

Stakeholder Engagement Plan

Draft Stakeholder Engagement Plan

2022

DRAFT



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Abbreviations and Acronyms

CBO	Community based organization
DIT	Department of Information Technology
E&S	Environment and Social
ESCP	Environment and Social Commitment Plan
ESF	Environment and Social Framework
ESMF	Environment Social Management Framework
ESMP	Environment Social Management Plan
ESS	Environment and Social Standards
FGDs	Focus Group Discussions
GBV	Gender-Based Violence
GRM	Grievance Redress Mechanism
ICT	Information, Communication Technology
IT	Information Technology
NGOs	Non-government organizations
PMT	Project Management Team
PSC	Project Steering Committee
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SEP	Stakeholder Engagement Plan
UN	United Nations
WB	World Bank
POM	Project Operational Manual
PAD	Project Appraisal Document
CCML	Cyber Corporation of Manipur Ltd.
PSC	Project Steering Committee
PIE	Project Implementing Entity
MDA	Ministries, Departments and Agencies

1. Introduction and Project Overview

The Manipur Infotech eNabled Development (MIND) Project will invest in connecting more people to digital jobs through improved digital connectivity and skills, improve the state's ability to deliver services through more-secure digital channels, and support the digitization of the economy by promoting digital startups and digital industry in the state. The project development objective is to increase access to the internet in Project areas, improve the delivery of public services through digital channels, and promote digital skills and innovation. As such, the MIND project centers on three broad components that seek to enhance broadband connectivity, access, and use, invests in digital data infrastructure and digital safeguards, and encourage investment in ICT Industry and digital jobs. The fourth component focusses on project management and coordination.

The Department of Information Technology (DIT) will be responsible for the overall coordination of the MIND project, and the implementation of the project will be done through its Cyber Corporation of Manipur Limited (CCML), which will serve as the Project Implementing Entity (PIE). A Project Management Team (PMT) will be set up within the CCML, including the designated staff and consultants responsible for project operations and implementation. A Project Steering Committee (PSC) will be constituted to provide overall strategic guidance and coordinate activities across ministries, departments and agencies (MDAs) to ensure smooth implementation of the Project activities. The committee will be chaired by the Chief Secretary of the GoM and with the participation of representatives of key agencies such as departments of finance, higher education, planning, and youth affairs, including local private sector and academic institutions. These activities will be undertaken as outlined in the Project Appraisal Document (PAD) and Project Operational Manual (POM).

1.1. Project Background

Manipur seeks to develop its digital economy within the context of the larger Digital India program and the Government of India's Digital North-East Vision 2022.¹ Yet much remains to be done as Manipur still lags in indicators of digital development across Indian states. There is limited development of the local digital innovation and entrepreneurship ecosystem in the State, mainly due to non-availability of skilled workers and missing elements of enabling environment including infrastructure, funding, and facilities.

While, Manipur's digital connectivity and basic digital literacy have improved over time, connectivity is still limited in the 'hill districts' of the state. These areas also lag in access to economic opportunities and public services—due to both the high cost of network deployment and the limited commercial viability for private provision of services (due to low return on investment). About a tenth of villages still do not have any mobile network coverage. The national fiber optic backbone project "BharatNet" has sought to close this gap; 1,200 villages (of about 2,800) have been connected under the project. However, hill districts are still connected through lower-speed satellite services and only about a quarter of educational institutions in those areas are connected.

In terms of digital literacy, a 2016 survey found that only 15 percent of surveyed individuals from Manipur in the 14 to 29-year age group could use or operate a computer, with such skills less prevalent among women and men across age groups.² More recently, about eight thousand people in Manipur have received digital literacy training under the Pradhan Mantri Gramin Digital Saksharta Abhiyan (PMGDISHA); however, only half completed the training program.

¹ <https://www.digitalindia.gov.in/content/digital-north-east-2022>

² <https://www.thehindubusinessline.com/specials/india-interior/a-true-digital-revolution-or-exclusion-through-technology/article32525023.ece>

There are also gaps in the digital public services that limit economic growth and inclusion. Manipur was first the Indian state to set up the core infrastructure of the National e-Governance Plan. In a reflection of the digitization of public services, during the COVID-19 pandemic, many Aadhaar-based services, which rely on the national identification system, were provided digitally and a fifth of active savings banks accounts carried out at least one transaction through Internet Banking. The e-District program—a national program to deliver high volume citizen-centric services at the district or sub-district level—has seen 35 e-services launched across the state. But the delivery of e-services needs to be accelerated: even with the ambitious plans of Digital India at a national level, only a handful of GoM delivered services have been digitized in Manipur.

To bridge these gaps, Manipur has sought to develop its IT industry for some years now. This builds on the Manipur's Industrial and Investment Policy, 2017 where IT and ITeS were identified as “thrust areas” and on the Manipur Vision 2030, where inclusive access to digital technology and with its use in education, agriculture, and to facilitate trade have been noted as objectives.³ Towards this, an IT-Special Economic Zone (SEZ) was approved in 2014 to create a digital industry hub in the state.⁴ However, progress towards this objective has been limited due to limited funding and implementation capacity. The Start-Up Manipur program (part of the Central government initiative) has also recognized the need to promote more digital startups, noting that of 6,368 startups supported through various schemes since 2017 only five were directly identified as digital businesses.

Within this context, the MIND Project seeks to build upon Manipur's vision for acceleration of digital development. The project centers on three components, addressing the key challenges to digital economy development identified above, while also supporting broader institutional capacity development. Overall, the project will support enhancement of Broadband Connectivity, Access, and Use (C1); Digital Data Infrastructure and Digital Safeguards (C2); and ICT Industry and Digital Jobs (C3).

1.2. Project Coverage and Project Components

The MIND project coverage is state-wide in scope and includes four components. The description of the components under the MIND Project are as follows:

Component 1: ICT Industry and Digital Jobs

- Digital skills and job placement programs- The project will also support (a) Skill gaps assessment; (b) Development of Skills Strategy for Manipur; (c) Design and implementation of skills development programs in partnership with the private sector and drawing in resources from GoI programs (e.g., the Skill India Mission); (d) Jobs focused interventions- connect trainees of programs in digital startups and firms supported through the Project; and (e) Setting up of Centre for Excellence (CoE).
- Encouraging digital startups- The project will commission a study on roadmap to develop the startup ecosystem in Mizoram and implement a program to mobilize a pool of digital entrepreneurs among universities and higher education institutions.
- Encouraging investment in digital industries- The project will support consultancies to: (a) attract investment and promote innovation; (b) support design and engagement with investors into public-private partnerships (PPPs) to develop the state's IT Park; and (c) provide services to facilitate linkage of Manipur's digital startups and businesses (e.g., through e-commerce and IT/ITES) with national and global partners.

³ Planning Department, Government of Manipur, Manipur Vision 2030 - Leaving No-One Behind: Achieving Inclusive Growth and the Sustainable Development Goals; available at https://planningmanipur.gov.in/media/filer_public/05/b8/05b8621c-943a-4682-ae5f-d02e7db7b5c9/manipurvision2030_fullnew.pdf

⁴ Board of Approvals for SEZs in India, Agenda for the 100th meeting of the BoA scheduled to be held on 25.09.2020: <http://sezindia.nic.in/upload/uploadfiles/files/100thBoA%20agenda%20for%20SEZs.pdf>.

Component 2: Broadband Connectivity, Access and Use

- 2.1: Connectivity policy and regulation, wherein the project will support consultancies to define and implement regulatory measures and a clearance system to implement the right-of-way policy and broadband cost reduction at the state level
- 2.2 Stimulating broadband infrastructure investment, within which the project will support viability gap financing (VGF) grant to connect multiple districts of the state as testbeds for network technology and applications. Under this, one-time capital subsidies will be provided to private telecom and internet service providers for construction of high-capacity broadband networks in commercially unviable area (and where GoI funding is not available).
- 2.3 Boosting digital literacy and access to affordable- The project will support digital literacy training (basic digital skills, online business development, cyber security awareness, online safety for vulnerable groups). In addition to trainings, the following activities will be carried out: (a) training needs assessment, (b) development of training materials, (c) training of trainers (ToT) for Common Service Centers and education institutions, and (d) distribution of broadband capable devices and bundled services to select groups of beneficiaries receiving digital literacy trainings.

Component 3: Digital Data Infrastructure and Digital Safeguards

- 3.1: Investing in data infrastructure- The project will support (a) upgradation and capacity enhancement of state data centre (DC) and cloud services for public sector ; (b) consultancies for design and planning for DC/cloud capacity; (c) bulk services procurement and supply and installation of IT and related (power, cooling) equipment and services (telecom, operations and maintenance).
- 3.2 Strengthening of cybersecurity and data regulation- The project will support procurement of software and hardware equipment and consultancies for setting of cybersecurity (CS) center. As part of the CS center, project would support setting up of Security Operations Center, Network Operations Center and State level Cyber Incident Response Team (CIRT) and training center.
- 3.3: Accelerating digital government to business (G2B) services - The project will support consultancies to re-design and deploy specific digital G2B services, including to develop an (online) one-stop-shop for investment into the digital industries, to develop a state-level skills registry for employees and job seekers in the IT and related industries, and to support establishment of digital startups.

Component 4: Project Management and Coordination

The component provides capacity building and project management support to the implementing agency of the Project (CCML) and to the DIT for Project-related activities.

1.3 Purpose of the SEP

The Stakeholder Engagement Plan (SEP) is developed following the World Bank's (WB) Environment and Social Framework (ESF). This framework includes Stakeholder Engagement and Information Disclosure requirements as an integral part of the Environment and Social Standard (ESS) 10. The ESS 10 recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Borrowers are required to develop a SEP proportionate to the nature and scale of the project and its potential risks and impacts. Stakeholders have to be identified and the SEP has to be disclosed for public review and comment as early as possible before the project is appraised by the World Bank. ESS10 also requires the development and implementation of a grievance redress mechanism that allows project-affected parties and others to raise concerns and provide feedback related to the environmental and social performance of the project and to have those concerns addressed in a timely manner.

The objective of the SEP is to effectively engage with all stakeholders who have an interest in or may be affected by the project. The involvement of the local population, as well as all other interested parties, is essential to the success of the project, to ensure smooth collaboration between project staff and local

communities, minimize and mitigate environmental and social risks related to the project, as well as expand project benefits to all targeted beneficiaries including ones that may be traditionally vulnerable, disadvantaged, disproportionately affected or excluded from partaking in benefits from local development projects.

The purpose of the present SEP is to identify relevant stakeholders for the MIND project activities, propose methods of stakeholder engagement and describe the responsibilities in the implementation of stakeholder engagement activities. The intention of the SEP primarily focuses on the engagement of stakeholders in a timely manner during project preparation and implementation. Specifically, SEP serves the following purposes:

- I. Stakeholder identification and analysis;
- II. Planning engagement modalities and effective communication tools for consultations and disclosure;
- III. Defining the role and responsibilities of different actors in implementing the SEP;
- IV. Defining the Project's Grievance Redress Mechanism (GRM);
- V. Providing feedback to stakeholders;
- VI. Monitoring and reporting on the SEP.

2. National Legislations and WB ESS10

The following section aims to review existing policies and regulatory frameworks related to stakeholder engagement, including information disclosure and grievance management. The first part of the section focuses on national/state legal and institutional framework, while the second part reviews the stakeholder engagement policy and practices of the World Bank.

2.1. National Legislation

Under the **Environment Protection Act, 1986**, Rules, 1986 and the 2006 EIA Notification, citizens have the right to environmental information as well as to participate in developing, adopting and implementing decisions related to environmental impacts. The provisions of environmental law provide the assurances for public hearing during the process of project planning and also ensure the public discussion during implementations. Public representative bodies have an obligation to take into consideration citizens' comments and suggestions. The information and disclosure requirements provided in the EPA read with 2006 Notification are aligned with the ESF.

Under the **Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013** (RFCTLARR), public hearing is mandated during the social impact assessment, wherein appropriate Government shall ensure that the views of the affected families are recorded and included in the SIA Report. The Act comprehensively identifies the different types of stakeholders who may be 'affected' by the land acquisition. All provisions related to stakeholder engagement under the Act is aligned with the ESF. However, it is imperative to note that land acquisition and involuntary resettlement are not envisaged within the project interventions.

The strategies for stakeholder engagement in the **Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006** (FRA) are mostly confined to consultation with the Gram Sabha(s). The Act is only applicable at an initial stage of development projects, for diversion of forest land for such projects. The Act is not applicable as the project does not envisage such risks and impacts, since most infrastructure works/activities are confined to IT-SEZ or the existing RoW in case of installation of broadband connections.

The **Right to Information Act (RTI)** is a progressive rights-based accountability and transparency enforcement mechanism available to citizens which allows them to seek information related to government programs in personal or larger public interest and mandates the provision of this information within a stipulated timeframe. The Act makes the public offices and duty-bearers liable to providing correct and detailed information demanded by the citizen within designated timeframes, with mechanisms for appeals and sanctions if information provided is inadequate or incorrect.

The **Manipur Public Services Delivery Guarantee Act, 2021** mandates the setting up of grievance redressal mechanism, to address any complaints relating to/arising out of any failure in rendering of services by public authority. This Act allows the service seekers/consumers to avail government services with minimum inconvenience and maximum speed.

2.2. World Bank Environmental and Social Framework

The WB's ESF sets out the World Bank's commitment to sustainable development and mandatory requirement for the bank finance projects. Environmental and Social Standard (ESS) 10 on Stakeholder Engagement and Information Disclosure recognizes the importance of open and transparent engagement between the proponent and project stakeholders as an essential element of good international practices. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation. The main objectives of the ESS10 are:

- To establish a systematic approach to stakeholder engagements that will help Borrowers identify stakeholders, and build and maintain a constructive relationship with them, in particular project-affected parties.
- To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance.
- To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them.
- To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format.
- To provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow Borrowers to respond to and manage such grievances.

3. Brief Summary of Preliminary Stakeholder Engagement

As a part of the project preparation, preliminary stakeholder activities were carried out with key institutional and non-government stakeholders through group discussions and key informant interviews. These included project affected persons such as proprietors of women-headed startups, incubatees (female members), and students of training programs; private investors, academicians, IT industry association (e.g. NASSCOM), internet service providers, skills training centres, contractors, and key personnel from the Departments of Higher Education, Information Technology, etc. Some NGOs working on digital literacy and social inclusion were approached and will be invited for state level consultation to share the program design and E&S implications.

During these consultations, the MIND Project personnel disclosed the project information and ensured that the views, interests, and concerns of all relevant stakeholders were taken into account in the project planning and design. These preliminary stakeholder consultations were carried out from May 30th to June 3rd, 2022 and October 18th to 21st, 2022. Table 1 below summarizes prior stakeholder engagement activities. From the WB side, the Social Specialists shared the components on InMIND

project and WB ESF requirements. The stakeholders were appraised on current risk assessment vis-à-vis WB E&S Standards and need for capacities, systems, tracking and reporting to minimize, mitigate and manage.

Table 1.1: Summary of Prior Stakeholder Engagement Activities

Category	Stakeholder	Discussion Key points
Private Vocational Training Centre	Engineers and staff of Tata Centre for Invention, Innovation, Incubation and Training	<ul style="list-style-type: none"> - The centre offers three months courses with a focus on building industry-institute linkage and entrepreneurship culture. - There is a need to bridge gaps between skills and the market requirement. - Build a resource pool by developing courses for all social groups (youth, students, unemployed, etc) - Assessment of outreach of such initiatives is required to gauge its impact.
Private Education and Vocational Training Centre	Counsellors and Marketing Executives of HCL	<ul style="list-style-type: none"> - Extensive IEC such as advertisements on social media, newspapers, schools and colleges are needed to build awareness and attract students. - Mostly face challenges in drawing in students from rural areas. - There seems to be lack of knowledge and understanding of future prospects and opportunities under IT. - Mostly boys opt for IT course. There is a need to incentivize girls to apply for such courses.
Labor Contractor	Representatives from Labor Contractors hired by Manipur Police Housing Department	<ul style="list-style-type: none"> - Labour requirements are mostly being met through the state. Some skilled labors are brought in from outside for a short period of time. ILP permits are sought for such laborers. - Manipur Police Housing and two engineers in the DIT are responsible for supervising the sites. - Most structures are pre-fabricated for which skilled workers are required. While the materials come from outside, the workers are mostly sourced from within the state.
IT service provider	Senior Management Team from Manipur Innovation Hub	<ul style="list-style-type: none"> - There is a need to increase IEC on digital literacy using innovative approach and collaborating with local organisations/ youth groups to enhance outreach. The hub has already carried out awareness building in local markets and villages using four-wheeler with LED screens on use of gpay and other electronic medians for payment. - Due to reverse migration caused by Covid-19, many individuals within the hospitality and BPO sector are looking for employment opportunities within the state itself. For companies to invest in the state, business environment through core digital and data infrastructures needs to be built.
Government Educational Institute	Staff and Faculty of Manipur University	<ul style="list-style-type: none"> - Skill development is provided through the University, but UGC no longer provides funds for vocational training since 2018 onwards. - Identified the need for skilling upto graduate/ master's degree level in manufacturing areas, and soft skills for IT jobs - Highlighted the need for strong coordination with all institution, industries, etc. - Suggested setting up of Centre of Excellence in collaboration with STP on augmented and virtual reality. - There is a need to integrate IT in agricultural, tourism, health and the entertainment/media sectors.
Training and Skilling Institute	Staff and Faculty of JCRE Skill Solutions	<ul style="list-style-type: none"> - While some form of IT education is carried out in schools, there is a need for enhancing IT infrastructure in schools to facilitate better instruction, and improve student outcome. - There seems to be lack of computer literacy in the community, particularly in the hill districts. - Right guidance and ecosystem is required. Industries have to come forward and provide longer term programs, work alongside the universities and skill providers.

Government Educational and Vocational Training Centre	Staff and Faculty of Lilong Haoreibi College, Nambol L. Sanoi College, and HTTC.	<ul style="list-style-type: none"> - Incubation centres and infrastructure required in the colleges itself. - There should be autonomy and flexibility to create courses for IT skilling and training for autonomous colleges. Add-on course is the easiest process of providing trainings. Diploma courses can be done as well, since UGC allows it. Higher level trainings are needed for ensuring employability. - Internet connectivity is poor in most parts of the state and that has to be taken care of.
Government Department	Representatives from Directorate of University and Higher Education	<ul style="list-style-type: none"> - There are 40 affiliated colleges and 2 autonomous colleges under Directorate. - Courses should be in the colleges itself (3 months and 6 months) followed by internship programs. - Cluster of colleges and one area where the trainings can be provided. - Currently, Directorate has an MoU with NIELIT- where free diploma courses on computer application and accounting are being provided.
Government Department	Staff of NASSCOM	<ul style="list-style-type: none"> - Provided intellectual input and guidance on framing the design of the Skilling Programme. Best practices in other states could be used as models for learning and adoption in the Pilot programme.
Women headed Startups	Proprietors of Sanajing Sana Thambal Pvt. Ltd and Kumshungbam	<ul style="list-style-type: none"> - Need for increasing productivity and access to foreign market as there is lack of capital and advertisement - Technical assistance for online platform and funding is required to scale up.
Incubation Centres	Female team members of Manipur Technology University Incubation Centre and Dhanamanjuri University Incubation Centres	<ul style="list-style-type: none"> - Augment outreach on Startup Manipur program to increase participation and access to such opportunities
Students	HCL TechBee program in collaboration with DIT	<ul style="list-style-type: none"> - Time management is a challenge, as these courses are demanding and intensive. - Language, communication and soft skills are required during the enrollment process, although these skills are provided once selected in the program.

3.1. Stakeholder Identification and Analysis

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

- (i) are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as “**affected parties**”); and
- (ii) may have an interest in the Project (“**interested parties**”). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.
- (iii) persons who may be disproportionately impacted or further disadvantaged by the project as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project are categorized as “**vulnerable groups**”).

3.2. Project-affected Parties

- Individual Service Users: students, academia, digital entrepreneurs, employees of IT related industries, users of IT services and platforms, trainees of IT, digital literacy and cyber security related skills.
- Institutions: schools, skilling and training centres, other education institutions, common services centers, businesses using IT enabled services, telecommunications and internet service providers (being provided one-time grants), business and start-up incubators.
- Land users and non-titleholders such as street-vendors along the right of way (RoW) whose properties or incomes may be temporarily impacted due to trenching activities for laying down fibre optic cables.
- Residents and communities that may be temporarily inconvenienced by construction works while carrying out installation of fibre optic cables, upgradation of power sub-stations and constructing common infrastructures (internal roads, storm water drainage, power lines, etc.) within IT SEZ.

3.3. Other Interested Parties

- Line departments/ officials- Education, Electricity, Finance, Planning, and Youth Affairs, Women and Child Development, environmental, and labor authorities.
- Local bodies, Autonomous Districts Councils (ADCs) and other elected leaders who are responsible for maintenance and management of movable and immovable properties and institutions under their jurisdiction
- Leaders of informal or traditional community institutions such as religious leaders/priests, village headman/chieftain, women self-help groups, youth groups, etc.
- NGOs and CBOs working in the project areas.
- All users of broadband services on account of improvements in affordability and reliability.
- Other Private sector players investing in the IT SEZ and business opportunities.
- Private companies and industries employing digitally skilled workers and other employable participants created by the project.
- Public and private service providers like education, health, financial services, tourism, etc. using digital platforms for improved services.
- Business owners, traders, suppliers of IT and related equipment and services.
- Labor contractors
- Mass media groups and academia

3.4. Disadvantaged/Vulnerable Individuals and Groups

It is important to recognise that project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups or may not be able to access project benefits equitably. These would include **communities residing in remote and hilly locations, other ethnic minorities, families with low financial and digital literacy, BPL tribal households, women business entrepreneurs and business owners, women-headed households, persons with disabilities**. These groups especially those living in remote areas and hilly regions lag in access to economic opportunities and public services—due to both the high cost of network deployment, limited commercial viability for private provisioning of services and lack of opportunities, limited connectivity or awareness of ICT services. Most remote villages and institutions in Hill districts still do not have mobile network coverage however, affordability of digital devices and service fees may act as barriers to accessing project benefits, especially for low-income households or women folk. Outreach and focused dialogue on digital literacy and cyber-security and access to other project benefits will be adapted to take into account such groups or individuals' issues and concerns, cultural sensitivities.

In line with the requirements of ESS-7, meaningful consultations with indigenous People (IPs) will be carried out in a culturally sensitive manner, providing them with sufficient information and time for decision-making; and allowing their effective participation in the design of project activities or mitigation measures. These will include: a) giving priority to vulnerable groups to access digital literacy and skills development training, b) supporting them to access jobs in digital startups and firms, c) ensure active participation in project-related decision-making consultation meetings.

3.5. Roll out strategy for Stakeholder Engagement

CCML and other implementing agencies will ensure that principles of meaningful engagement with stakeholders are adopted. These include adopting a **life-cycle approach through** public consultations, and disclosure of project-related information during the project lifecycle transparently, free of external manipulation, interference, coercion, or intimidation. In addition, provide regular opportunities to stakeholders for their feedback, comments and concerns. The project will ensure that the participation process would be inclusive, and all the stakeholders are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Special attention is given to indigenous people, vulnerable groups especially children/students of both gender, women headed households, ST/SC, persons with disabilities and the elderly, and to the cultural sensitivities of diverse ethnic and caste groups. Table 1.4 presents an outline of key stakeholder engagement activities to be implemented throughout the project life: preparation to implementation and closure.

Table 1.4: Roll out strategy for Stakeholder Engagement

Stakeholder	Engagement content	Method/ Tool	Responsibility	Periodicity
Current and potential Students/ Trainees (IT, digital literacy and cyber security related skills)	<ul style="list-style-type: none"> Needs assessment for training and employability Information on opportunities under InMIND project GBV related threats, stalking and cyber bullying Feedback on new courses 	Online and offline Surveys, On campus consultations	PMT and PMC (with the support of independent consultants)	<ul style="list-style-type: none"> TNA and info dissemination : start by first six months of Project implementation Feedback: six months after joining courses
Faculty/ Trainers Academia (IT, digital literacy and cyber security related skills) from Educational Institutes	<ul style="list-style-type: none"> Gaps in the curriculum, Needs assessment for training and employability, opportunities under InMIND project Receptivity and response of new courses 	Face to face or virtual one-on-one meetings	PMT and PMC	<ul style="list-style-type: none"> TNA and info dissemination s: First six months of Project implementation Feedback: six months after joining courses
Labor Contractors and workers	<ul style="list-style-type: none"> Occupational health and safety requirements as per ESMP and LMP Workers' code of conduct and other measures to manage SEA/SH risks Grievance redressal mechanism process 	Face to face trainings Toolbox trainings for workers Signages in construction sites and camps	PMT and PMC	As prescribed in the ESMP

<p>IT service users: Schools, training centres, other education institutions, Common services centers</p>	<ul style="list-style-type: none"> Needs assessment for training on digital literacy and cyber-security Knowledge of basic digital skills, online business development, cyber security and online safety 	<p>Face to face or virtual meetings and trainings, Training of trainers (ToT) Brochures, flyers Social media posts TV advertisements</p>	<p>PMT and PMC (with the support of independent consultancy firm)</p>	<ul style="list-style-type: none"> TNA and info dissemination: First six months of Project/ onboarding of consultancy firm implementation Feedback: six months after joining courses
<p>Telecommunications and internet service providers (being provided one-time grants) and local private sector partners</p>	<ul style="list-style-type: none"> Processes and compliances for availing viability gap financing (VGF) grant Labour standards, OHS requirements for broadband infrastructure construction & operations 	<p>Face to face or virtual meetings, advertisements, brochures</p>	<p>PMT and PMC</p>	<p>Prior to initiation of the VGF scheme</p>
<p>Line departments/ officials- Education, Electricity, Finance, Planning, and Youth Affairs, Women and Child Development</p>	<ul style="list-style-type: none"> Digital Innovations in service delivery Project information: planned activities: ESCP, SEP, LMP, ESMP. GRM process SEA/SH management procedures 	<ul style="list-style-type: none"> Knowledge exchange study tours Face to face and virtual meetings Workshops and trainings 	<p>PMT and Steering Committee (SC)</p>	<ul style="list-style-type: none"> Trainings-throughout the project cycle Periodic meetings convened by SC members Feedback: sought after completion of trainings
<p>Digital entrepreneurs (MSMEs), business and start-up incubators</p>	<ul style="list-style-type: none"> Linkages with national and global investors (e.g., through e-commerce and IT/ITES) Assessment of gaps and roadmap for developing a startup ecosystem in Manipur Skill gaps assessment Opportunities for skill development including pilot programs for training, innovation, and job placement SEA/SH management procedures and gender sensitization 	<ul style="list-style-type: none"> Face-to-face and virtual meetings On the job trainings Job placement fairs Workshops Local Radio and Newspapers Social media 	<p>PMT and PMC (with the support of independent consultancy firm)</p>	<ul style="list-style-type: none"> TNA and info dissemination: First six months of Project/ onboarding of consultancy firm Feedback: six months after joining courses/programs
<p>Communities residing in remote and hilly locations, other ethnic minorities, families</p>	<ul style="list-style-type: none"> Needs assessment, challenges related to their uptake of digital literacy and skill development program 	<ul style="list-style-type: none"> Community level meetings in accessible and central locations 	<p>PMC through support of local NGOs or local youth/ influencers</p>	<ul style="list-style-type: none"> Information dissemination and interaction throughout

with low financial and digital literacy, BPL tribal households, women business entrepreneurs and business owners, women-headed households, persons with disabilities	<ul style="list-style-type: none"> Information on opportunities for skill building and entrepreneurship including any affirmative actions or subsidies available Information on any counselling or guidance helpdesks GBV related threats, stalking and cyber bullying Feedback Survey on accessibility, benefit and challenges 	<ul style="list-style-type: none"> Pictorial posters at common places and community centre notice boards Local Radio and Newspapers SMS campaign 		<p>the project cycle</p> <ul style="list-style-type: none"> Feedback six months after availing project benefits
Land users and non-titleholders, Residents and communities that may be temporarily inconvenienced due to minor civil works/ RoW	<ul style="list-style-type: none"> Information on project activities and timelines of minor civil works, physical restrictions Safety Signages Prior information on Workplan and Work schedules Grievance redressal numbers 	<ul style="list-style-type: none"> Face-to-face Signboards Common places and community centre notice boards 	PMT and PMC	During planning and construction phase
Civil Society Organizations	<ul style="list-style-type: none"> Project concept and planned activities ESCP, SEP, LMP, ESMP. GRM process SEA/SH management procedures Revised and updated project information 	<ul style="list-style-type: none"> Face-to-face or virtual meetings, webinars Seminar and workshops Regularly updated project information on the DIT/ CCML project website 	PMT	Bi-annually
Media	<ul style="list-style-type: none"> Project concept and planned activities Engagement events and activities Outputs and outcomes of InMIND Role and support required from media Success stories 	<ul style="list-style-type: none"> Press Release/ Notes Inputs for OpEds Short films/ Reels/Posts for social media 	CCML	Regular liaison and communication through the project and analysis

Note: Carry out satisfaction survey in Year 2 and Year 5 of project after its effectiveness

3.6. Proposed Strategy for Information Disclosure

All relevant documents of the project, including the ESMF, SEP, and Environment Social Commitment Plan (ESCP), will be disclosed and made accessible to all stakeholders. The information will be disclosed through all possible means, ranging from face-to-face consultations with the project stakeholders, distribution of hard copies, posters, leaflets, and brochures, and CCML and DIT website and local media so that the documents are accessible to all project beneficiaries of the project, including those in residing in the remote areas.

3.7 Reporting and Feedback

The project will adopt the following mechanisms to manage stakeholder feedback and comments,

and to report back to the stakeholders:

- The project will ensure that feedback and comments received through project email, and dedicated telephone numbers are acknowledged by registering them in a logbook and will be addressed in an appropriate and timely manner.
- A periodic review of the implementation of the SEP will continue to incorporate new issues that have come to light, and concerns and queries raised by the stakeholders during the project implementation. It will also provide information on how the feedback has been considered and addressed by the project.
- In addition, a beneficiary satisfaction survey will be carried out under the project, for which an independent consultant will be onboarded. The first survey will be conducted after two years of implementation, and the second survey in the last year of implementation.

4. Roles and Responsibilities

The Department of IT (DIT) of the GoM will be responsible for the overall coordination of the Project, and the implementation of the Project will be done through its Cyber Corporation of Manipur Limited (CCML), which will serve as the Project Implementing Entity (PIE). An integrated Project Management Team (PMT) will be set up within the CCML. This PMT will be responsible for the effective implementation of the SEP. The PMT will also be responsible for the implementation of fiduciary and environment & social framework requirements as well as monitoring and reporting on project implementation and progress. The CCML will also contract with a Project Management Consultancy (PMC) which will deploy a social expert and environmental expert to support implementation and monitoring of project activities outlined in the SEP, ESMF and ESCP. The PMC experts will report to the Environment Specialist and Social Development Specialist based at the PMT. A Project Steering Committee (PSC) will be formed, headed by the Chief Secretary (who currently is also the Secretary, IT) and with members from key stakeholder departments (including finance, higher education, planning, and youth affairs) and including representatives of the local private sector and academic institutions. The PSC will provide overall strategic guidance and coordinate activities across the ministries, departments and agencies to ensure smooth implementation of the project activities.

The roles and responsibilities of key agencies/units envisaged for the implementation and operation of the project (especially as they related to stakeholder consultation and engagement) are as in the table below.

Table 1.5: Roles and Responsibility of Related Units/Agencies

Responsible Agency	Responsible Task
Project Steering Committee (PSC)	<ul style="list-style-type: none"> • Coordinate with key stakeholder departments (including finance, higher education, planning, and youth affairs) and including representatives of the local private sector and academic institutions in the issues related to the project. • Provide overall strategic guidance and coordinate activities across ministries, departments and agencies to ensure smooth implementation of the Project activities.
PD, PMT	<ul style="list-style-type: none"> • Project Director will be responsible for day-to-day monitoring and supervising the overall implementation of the SEP.
Social Development Specialist at the PMT	<p>Social Specialist will:</p> <ul style="list-style-type: none"> • Prepare annual work plans and budgets for activities related to SEP and ensure they are planned, financed and implemented accordingly. • Ensure SEP and other E&S plans are being implemented at the state and local level. • Organize periodic consultations with the project stakeholders including strategic engagement with the women, IP, and other vulnerable groups. • Ensure regular dissemination of project-related information at the state and local level.

Responsible Agency	Responsible Task
	<ul style="list-style-type: none"> • Ensure smooth functioning and documentation of the grievances registered under the project. • Coordinate and monitor SEP activities undertaken by PMC, consultants, NGOs/CBOs at the state and local levels. • Organize capacity building and training for all staff, consultants and contractors on SEP implementation. • Communicate with the World Bank on environmental and social concerns received from PMC and reflected during the field visit • Undertaking periodic monitoring of SEP, and preparation and dissemination of half yearly SEP implementation reports. • Update the SEP to accommodate any changes and take corrective actions immediately as and when required
Social Expert at the PMC	<ul style="list-style-type: none"> • Support PMT in implementing SEP: • Developing Communication strategy, tools and content for stakeholders • regular dissemination of project-related information at the local level • Organize periodic consultations with the project stakeholders including strategic engagement with the women, IP, persons with disabilities, and other vulnerable groups • Ensure effective reporting of project-related complaints and grievances as per the project GRM. • Assist in organizing capacity building and training for the staff, consultants and contractors • Submit progress reports on SEP related activities along with their performances and outcomes to the PMT on a regular basis.
GRO at CCML	<ul style="list-style-type: none"> • GM management and reporting: complaints received, resolved, time taken to resolve

Estimated Budget

A tentative budget for implementing activities related to the Stakeholder Engagement Plan (SEP) over five years that covers the planning and preparation, and project implementation phases is provided in the table given below. The PMU will review this plan every six months to determine if any changes to stakeholder classification or engagement are required. If required, the plan will be updated, and the budget items and budget will also be revised accordingly.

Table 1.6: Estimated Budget for Implementation of SEP

Item	Quantity	Unit Cost (US\$)	Months	Total Cost (US\$)	Remarks
Periodic stakeholder consultations	25	500	-	12,500	On average once a quarter for 5 years
Travel expense	60	2000	-	1,20,000	On average once a month for 5 years
Logistic expense	-	-	-	10,000	Lump-sum (around 2,000 US\$ per year for five years)
Stakeholder Engagement Management System (Operations, collecting and processing grievances, and maintaining database)	-	-	-	20,000	The PMT and PMC will be responsible for this task. Lump-sum (around 4,000 US\$ per year for five years)
Project website (Development and operations)	-	-	-	5,000	Lump-sum (around 2,000 US\$ per year for five years)

Monitoring and Evaluation, including half-yearly SEP implementation report	10	2,000		20,000	Twice yearly for five years
Two beneficiary satisfaction surveys	2	16000			The first one to be conducted after two years of implementation and a second one in the last year of implementation
Total				1,87,000	

5. Grievance Mechanism (GM)

The project will strengthen existing Grievance Mechanism (GM) so that it is responsive, understandable and adopts a transparent process that is culturally appropriate and readily accessible to all the segments of affected communities. The main purpose of this system is to ensure there is a robust and transparent process, consisting of a sequential process of resolution available to swiftly address the complaints. The GM is at no cost to complainants and guarantees that there will be no retribution for people who lodge complaints on project activities. Furthermore, the grievance mechanism will not impede access to judicial and administrative remedies.

5.1 Objectives of the GM

- Provide affected people with avenues for lodging complaints or resolving any dispute that may arise during the project lifecycle.
- Ensure that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants.
- Avoid the need to resort to judicial proceedings as far as possible.
- In the case of indigenous people and vulnerable people, adopt culturally appropriate and accessible means by which they can lodge complaints about redress through their customary dispute settlement mechanisms.

5.2. Grievance Mechanism (GM) System

Aligned with the legal framework and requirements of the ESF, the main purpose of the GM system is to ensure there is a robust and transparent process, consisting of a sequential process of resolution available to swiftly address the complaints. A subsequent level of resolution is triggered if the complainant remains unsatisfied with the resolution made by the lower level or if it remains unable to provide a resolution within a given time. The SEP proposes the following two GM systems to be adopted for this project:

Grievance Redressal Officer (GRO) to be designated at the DIT, as per the requirements of *Manipur Service Delivery Guarantee Act, 2021*. The official's name and address, telephone no., email ID will be displayed in the office including DIT and CCML website, and will be disseminated during stakeholder consultations and IEC activities. The GRO will be the focal person to redress any complaints related to service delivery under the project. Within three days of receiving the complaint, the GRO shall acknowledge the complaint by a receipt (either by writing, email, or text message) specifying the date, time, place, unique complaint number and particulars of complaint along with the stipulated timeframe for redressal. Once the grievance is resolved, GRO shall ensure that the complainant is informed. Feedback will be sought to ensure that complainant is satisfied with the resolution. In case the complainant is not satisfied with the response, the complaint can be escalated to the appellate authority designated by the Department within 30 days from the receipt of GRO's decision.

The complainant can also file a complaint at the Chief Minister's Public Grievance Redressal and Anti-corruption Cell (*CM Da Haisi*) is a centralized grievance redress portal which takes up and acknowledges receipt of people's complaints, then forwards these to the relevant public sector entities who are mandated to address the specific issues raised. The complaints can be sent through letters, email (accmanipur@gmail.com), toll free number and Whatsapp no.- 9534795347 for public grievances. The DIT, upon receiving the submission from the *CM Da Haisi*, will work on adequate follow-ups, investigations, and actions, with a view to propose a resolution that will be agreeable to the complainant. The GRO and PMT social specialist will be responsible for ensuring that the complaints sent to DIT/CCML are addressed in a timely manner. The grievance redress portal established at the central-level typically monitors CCML/ department's responses and, once they receive a suggested resolution, communicate it back to the citizens. The portal was recently launched, and has received 415 complaints of which 173 have been redressed. There is no available data on the number of complaints routed to DIT through this system so far.

5.3. Grievance Implementation Procedure

To strengthen existing GM system, the project will develop a written grievance procedure as a part of the Project Operations Manual (POM). It will incorporate the following procedures and formats to be applied by the CCML once they receive complaints directly through the GRO or the *CM Da Haisi*.

- Means and ways to inform and educate stakeholders about GM procedures
- Receive, register, and acknowledge the grievance.
- Timelines for resolution of grievances
- Review and investigate the grievance
- Develop resolution or escalate the grievance
- Report back on the grievance, and
- Implement, monitor, and evaluate the functioning of the GM.

5.4 Key steps and procedures of the GM System

Step 1: Receive, register, and acknowledge the grievance

The project will ensure the availability of a variety of methods for stakeholders to lodge grievances. For instance, affected people and other stakeholders can lodge a grievance through:

- Submit complaints through the GRO or *Chief Minister's Da Haisi* in written (in person, email, phone and whatsapp) or record the complaint.
- Complainants can also reach out to Common Service Centres (CSCs) for assistance in filing complaints, particularly those vulnerable groups (elderly, persons with disabilities, illiterate, etc.) who are unable to read or write and/or are unfamiliar with the grievance process.
- Through emails and phone numbers of PMT's and PMC's E&S risk management focal persons

Upon receipt of complaints, the GRO at DIT will provide a unique grievance number to each grievance for easy tracking. The GRO will then acknowledge the receipt of the complaint within 3 working days through a phone call, text message, or a meeting with the complainant. The acknowledgment will include the grievance registration number so the complainant can use this as a reference to track the status of the complaint. If the grievance is not well understood or if additional information is required, the GRO will contact the complainant during this step for further clarification.

Step 2: Develop resolution and respond to the complainant

Upon investigation, the GRO will propose a resolution as soon as possible, and in consultation with the complainant and others concerned. The resolution is communicated to the complainant through the

proper channel. The GRO will ask the complainant for a written acceptance of the resolution, and close the grievance if he/she is satisfied with the resolution.

Step 4: Scale up the grievance if the complainant remains dissatisfied

If the complainant rejects the proposed resolution, the GRO will refer the case to the Appellate Authority within 30 days of GRO's decision. The Appellate Authority will facilitate to reach an agreeable resolution and will produce a resolution within 15 working days. If the resolution is accepted by the complainant, it will be implemented, and the grievance will be closed once the implementation is completed.

Step 5: Recourse to legal and other formal recourse

If the complainant rejects the proposed resolution, the complainant is free to approach the court of law/any other formal mechanisms in place at the local/state level.

5.5. Assessment of Existing Grievance Mechanism

It is proposed that for Year 1 of the project, the following approach be applied wherein (a) GRO and Appellate Authority designated at the DIT and CCML; and (b) *Chief Minister's Da Haisi* are used as the main gateway for citizens' grievance submissions.

In Year 2, an assessment needs to be carried out to determine if the current systems are functional and meet the requirements of the below-mentioned guiding principles on GRM:

- **Accessibility and Social Inclusion:** The process has to be accessible to everybody that feels aggrieved and affected by the project regardless of age, gender, health condition or economic status in the communities. Vulnerable groups including women, aged, children and the persons with disabilities should have the same equal opportunities and access to present their complaints without complications as with other people.
- **Simplicity:** the filing & registering of complaints and grievances will be kept simple and the process of redress will be easily understandable by all stakeholders and the public.
- **Transparency:** The system will encourage both positive and negative feedbacks. These feedbacks will be made available to all stakeholders to ensure they are adequately informed on issues that might hinder or enhance the sustenance of the project. The GRM will view and analyse all issues with transparent objectivity.
- **Anonymity of grievant:** all details of grievant will not be disclosed or made public, etc.
- **Inclusivity:** It is important that representatives of the community and stakeholders are involved in the GRM and everybody kept informed on any progress made in them.
- **Due Process and Impartiality:** Every grievant will have the right to be present and be heard before a duly constituted body saddled with the responsibility of hearing and managing their grievances. The mechanism will be independent so that it will be perceived as fair by all.
- **Quick Action:** Response to grievance and feedbacks will be prompt and direct to the grievant or the feedback provider.
- **Qualification:** Personnel that would be involved in grievance redress should have basic communications skills as well as mediation, reconciliation and negotiation training.
- **Grievance Uptake Points:** There will be specified grievance uptake points where grievances/complaints will be lodged. The time frame for a response will be known to the grievant.
- **Analysis:** In grievance redress it is important for handlers to be clear on all the issues. The first step is an honest appraisal of whether the feedback is proactive or reactive. Facts have to be established against the interest and goal of grievant. Fact-finding is essential for meaningful and sustainable grievance/conflict redress. The handlers of grievance redress also need to appraise the complaints against relevance to the project and the project policies. Grievance handlers also need to know the category of grievance involved and treat accordingly. Grievances need to be characterized both for

the sake of proper redress and for evaluation purpose.

5.6. Grievances for Sexual Exploitation, Abuse/Sexual Harassment

The CCML will setup an Internal Complaints Committee (ICC) for addressing any SEA/SH-related complaints at the workplace. The committee will be constituted as per the requirements of the *Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013*. The PMT will put in place necessary mechanisms and procedures for confidential reporting with safe and ethical documentation of SEA/SH issues at the project level⁵. The SEA/SH referral pathways will be established and communicated to all CCML and DIT staff at the state and local levels. Further, the PMT in support of the World Bank, will prepare and implement the employees/workers code of conduct to be adhered to at all times. Finally, increased IT & digital access may expose women to on-line GBV related threats, stalking and cyber bullying that they are unfamiliar with and have no awareness on how to report. These forms of violence will be addressed through digital literacy trainings plus adequate safety/mitigation measures within the project, including making women aware of the available caution and legal recourse. The project will finance establishment of state level cyber incident response team (CIRT) which will be responsible for managing cyberthreats including cyber bullying and other forms of online sexual harassment.

5.7. Building Grievance Mechanism Awareness

The PMU Social Specialists will initially brief all staff, the Project Steering Committee (PSC), PMC, consultants, and contractors on the grievance mechanism and GBV complaints mechanism of the Project and explain to them the procedures for filing, reporting and documentation of public grievances. Awareness campaigns will be conducted targeting project stakeholders to inform them of the availability of the mechanism through various mediums (radio, tv, social media, newspapers, etc.). The GM will also be published on the DIT and CCML website. Construction sites under the project will also display the phone number, email, and address for filing public grievances.

6. Monitoring, Evaluation, and Reporting

6.1. Monitoring and Evaluation

The Stakeholder Engagement Plan will be periodically revised and updated as necessary in the course of project implementations in order to ensure that the information presented herein is consistent and is the most recent. The project will also ensure that the identified methods of engagement remain appropriate and effective in line with the project context and specific phases of the project-cycle. Any major changes to the project-related activities and their schedule will be duly reflected in the SEP. To implement the SEP, annual plans and budgets will be allocated for stakeholder engagement related activities.

Monthly summaries and internal reports on public grievances, inquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by the GRO, PMT and PMC social staff. The monthly summaries will provide a mechanism for tracking the status of complaints so that they are addressed in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year will also be monitored and reported in a quarterly and six monthly basis. To sum up, SEP monitoring will build on the project monitoring and evaluation (M&E) arrangement, will focus on the overall implementation quality of the stakeholder engagement. In addition, a beneficiary satisfaction survey will be carried out under the project, for

⁵ <https://thedocs.worldbank.org/en/doc/0e0825d39c28f61080380c6be9c40811-0290032022/original/SEA-SH-GPN-for-HD-Operations-CESO-Issue-Version-September-26-2022.pdf>

which an independent consultant will be onboarded. The first survey will be conducted after two years of implementation, and the second survey in the last year of implementation.

Table 1.7: Indicators and data for measurement

Indicators for M&E:	Data to measure these indicators:
<ul style="list-style-type: none"> • Annual grievances received and resolved within a stipulated time; • Persons participated in digital literacy training, job placement programs and other consultations/workshops (disaggregated by gender, PwD, ethnicity, etc.); • No. and types of consultations undertaken throughout the project cycle; and • Share of users of digital government services delivered under the Project, of which are satisfied with those services. 	<ul style="list-style-type: none"> • Issues and management responses linked to minutes of meetings • Monthly/quarterly/bi-annual reports • Beneficiary satisfaction survey from primary stakeholder groups • Grievance register • Reporting

6.2. Reporting

Reports will be prepared on a monthly, quarterly and on a half-yearly basis and submission will be in line with the project implementation report.

Table 1.8: Description of Reporting

Monthly Reports	Quarterly and Half-Yearly Reports
<p>For internal monitoring and to map expenditures and achievement of annual plans, the PMT and PMC’s social specialist along with the GRO will prepare brief monthly reports on stakeholder engagement activities which include:</p> <ul style="list-style-type: none"> • Activities conducted during each month, allocation and expenditure under SEP • Entries to the grievance register – received, closed and open grievances 	<p>PMC will compile reports summarizing SEP results to be sent to the PMT in a quarterly basis. While the half-yearly reports will be prepared and sent to PMT, which will then send to the World Bank. This report will provide a summary of all public consultation issues, grievances, and resolutions. The report will provide a summary of relevant public consultation findings from formal and informal meetings held at the community level. An evaluation will be conducted by an independent consultant using a beneficiary satisfaction survey.</p>