>Active and continuous engagement with community representatives during all stages of the development project.</td>
</tr>
</tbody>
</table>
APPENDIX B – GRIEVANCE MECHANISM
IPDC receive and register a grievance or complaint – acknowledging the receipt of a complaint/grievance

IPDC internally review and suggest resolution of the grievance or complaint

IPDC propose resolution of the grievance to the person who submitted it

The person is satisfied with the proposed solution

Resort to mediation through Grievance Committee

Grievance Committee review the grievance and seek resolution

Grievance Committee reply to the person with their suggested resolution

The person is satisfied with the proposed solution

Agreement on the solution offered by the Grievance Committee. IPDC implement the agreed solution.

The complainant or IPDC resort to the Judicial System/Court

Agreement on the solution between IPDC and the person