

Annex 9: Stakeholder Engagement Plan⁸⁵

1. Introduction

The purpose of developing a Stakeholder Engagement Plan (SEP) for the Africa Minigrid Programme (AMP) national project in Eswatini (hereinafter referred to as the 'AMP in Eswatini' or 'the project') is to support the identification of key stakeholders and undertake the consultations required throughout the project cycle, i.e. project design during the Project Preparation Grant (PPG) stage, and project implementation during its 4 years' duration. The development and implementation of the SEP is also part of the UNDP Social and Environmental Safeguards (SES) requirements. Hence, the presented SEP will be reviewed and updated during the course of the social and environmental assessment processes required for the development of the project's Environmental and Social Management Framework (ESMF).

1.1 Project description

For Eswatini, the AMP focus is on establishing a springboard for RE minigrid development, building data and knowledge resources and 'proof of concept' business models that can inform planning, de-risk investments and encourage private sector participation in the country. This aligns with the country targets for renewable energy (RE) and the expectation that minigrids will contribute to the goal of achieving universal energy access, as set out by the National Energy Policy (2018) and the Kingdom of Eswatini Energy Masterplan, 2034.

This contribution will be achieved through three outcomes: (i) appropriate policies and regulations addressing policy, institutional, regulatory and technical barriers to investment in RE minigrids; (ii) innovative business models, based on cost reduction, operationalized; and (iii) increased awareness and network opportunities in the minigrid market and among stakeholders as well as lessons learned for scaling up rural electrification using RE minigrids.

In addition to supporting the development of data and knowledge resources across all these components, the project will support two pilot project installations under component 2, to demonstrate innovative business models more likely to contribute to cost-effective delivery of electricity to remote rural areas.

1.2 Project location

The first pilot has a recently established minigrid system that is located in Mvundla, near Sigcineni, in a village isolated by the Ngwempisi river and accessible only by footbridge (no road access). It has GPS coordinates: 26°41'45.26" S, 31°17'25.96" E, elevation 461m. The pilot intervention will focus on growing the productive use of energy within the community, tracking the socio-economic impacts.

The second pilot entails a complete minigrid installation for Ekubekezeleni, Bulimeni area. The pilot site is located at the following GPS coordinates: 26°45'29" S; 31°18'33" E, elevation 939m. This pilot project will introduce electricity to the community for both commercial (small business / cottage industries) and residential consumption. Electricity infrastructure will be introduced in conjunction with other development measures to demonstrate the impact of an integrated approach for minigrid developments.

1.3 Potential social and environmental issues

The benefits of providing access to clean energy in rural areas are multiple. Access to electricity can improve socio-economic conditions through its influence on key components of poverty, namely health, education, income and environment. Electricity access provides avenues for participation in the economy, providing information access, increased connectivity and communication, access to banking and credit systems and local opportunities for skilled and educated workers. Rural electrification is generally associated with improved gender equity and women's empowerment, creating opportunities for girls to access education and, for women more generally, improved safety

⁸⁵ Outline relies on content provided in IFC, Guidance Note 1: Assessment and Management of Environmental and Social Risks and Impacts (2012), Annex B.

and income diversification along with the opportunity to engage in microenterprise creation and other income-generating activities.

Clean energy solutions ensure these benefits are achieved with limited impact on the environment and by active displacement of more harmful fuel sources.

While rural electrification programs are crucial to improve living conditions and promote development, they may also have unintended adverse impacts. These may include changing cultural or social practices, localized impact on the environment where construction occurs, increased light pollution, increased usage of water for economic activities, among other.

The SESP has identified the following potential areas of risk arising from the implementation of the project:

Overarching Principle 1: Leave No One Behind
Programming Principle 2: Human Rights
Programming Principle 3: Gender Equality and Women's Empowerment
Programming Principle 4: Sustainability and Resilience ²
Programming Principle 5: Accountability
Project- level Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management
Project- level Standard 2: Climate Change and Disaster Risk
Project- level Standard 3: Community Health, Safety and Security
Project- level Standard 4: Cultural Heritage
Project- level Standard 5: Displacement and Resettlement
Project- level Standard 6: Indigenous Peoples ⁸⁶
Project- level Standard 7: Labour and Working Conditions
Project- level Standard 8: Pollution Prevention and Resource Efficiency

The number of direct project beneficiaries is expected to be around 459 persons, of whom approximately 234 women. The lifetime global environmental benefits that will accrue from the adoption of clean energy minigrid technologies is estimated at 2,444 tCO₂e. Indirect emission reductions amounting to 54,000 tCO₂e are expected due to investments in minigrids completed during the 10-year influence period following project completion, predominantly through the replication of the sustainable technology value chain. The project yields a GEF abatement cost of 1,086 USD/tCO₂e. This abatement cost takes into consideration overall upfront and replacement CAPEX of both pilots, as well as CAPEX for PUE overlay.

The monitoring of identified impacts will form part of the project. Pilot projects are particularly important for understanding and quantifying impact including unexpected impacts. Stakeholders are key to this process. Active stakeholder engagement is therefore a priority and the focus of this plan.

2. Regulations and Requirements

At a national level, the Eswatini Environment Authority (EEA), a regulatory agency under the Ministry of Tourism and Environmental Affairs (MTEA), is responsible for facilitating sustainable development and ensuring all development

⁸⁶ Based on the initial assessment, this standard is unlikely to be triggered for Eswatini, but is retained for the sake of completeness and will be reassessed at local level when the pilot sites are being developed.

complies with the relevant environmental laws of the country. A comprehensive legal framework is in place⁸⁷, with the Environmental Management Act of 2002 the principal Act guiding environmental matters in the country. The Environmental Audit, Assessment and Review Regulations, 2000 provides the requirements and process for obtaining and retaining an Environmental Compliance Certificate for all new developments. Requirements for public participation is included in these Regulations.

In addition, the project will adhere to the relevant international obligations on public consultation and disclosure requirements related to the social and environmental assessment process established by the Guidance Note of the UNDP Social and Environmental Standards (SES) for Stakeholder Engagement. Through this SEP, UNDP meets the requirements of the GEF's Environmental and Social Safeguards Policy too regarding stakeholder engagement.

3. Stakeholder Identification

As part of the PPG development process, the project team identified several groups of stakeholders.

3.1 State and local government authorities, i.e. public sector entities

- 1) Public sector parties
 - Eswatini Energy Regulatory Authority (ESERA)
 - Eswatini Electricity Company (EEC)
 - Eswatini Environment Authority (EEA)
 - Microprojects Program (MPP) unit
 - Ministry of Natural Resources and Energy
 - Ministry of Tinkhudla Administration
 - Ministry of Finance
 - Ministry of Economic Planning and Development
 - Ministry of Commerce, Industry and Trade (SMME Unit)
 - Ministry of Agriculture
 - Deputy Prime Minister's Office
 - Ministry of Tourism and Environmental Affairs (Climate Change Unit) and GEF focal point
 - Eswatini Standards Authority (ESWASA)

3.2 Private sector associations and companies

- 1) Private sector parties
 - Associations
 - Renewable Energy Association of Eswatini (REASWA)
 - Africa Minigrid Developers Association (AMDA)
 - Sustainable Energy for All (SE4All)
 - International Renewable Energy Agency (IRENA)
 - South African Centre for Renewable Energy and Energy Efficiency (SACREE)
 - Minigrids Partnership (MGP)
 - Renewable Energy private companies and Organizations
 - Tifiso Energy
 - Ecolibri
 - Whatsupp Solar

⁸⁷ Available at: <http://www.sea.org.sz>

3.3 Development partners with minigrid and renewable energy projects in Eswatini

- World Bank (WB)
- African Development Bank (AfDB)
- European Union (EU) Eswatini
- United Nations Development Program (UNDP)
- United Nations Capital Development Fund (UNCDF) and Finmark Trust

3.4 Local communities

Local communities of relevance to the project can be categorized into two groups: communities in pilot locations (Mvundla, Manzini and Ekubekezeleni, Bulimeni) and communities in non-pilot locations. Representatives of each group will be identified at AMP implementation. Both groups will be further studied during the site assessment to be conducted during project implementation.

3.5 Additional groups (to be further defined during implementation)

- Direct beneficiaries
 - Pilot communities
 - Recipients of training
 - Industry participants
 - Centre for Sustainable Energy Research (CSER) from the University of Eswatini
- Indirect beneficiaries
 - Industry groups (agriculture, fisheries, manufacturing)
 - Non-governmental Organizations (NGOs) working on relevant projects and initiatives
 - Eswatini National Youth Council
 - Swaziland Action Group Against Abuse
 - African network for Prevention and Protection Against Child Abuse and Neglect (ANPPCAN)
 - SOS Children's Villages International
 - Save the Children
 - African Child Policy Forum (ACPF)
 - African Centre for Women (ACW)
 - Women in Africa
 - Business Women Forum Eswatini
 - Swazi Fair Trade Organisation (SWIFT)
 - Imbita Swaziland Women's Finance Trust
 - Coordinating Assembly of Non-Governmental Organisations (CANGO)
 - African Regional Organisation of the International Trade Union Confederation (ITUC-Africa)
 - Trade Union Congress of Eswatini (TUCOSWA)
 - Southern Litigation Centre
 - Federation of Organisations of the Disabled Persons
 - Free Access to Law Movement (FALM)
 - AfricanLII
 - Environmental activists with specific interest in energy
- Other groups of beneficiaries and affected persons
 - Workers unions
 - Women

- Youth
- Children
- Disabled population
- Human rights activists
- Land rights activists
- Minority and vulnerable groups

3.6 Stakeholder list

Contact details of key stakeholder groups who will be informed about and engaged in the project (based on the stakeholder analysis) have been identified as per Table 13. The level of interest indicated is based on interest expressed to participate in interviews, the inception and validation workshops and feedback on the project documentation. The level of interest may change during the implementation phase and the stakeholder list and plan will be updated accordingly. Impact indicates the extent of the impact that the initiative or topic of minigrids is expected to have on a stakeholder, indicating a direct or high impact compared to an indirect or low impact.

This list is also to expand during implementation as further stakeholders are identified. Stakeholders or stakeholder groups with limited capacity to participate effectively in the stakeholder engagement activities will be supported to do so.

Table 13: Stakeholder list

#	Stakeholder organization	Stakeholder category	Interest	Impact	Contact person(s)	Contact details
1	Eswatini Energy Regulatory Authority (ESERA)	Regulatory body	High	High	S Magagula F Matsebula S Dlamini S Khumalo	magagulas@esera.org.sz matsebula@esera.org.sz dlaminins@esera.org.sz khumalos@esera.org.sz
2	Eswatini Electricity Company (EEC)	Parastatal	High	High	Liyandza Mthembu Lwati Dvuba Bongumenzi Makhanya Khulile Fakudze Bhekumusa Ziyane	liyandza.mthembu@eec.co.sz lwati.dvuba@sec.co.sz bongumenzi.makhanya@sec.co.sz khulile.fakudze@sec.co.sz bhekumusa.ziyane@sec.co.sz
3	Eswatini Environment Authority (EEA)	Regulatory body	Medium	High	Ishmael Ndwandwe Isaac Dladla	indwandwe@sea.org.sz gdladla@sea.org.sz
4	Microprojects Program unit	Government	High	High	Bongani Bhembe	bonganibhembe@gmail.com
5	World Bank	Development Partner	Medium	Medium	Joseph Kapika Sam Oguah L Tibone	jkapika@worldbank.org soguah@worldbank.org ltibone@worldbank.org
6	EU Eswatini	Development Partner	Medium	Low	Miguel Pascoal	Miguel.PASCOAL@eeas.europa.eu
7	African Development Bank (AfDB)	Development partner	Medium	Medium	KAHUBIRE, EDITH BIRUNGI	E.KAHUBIRE@AFDB.ORG
8	Tifiso Energy	Private Sector / Baseline Energy Suppliers / Sustainable Energy Practitioners	High	Medium	Sifiso Dlamini	tifiso@hotmail.com
9	Ecolibri	Private Sector / Baseline Energy Suppliers / Sustainable Energy Practitioners	High	Medium	Ivana Capra Marcelino J. Silveira	info@ecolibri.it ivana.capra@ecolibri.it mret.marteeza@gmail.com
10	Whatsupp Solar	Private Sector / Baseline Energy Suppliers /	High	Medium	None provided	info@wattsuppsolar.co.sz

#	Stakeholder organization	Stakeholder category	Interest	Impact	Contact person(s)	Contact details
		Sustainable Energy Practitioners				
11	Ministry of Tinkhudla Administration	Government	High	High	C B Dlamini	cbdlamini@microprojects.org.sz
12	Ministry of Finance	Government	High	High	Nokuthula Dlamini Siphe-okuhle Fakudze	nokuthula2311@gmail.com siphe.fakudze@gmail.com
13	Ministry of Economic Planning and Development	Government	Medium	Medium		
14	Ministry of Commerce, Industry and Trade (SMME Unit)	Government	Medium	High	Mluleki Sakhile Dlamini	mlulekisakhile@yahoo.com
15	Ministry of Agriculture	Government	Medium	Low	Nelson Mavuso	nelsonmavuso@ymail.com
16	Renewable Energy Association of Eswatini (REASWA)	Private Sector / industry association / Baseline Energy Suppliers / Sustainable Energy Practitioners	High	Medium	Mluleki Msibi	mlulekismsibi@gmail.com
17	Centre for Sustainable Energy Research (CSER) from the University of Eswatini	Research Institution / Academia	High	Medium	Mduduzi Mathunjwa	mmmathunjwa@gmail.com
18	Deputy Prime Minister's Office	Government	Medium	Medium	-	makhosinimndawe@gmail.com
19	Business Women Forum Eswatini	Private sector / Women empowerment / small business development	Medium	Low	Mrs Carol Ngcobo	carol.amrecruitment@gmail.com
20	Swazi Fair Trade Organisation (SWIFT)	Private sector / Women empowerment / small business development	Medium	Low	Julie Nelson	julie@swazifairtrade.org
21	United Nations Capital Development Fund/Finmark Trust	Development Partner	High	High	Sabelo Mabuza Kgomotso Tolamo Prudence Mnisi	sabelom@finmark.org.za KgomotsoT@finmark.org.za prudencemnisi@cfi.org.sz

#	Stakeholder organization	Stakeholder category	Interest	Impact	Contact person(s)	Contact details
22	Coordinating Assembly of Non-Governmental Organisations (CANGO)	Non-Government Organisation	Medium	Low	General contact only.	cango@cango.org.sz
23	Imbita	Private sector / women's empowerment	Medium	Low	Tenele Dlamini	taneledlamini86@yahoo.com
24	Eswatini Standards Authority (SWASA)	Parastatal	Medium	Medium	M Mondlane	mmondlane@swasa.co.sz
25	Trade Union Congress of Eswatini (TUCOSWA)	Workers rights / Trade Union Federation	Medium	Low	General contact only.	tucoswa@swazi.net
26	Independent	Environmental Activist	Medium	Medium	Rex Brown	rbrown@ecs.co.sz
27	Independent	Environmental Activist	Medium	Medium	Rod de Vletter	devletter@gmail.com
28	Southern Litigation Centre	Human rights protection	Low	Low	General contact only.	Enquiries@salc.org.za
29	Federation of Organisations of the Disabled Persons	Non government organisations / Persons with Disabilities	Low	Low	General contact only.	fodswa@swazi.net maktxt@gmail.com
30	Ministry of Tourism and Environmental Affairs (Climate Change Unit) and GEF focal point	Government	High	High		dkn19m@yahoo.com theregoesthecat@yahoo.co.uk hlobskhos@yahoo.com
31	Eswatini National Youth Council	Semi-governmental / Youth protection	Medium	Medium	General contact only.	info@snycc.org.sz
32	Swaziland Action Group Against Abuse	NGO/ Gender based violence, sexual abuse and human trafficking	Medium	Low	General contact only.	director@swagaa.org.sz
33	African network for Prevention and Protection Against Child Abuse and Neglect (ANPPCAN)	Children (Labour/Rights)	Low	Low	General contact only. Eswatini does not host a chapter office, but South Africa does. Contact for ANPPCAN South Africa, Ms. Carol Bower.	http://www.anppcan.org regional@anppcan.org carolb1@iafrica.com

#	Stakeholder organization	Stakeholder category	Interest	Impact	Contact person(s)	Contact details
34	SOS Children's Villages International	Children (Labour/Rights)	Low	Low	General contact for Eswatini office	http://www.sos.org.sz
35	Save the Children	Children (Labour/Rights)	Low	Low	General contacts at both the international office and office of South African affiliate organisation	https://www.savethechildren.net info@savethechildren.org info@savethechildren.org.za
36	African Child Policy Forum (ACPF)	Children (Labour/Rights)	Low	Low	General contact only	https://www.africanchildforum.org Info@africanchildforum.org
37	African Centre for Women (ACW)	Women rights / empowerment	Medium	Low	macharia@un.org	http://www.peacewomen.org/civil-society-organisation/african-centre-women
38	Women in Africa	Women rights / empowerment	Medium	Medium	General contact only	https://wia-initiative.com/en/contact@wia-initiative.com
39	African Regional Organisation of the International Trade Union Confederation (ITUC-Africa)	Workers	Low	Low	General contact only, but Eswatini affiliate: TUCOSWA	http://www.ituc-africa.org/ info@ituc-africa.org
40	Sustainable Energy for All (SE4All)	Sustainable energy	Low	Low	Africa Hub	https://www.se4all-africa.org/the-africa-hub/who-we-are/the-seforall-initiative/ SE4All.Africa@afdb.org
41	International Renewable Energy Agency (IRENA)	Sustainable energy	Low	Low	None specified	https://www.irena.org/ info@irena.org ; NDabla@irena.org , BZeyi@irena.org , EWanjiru@irena.org
42	South African Centre for Renewable Energy and Energy Efficiency (SACREE)	Sustainable energy	Medium	Low	Kuda Ndhlukula, Executive Director SACREE; Mzwandile Thwala, MNRE Official attached at SACREE	kuda.ndhlukula@sacreee.org thwalamm@gmail.com
43	Minigrids Partnership (MGP)	Minigrids	Medium	Low	None specified	https://minigrids.org
44	Africa Minigrid Developers Association (AMDA)	Minigrids	Medium	Low	General contacts	http://africamda.org/ communications@africamda.org engororano@africamda.org

#	Stakeholder organization	Stakeholder category	Interest	Impact	Contact person(s)	Contact details
45	Free Access to Law Movement (FALM)	Law Defenders	Low	Low	Ginevra Peruginelli, Researcher, Institute of Theory and Techniques of Legal information (ITTIG) Marja Hinfelaar, Director of Research and Programs, Southern African Institute for Policy and Research (SAIPAR)	http://www.fatlm.org/members/current/ peruginelli@ittig.cnr.it marja.hinfelaar@saipar.org
46	AfricanLII	Law Defenders	Low	Low	None specified	https://africanlii.org/
47	Mvundla Community	Direct beneficiaries of pilot 1	High	Medium	TBC	TBC
48	Ekubekezeleni, Bulimeni	Direct beneficiaries of pilot 2	High	Medium	TBC	TBC

4. Stakeholder Consultation and Engagement during Project Development

As part of the project development phase, and in addition to the desk review and data collection exercise, the PPG team of National and International Consultants identified key stakeholders and engaged with them in a series of in-person and online meetings. The purpose of these meetings was to discuss the project objective, the suitability of the proposed strategy to the present needs of Eswatini and its alignment with national plans and ongoing market development. The discussions also aimed to identify the gaps that the AMP can work to fill, especially in the presence of several projects targeting energy access and renewable energy development financed by development partners other than the UNDP.

Due to COVID-19 pandemic, the PPG International Consultants were not able to perform a field mission to meet with national stakeholders in-person. Most engagements were therefore done online. In select cases, where restrictions allowed, a hybrid approach was followed with a meeting hosted both physically and online. Consultation meetings and bilateral calls conducted online during the period from September 2020 to February 2021 are captured in Table 14.

Visits to the targeted pilot sites were done in person by country representatives with informal stakeholder consultations. Technical and data constraints meant that pilot project beneficiaries could not participate in the online validation workshop. Additional opportunities will be sought to include them in this planning phase. The stakeholder engagement program in a subsequent section will direct future engagements during implementation.

Table 14: Stakeholder engagement during project development

Interaction type	Type of information disclosed	Location and dates	Individuals, groups and/or organisations consulted	Key issues discussed and concerns raised	Responses to issues raised	Process to provide feedback to stakeholders
Workshop (inception meeting)	Introduction to the scope of AMP program and national project	9 September 2020, Both at the Royal Villas Hotel, Ezulwini and online	14 organisations represented by 31 people (Centre for Sustainable Energy Research (CSER), Eswatini Electricity Company (EEC), Eswatini Energy Regulatory Authority (ESERA), Finmark Trust, IRENA, Japan International Cooperation Agency (JICA), JICA South Africa Office, Microprojects, Ministry of Natural resources and Energy (MNRE), Ministry of Tourism and Environmental Affairs Renewable Energy Association of Eswatini (REAESWA), Swaziland Standards Authority (SWASA), UNCDF, UNDP)	No social or environmental issues were raised by participants related to solar PV minigrids. The approach to gender and social and environmental safeguards was shared with stakeholders.	N.A.	Stakeholder interview process initiated for individual inputs.
Stakeholder interviews	Obtaining input from stakeholders regarding priorities and needs to shape the project design.	Conducted online on multiple dates between September and December 2020	26 organisations (Eswatini Energy Regulatory Authority, Ministry of Natural Resources and Energy, United Nations Climate Development Fund/Finmark Trust, Eswatini Electricity Company, Eswatini Environment Authority, Micro Projects, Renewable Energy Association of Eswatini (REASWA), Centre for Sustainable Energy Research (CSER), Ministry of Economic Planning and Development, Ministry of	Land use rights for women in rural areas was raised as a key challenge facing women with regards to participation in economic activities. A deliberate gender mainstreaming and social safeguards framework was recommended by stakeholders for incorporation in the minigrid project.	Incorporated into the gender analysis and action plan and social and environmental safeguards framework are part of the Project Documentation.	Validation workshop and copy of Project Document circulated for comment

Interaction type	Type of information disclosed	Location and dates	Individuals, groups and/or organisations consulted	Key issues discussed and concerns raised	Responses to issues raised	Process to provide feedback to stakeholders
			Finance, Ministry of Tinkhundla, Ministry of Tourism and Environmental Affairs (Climate Change Unit), Swazi Fair Trade (SWIFT), Tifiso Energy (EEC pilot project developer), Ministry of Agriculture, Ecolibri, Whatsapp Solar, Business Women Forum Eswatini, CANGO, Women and Law in Southern Africa, Imbita, Ministry of Commerce, Industry and Trade)			
Stakeholder consultation at the second pilot site (Ekubekezeleni, Bulimeni area)	Informal consultation to enquire about needs, interest and affordability.	November 2020	Informal conversations with community members	Discussions confirmed interest in energy access. Existing challenges with limited road access and absence of electricity were raised. No other social or environmental issues received spontaneous mention.	N.A.	Community members will be actively engaged in more comprehensive consultation as part of the project development and implementation.
Sharing of project information with workshop invitation	Draft project documentation shared for preparation	5 January 2020	Invitations extended to more than 45 stakeholders across 15 stakeholder categories	N.A.	N.A.	N.A.
Workshop (Validation meeting)	Overview of project design	15 January 2021	Participation by 32 stakeholders from 17 organisations (Centre for Sustainable Energy Research (CSER), Director of Meteorology (Climate Change Unit), Eswatini Electricity	No environmental concerns raised. Request for more deliberate inclusion of youth in project activities	Project Document amended to reflect this priority.	Validation report with response matrix and amended Project Document

Interaction type	Type of information disclosed	Location and dates	Individuals, groups and/or organisations consulted	Key issues discussed and concerns raised	Responses to issues raised	Process to provide feedback to stakeholders
			Company (EEC), Ecolibri Wind Energy, Eswatini Energy Regulatory Authority (ESERA), Coordinating Assembly of Non-Governmental Organizations (CANGO), Microprojects, Ministry of Agriculture, Ministry of Finance, Ministry of Natural Resources and Energy (MNRE), Ministry of Tourism and Environmental Affairs, Renewable Energy Association of Eswatini (REAESWA), Southern Africa Centre for Renewable Energy and Energy Efficiency (SACREEE), Swaziland Standards Authority (SWASA), Tifiso Energy, UNCDF, UNDP, University of Eswatini (UNESWA), World Bank, and one independent environmental consultant / activist.)			

Table 15: Stakeholder engagement at the Mvundla near Sigcineni pilot project, preceding and parallel to project development

Interaction type	Type of information disclosed	Location and dates	Individuals, groups and/or organisations consulted	Key issues discussed and concerns raised	Responses to issues raised	Process to provide feedback to stakeholders
Stakeholder consultation at the	Consultation and engagement by the developer including	A comprehensive list of engagement events is available	The Mvundla community near Sigcineni, as a collective	In addition to general project information and consultation, community	Funding is being sought.	Onsite Q&A, The engagement is ongoing.

Interaction type	Type of information disclosed	Location and dates	Individuals, groups and/or organisations consulted	Key issues discussed and concerns raised	Responses to issues raised	Process to provide feedback to stakeholders
first pilot site (Mvundla, Manzini)	preliminary, informal enquiry regarding productive uses, ongoing consultation.	dating from 16 January 2019 to February 2021	and each individual household, Additional consultations with the MNRE, EEC and Eswatini Environment Authority (EEA)	engagement highlighted the need and opportunity for the minigrid system to support PUEs in the community. Ideas from the community regarding productive were: <ul style="list-style-type: none"> • Welding workshop • Hammer mill • Internet Café and Secretarial Services Centre 	In numerous engagements with the community, the hammer mill is deemed most pressing.	
KaNdinda Royal Kraal Meeting	Project details	KaNdinda Royal Kraal 29/05/2020	EEC, Royal Kraal Inner Council, Mvundla Community	Project details were discussed, and blessings sought from the KaNdinda Royal Kraal, the KaNdinda chiefdom traditionally governs the Mvundla community. Inner Council shown the project site.	Inner Council granted official blessings for the project	Onsite Q&A
Community Training at the first pilot site (Mvundla, Manzini)	Community training on the use of the solar PV system.	9 October 2020	The Mvundla community in Sigcineni,	Introduction to Solar Power Minigrid operation, load management and customer interaction EEC requirements to warrant customer connection. Electricity and Safety	Issues were incorporated in Minigrid management system in the main	Onsite Q&A and incorporation into the development of the minigrid management system.

The dissemination of project information during PPG consultations constituted sharing of a discussion outline and questions of relevance to the stakeholder, presentation of PowerPoint slides to stakeholders who had not attended the inception meeting, followed by an exchange of additional information by e-mail, as required.

In inviting feedback on the project document and participation in the validation workshop, stakeholders were offered a non-government contact point should there be any questions or sensitive issues they wanted to raise or discuss. Similarly, those facing challenges attending or participating in the online meeting, were invited to submit their contact details to be contacted by either the social and environmental specialist or the national consultant.

Initial comments and feedback from participants in the meetings and workshops were summarized in the Stakeholder Engagement Report (issued in November 2020). The comments and recommendations from stakeholders and the UNDP review team shaped the updated project strategy, which has been presented to stakeholders at end of the PPG phase to obtain final comments on the design and validate the overall project strategy before submission to GEFSEC.

5 SEP Development: Strategy for Stakeholder Engagement during Project Implementation

5. Stakeholder Engagement Program (SEP)

5.1 Purpose and objectives

The overall objective of the stakeholder engagement program is to achieve a transparent decision-making process with greater input from stakeholders and their support of the decisions that are taken. The program seeks to define a technically and culturally appropriate approach to consultation and disclosure.

The goal of this SEP is to improve and facilitate decision making and create an atmosphere of understanding that actively involves project-affected people and other stakeholders in a timely manner, and that these groups are provided sufficient opportunity to voice their opinions and concerns that may influence project decisions. The SEP is intended as a useful tool to guide communications between the AMP project and stakeholders.

Unlike grid-connected power plants, the successful operation of minigrids requires continuous collaboration between operators and end-users. In the design of the pilots under the AMP in Eswatini, it is important to understand the needs and priorities of minigrid system operators, but also the needs and priorities of the communities in which the minigrids will be located, to obtain the necessary local support and ensure sustainability and longevity of the intervention.

Furthermore, the enhancement of the commercial viability of solar PV systems depends on the level of flow of information between stakeholders from the private sector and decision makers in the public sector. This flow will guarantee that the decisions made are well-informed and constitute the best use of resources to serve the best interest of the country and beneficiaries. The flow will also guarantee that investors, developers and minigrid system operators are actively engaged in the continued development of regulations governing the energy sector before they become legally binding and are given the opportunity to utilize their technical expertise in the formulation of national plans and laws aiming to increase energy access rates and elevate the living conditions for populations in the rural areas.

The program therefore notes the methods and channels through which to disseminate project information as well as to ensure regular, accessible, transparent and appropriate consultation. The scope and frequency of communication will be tailored to the identified stakeholder list and the initial analysis of levels of interest for each stakeholder. The aim is to appropriately and effectively consult with and engage stakeholders to achieve transparency without overload. Accordingly, stakeholders with a high level of interest will be actively engaged, while others may receive less frequent and more targeted updates.

5.2 Engagement methods and communication mediums

Notwithstanding the COVID-19 restrictions and social distancing recommendations, different types of engagement mediums is possible inside Eswatini. The following list presents the main engagement mediums to be utilized by the project team during implementation to ensure continuous engagement and active participation of stakeholders.

- 1) In-person meetings:
 - Consultation workshops: These workshops will have a pre-structured agenda, which will be designed to present a specific result/report and discuss with stakeholders the best way forward. These workshops will also be an opportunity to gain consensus from stakeholders on a specific action plan prior to proceeding with implementation. Therefore, stakeholder consultation meetings and workshops are included in the project design as part of the main activities to be carried out by the consultants in charge of each output.
 - Interviews and focus groups: These will be conducted with different groups of indirect beneficiaries, with special attention to System Operators and NGOs, to overcome their generally low participation capacity and ensure that their input is integrated in the different stages of project implementation. The Project Manager will be responsible for ensuring that these interviews and focus groups have been conducted by the responsible consultants, as appropriate.
 - Community based consultations and focus groups: These consultations will focus on the pilot locations to identify and discuss stakeholder concerns, needs and experience/impact within the community environment, but will also extend to neighboring villages and communities. The PMU, in support from the system operator or appointed service providers, will be responsible for conducting these consultations on a regular basis and reporting to the Project Steering Committee or Board.
- 2) Written communication:
 - Emails: Email communication is widely used in Eswatini to provide direct access to individuals and representatives of organizations. Emails will be used as the main tool for organizing meetings, i.e. sending invitations to participants, sending the meeting minutes after the meeting, etc.
 - Letters: Being the formal method for communication and conveying messages between public parties, letters will be requested by the project team and provided by the relevant authority, as appropriate.
 - Survey forms: Several activities under the project implementation strategy constitute undertaking a needs assessment or other types of analyses, with some involving undertaking a survey to collect information. The responsibility for the surveys is that of the consultant undertaking the analysis. However, the PMU will be responsible for supporting the project consultants with the sampling process and surveying procedure to ensure the results are as representative and inclusive as possible.
 - Project brochures and manuals to present the results of specific studies and outcomes of certain activities.
- 3) Online meetings and phone calls: Virtual communication is sometimes preferred since it is quicker and easier compared with email and letters, and a viable alternative to in-person meetings. Online applications and telecommunication tools will be used throughout project implementation to facilitate the work and ensure the project team has easy access to stakeholders, and vice versa.
- 4) Capacity development and training. Both pilot projects will provide support for small business development to the pilot communities through training and capacity building/support programs with a particular focus on women-owned businesses. Small business development support will be offered in partnership with the MSME Unit and the Department of Cooperatives, both within the Ministry of Commerce, Industry and Trade (MCIT) to support the establishment, formalisation and growth of small businesses and cottage industries

through training and mentoring, value chain development, developing linkages to market and opening trade opportunities to regional and global networks.

- 5) Other engagement activities. Another element foreseen for the pilot is making available EE cooking appliances to households. The exact scope, focus and structure will be dependent on a status quo and needs assessment and consultation with the community.

Although the mode of communication may vary according to task and participants, all consultations and engagement activities will be undertaken with the goal of ensuring full participation of relevant stakeholders, whereby all participants will be provided sufficient notice to prepare well and provide input for the project. Moreover, the AMP in Eswatini project will also use all possible opportunity, i.e. workshops, meetings, trainings and awareness events, to promote diversity and gender balance. Balanced representation of relevant stakeholders will be ensured by reaching out to both men and women and different groups through appropriate communication means and encouraging their participation, noting the most socially and culturally acceptable method of communication and language and consultations for each group of stakeholders.

While engagement is expected to be part of all activities, engagement activities are foreseen as a key part of the following project activities:

- **Output 1.2, National Dialogue.** Facilitated engagement among key stakeholders to formulate the expected contribution of minigrids in Eswatini. Engagements will include regular meetings structured around an annual workplan, an established interface with the regional project through National Representatives to the regional Community of Practice, as well as access to regional expert inputs into discussions.
- **Output 1.3, Capacity building.** Training events hosted for public stakeholders.
- **Output 1.4, DREI Analysis.** Risk analysis and risk costing developed based on interviews and meetings with industry stakeholders held during the first nine months of implementation.
- **Output 2.1, PUE overlay pilot project.** Stakeholder consultation to identify preferred / priority PUEs and electrical equipment or appliances for the pilot implementation. Stakeholder engagement (surveys, focus groups, interviews, etc.) to track socio-economic impacts with specific focus on gender and youth. Mechanisms offered to receive questions, feedback and concerns or issues. Participation of community representatives on the Project Board / Steering Committee.
- **Output 2.2, Energy Hub pilot project.** Stakeholder consultation to develop the Energy Hub pilot, including footprint of minigrid network, preferred / priority PUEs and electrical equipment or appliances for the pilot implementation. Stakeholder engagement (surveys, focus groups, interviews, etc.) to develop baseline and track socio-economic impacts with specific focus on gender and youth. Mechanisms offered to receive questions, feedback and concerns or issues. Participation of community representatives on the Project Board / Steering Committee.
- **Output 2.3, Capacity building.** Capacity building for potential developers and operators, including public sector players involved in project design and evaluation of proposals. Training material to incorporate experience gained from country-specific experience and pilot projects. It is foreseen that participation in the initial training courses will be (in part or fully) sponsored by the AMP to encourage participation and reach. Inclusion of women and youth in training will be given priority, targeting at least 50% participation by women and appropriate representation by youth and other vulnerable groups, as relevant.
- **Output 3.1. Quality Assurance and Monitoring Framework.** Website established as part of data strategy to provide access to all project information and provide contact details / options available to stakeholders as detailed under Public Disclosure of Information and Grievance Mechanism in this plan.
- **Output 3.4.** Development of lessons learned and case studies to incorporate stakeholder inputs on experiences and impacts.
- **Output 3.5. Knowledge Network** (or local Community of Practice). Established among active and interested industry role-players to encourage information sharing, collaboration and innovation related to minigrid development and rural energy access. Schedule of topics and events to be developed by the community.

Interface with regional project to access knowledge resources, cross-country experiences and South-South learning.

- **Output 3.6. Inception meeting** including broad stakeholder representation across all the categories and stakeholder groups already identified.
- **Output 3.6. Evaluation.** Stakeholder interviews included as part terminal evaluation.

5.3 Public Disclosure of Information (PDI)

In the interest of transparency, the following measures will be established to receive feedback and to ensure ongoing communications with stakeholders (outside of a formal consultation meeting):

- A project website will be created to make available all project related information including reports, publications, events, training opportunities, etc.
- The project website will provide a facility to receive feedback and to ensure ongoing communications with stakeholders (outside of a formal consultation meeting). Additionally, a contact point within the PMU will be provided for this purpose.
- The Grievance Mechanism (Section 8 below), further describes channels and opportunities for feedback and concerns to be raised.

5.4 Diversity, inclusion and gender-balance

From the social and environmental safeguards perspective, this is ensured by including at least one representative from each stakeholder group, including those representing vulnerable or disadvantaged groups.

6. SEP Implementation: Resources, Responsibilities and Timeline

The size of the project does not allow for extensive stakeholder engagement measures or dedicated staff for this purpose. Stakeholder engagement will therefore form part of the broader interactions with project stakeholders. The frequency of communication will be guided by the specific level of stakeholder interest. Specific opportunities for engagement will coincide with anticipated outputs and the development phases for deliverables and milestones towards outputs. More deliberate consultation and engagement activities will be implemented for the two pilot projects and as part of the project monitoring and reporting activities.

At the national level, project-affected, marginalized and disadvantaged stakeholders have been identified, including persons with disabilities and other disadvantaged groups as per the list of stakeholder groups provided above in this document. This list will also be completed at the local level for the pilot sites. As relevant, the following assessments will be conducted as part of the stakeholder engagement taking into account their involvement in each project component:

- Identify limitations for understanding project information and participating in consultation process (e.g. language differences, lack of transportation, accessibility of venues, disability)
- Develop measures to support and accommodate engagement (e.g. provide information in accessible formats, choose convenient locations for consultations, ensure venues are accessible, provide transportation to meetings, change time of meetings to accommodate needs, provide facilitation and explain complex issues and terminology, provide support workers for assisting participants with disabilities, provide simultaneous interpretation (language, signing))
- There is no budget specified for SEP activities, but has been included in the budgets of related outputs, notably the interfacing for training with the regional program, National Dialogue, Community of Practice, stakeholder consultation for pilot projects and extensive data collection for the monitoring of impacts.

The anticipated stakeholder interfaces, parties responsible to lead engagement and ensuring communication to specified stakeholders as well as the frequency of communication is provided below:

Table 16: Stakeholder engagement plan

#	Stakeholder category (alphabetically listed)	Engagement approach ⁸⁸	Type of Information (shared and collected)	Communication channels or methods	Frequency ⁸⁹	Responsible party for engagement
1	Academic community	Involve (potentially partner)	Policy, regulatory, technology /industry and project developments. Training needs and training offerings.	Emails, website, webinars, workshops, community of practice events, meetings, training events	Frequent	PMU
2	Baseline energy supplier(s)	Collaborate / Partner	Policy, regulatory, technology /industry and project developments. Pilot project developments. Update on outputs and findings. Active participation in project design and industry developments.	Progress updates, emails, newsletters, website, webinars, workshops, community of practice events, meetings, training events.	Very frequent	PMU
3	Children protection / rights	Keep informed	General information on clean energy minigrid sector developments. Detailed information related to pilot project scope of activities. Invite questions and inputs on risks, opportunities and developments.	Newspapers, radio, website. All project information available online and from the PMU.	Occasional	PMU
4.1	Development Partner (general)	Consult	Policy, regulatory, technology /industry and project developments. Project developments. Update on outputs and findings.	Progress updates, emails, newsletters, website, webinars, workshops, community of practice events, meetings, training events.	Less frequent	PMU, Implementing Partner
4.2	Development Partner (co-financier)	Involve	Policy, regulatory, technology /industry and project developments. Pilot project developments. Update on outputs and findings.	Progress updates, emails, newsletters, website, webinars, workshops, community of	Frequent	PMU, Project Board, Implementing Partner, National Dialogue

⁸⁸ Inform (provide stakeholders with balanced and objective information to assist them with understanding developments, progress, issues, opportunities and solutions). Consult (obtain feedback from stakeholders on design, findings, analyses, options and/or decisions). Involve (Work directly with stakeholders throughout the process to ensure concerns and/or views are consistently understood and considered. Collaborate (Collaborate with stakeholders as partners throughout the process, including in the analyses and development of solutions and in making decisions).

⁸⁹ Where Very frequent is likely to be ongoing or at least once a month, Frequent is likely to be monthly to quarterly, Less frequent: once or twice a year and Occasional: on an ad hoc basis, but with all general information readily available for access.

#	Stakeholder category (alphabetically listed)	Engagement approach ⁸⁸	Type of Information (shared and collected)	Communication channels or methods	Frequency ⁸⁹	Responsible party for engagement
			Active participation in project design details and alignment / interface requirements, as relevant for areas of co-finance.	practice events, meetings, training events. If interested, may participate in Project Board / Steering Committee.		
5	Energy sector, suppliers and businesses	Involve	Policy, regulatory, technology /industry and project developments. Project developments. Update on outputs and findings. Invite inputs on design and sector developments.	Interviews with stakeholder representatives, Surveys, polls, and questionnaires, Public meetings, workshops, and/or focus groups with specific groups. Training and knowledge sharing events. Community of Practice.	Less frequent	PMU, identified project partners and Community of Practice
6	Environmental activists	Consult	Policy, regulatory, technology /industry and project developments. Project developments. Invite questions, concerns and inputs on risks, opportunities and developments.	Interviews with stakeholder representatives, Surveys, polls, and questionnaires, Public meetings, workshops, and/or focus groups with specific groups. Training and knowledge sharing events.	Frequent	PMU, identified project partners and Community of Practice
7	General public	Inform	General information on clean energy minigrid sector developments. Detailed information related to pilot project scope of activities. Invite questions, concerns and inputs on risks, opportunities and developments.	Newspapers, radio, website. All project information available online and from the PMU.	Occasional	PMU
8.1	Government (directly involved)	Collaborate / Partner	General information on clean energy minigrid sector developments. Detailed information related to pilot project scope of activities. Active engagement on industry / sector development, opportunities, roadmap / vision.	Part of Project Board / Steering Committee, progress updates, emails, newsletters, website, webinars, workshops, community of practice events, meetings, training events.	Very frequent	PMU, Project Board, National Dialogue

#	Stakeholder category (alphabetically listed)	Engagement approach ⁸⁸	Type of Information (shared and collected)	Communication channels or methods	Frequency ⁸⁹	Responsible party for engagement
				Recipients of training and capacity building.		
8.2	Government (less directly involved)	Consult	Share general information on clean energy minigrid sector developments. Consult regarding opportunities for collaboration and coordination. Invite questions, concerns and inputs on risks, opportunities and developments.	Emails, website, webinars, newsletters. Invite to knowledge sharing events. Interviews / meetings with stakeholder representatives.	Less frequent	PMU, Implementing Partner, National Dialogue
9	Human rights protection / Law defenders	Keep informed	General information on clean energy minigrid sector developments. Invite questions, concerns and inputs on risks, opportunities and developments.	Newspapers, radio, website. All project information available online and from the PMU.	Occasional	PMU
10	Impacted communities	Involve (potentially partner)	Detail pilot project information, design information and consultation on design elements, needs assessments, priorities, etc. (Specific focus on youth, women and other vulnerable or marginalized groups that are identified).	Interviews with stakeholder representatives, surveys, polls, and questionnaires, Public meetings, workshops, and/or focus groups with specific groups (youth, women, etc.) Compliance with government and UNDP stakeholder consultation / project disclosure with appropriate disclosure periods, as relevant.	Very frequent	PMU, Project Board, Implementing Partner
11	Land rights	Keep informed	General information on clean energy minigrid sector developments. Invite questions and inputs on risks, opportunities and developments.	Newspapers, radio, website. All project information available online and from the PMU.	Occasional	PMU
12	People with disabilities	Keep informed	General information on clean energy minigrid sector developments.	Newspapers, radio, website. All project information available online and from the PMU.	Occasional	PMU

#	Stakeholder category (alphabetically listed)	Engagement approach ⁸⁸	Type of Information (shared and collected)	Communication channels or methods	Frequency ⁸⁹	Responsible party for engagement
			Invite questions and inputs on risks, opportunities and developments.			
13.1	Regulatory body (Energy)	Collaborate / Partner	General information on clean energy minigrid sector developments. Detailed information related to pilot project scope of activities. Active engagement on all aspects of overall project, industry / sector development, opportunities, roadmap / vision.	Likely owner of PMU and therefore project information. Reporting to Project Board / Steering Committee, progress updates, emails, newsletters, website, webinars, workshops, community of practice events, meetings, training events.	Very frequent	PMU, Project Board, Implementing Partner, National Dialogue
13.2	Regulatory body (Environment, other)	Consult	General information on clean energy minigrid sector developments, highlighting specific matters with regulatory scope or area of interest. Invite questions and inputs on risks, opportunities and developments.	Emails, website, webinars, newsletters. Invite to knowledge sharing events. Interviews / meetings with stakeholder representatives. Consult with regards specific regulatory aspects.	Frequent	PMU, Project Board, Implementing Partner
14	Sustainable energy sector	Consult	Policy, regulatory, technology /industry and project developments. Project developments. Update on outputs and findings. Invite inputs on design and sector developments.	Interviews with stakeholder representatives, Surveys, polls, and questionnaires, Public meetings, workshops, and/or focus groups with specific groups. Training and knowledge sharing events. Community of Practice.	Less frequent	PMU, identified project partners and Community of Practice
15	Women	Consult	General information on clean energy minigrid sector developments, highlighting specific relevance to women equity and empowerment. Invite questions, concerns and inputs on risks, opportunities and developments.	Specific gender engagement as captured in gender action plan (Annex Error! Reference source not found.). Pilot project beneficiaries as detailed for Impacted communities. Women in general: newspapers, radio, website and	Less frequent	PMU

#	Stakeholder category (alphabetically listed)	Engagement approach ⁸⁸	Type of Information (shared and collected)	Communication channels or methods	Frequency ⁸⁹	Responsible party for engagement
				targeted communication to national women's organizations. All project information available online and from the PMU.		
16	Worker unions	Keep informed	General information on clean energy minigrid sector developments. Invite questions, concerns and inputs on risks, opportunities and developments.	Newspapers, radio, website. All project information available online and from the PMU.	Less frequent	PMU
17	Youth	Keep informed	Policy, regulatory, technology /industry and project developments. Training and/or career opportunities. Withing pilot project communities,	Newspapers, radio, website. Pilot project beneficiaries as detailed for Impacted communities. All project information available online and from the PMU.	Less frequent	PMU

In implementing the SEP, the following requirements will apply:

- All communication will be available in English, one of two official languages and the official medium of instruction in Eswatini. English will be used to facilitate a common and broader project understanding outside of the country borders.
- At the discretion of the PMU, translations of printed material, written and spoken communication will be available in Swazi, official and national language of Eswatini. At the very least, communications to impacted communities, i.e. beneficiaries of the pilot projects, must be available in both English and Swazi.
- The COVID-19 pandemic has had an impact on stakeholder engagement, limiting engagement to online channels and excluding communities with limited or no access to online facilities. The extent to which this will continue into the implementation phase is uncertain, but should it persist, alternate opportunities to allow for information flow and ensure participation must be implemented. Examples may include delivery of information through the local radio, paper posts on key local community places, word to mouth through local leaders, among others.

8. Grievance Mechanism

As part of the project's compliance with the UNDP SES requirements, the project shall ensure setting up a suitable Grievance Redress Mechanism (GRM). This includes a procedure for stakeholders and affected communities to express their grievances and communicate their concerns and recommendations to the project team, as well as a procedure for the project team to address these grievances by taking the necessary actions, i.e. providing clarifications, opening investigations, or making changes to the project's implementation plan as may be required.

In the area of ensuring open communication on grievances, the project intends to implement the following measures:

- 1) Two boxes will be installed at the pilot project sites. The first will be placed inside the pilot boundaries while the second will be located outside the project boundaries. These boxes will be checked on a regular basis by the system operator to check for new comments from stakeholders.
- 2) A dedicated email will be established or earmarked for stakeholders to use for questions, recommendations and grievances. The email address will be made available on all printed material, in the email signature of the PMU team and displayed on the sign carrying the name of the pilot projects.
- 3) The contact details for the project officers will be displayed at several central locations around the pilot location, i.e. community centers at villages receiving electricity from the pilot project and nearby villages as appropriate.

The responsibility of responding to or addressing the grievances received will depend on the nature of the grievance. Nevertheless, the PMU will be responsible for following up until actions are taken to close a grievance, including communicating with relevant persons and/or authorities on behalf of the project.

While it is not anticipated in Eswatini, it should also be clarified to all relevant parties at pilot sites that there will be zero tolerance for any reprisals or retaliatory actions against any stakeholders. Should it be necessary, preventative and response measures specific to the circumstances should be identified together with relevant stakeholders. Measures may include respect for confidentiality; adjustments to means and timing of communications, meetings, transportation; use of trusted intermediaries, interpreters, facilitators and other consultants; clear response protocols for notification, reporting, and support for protection strategies.

All stakeholders should also be informed of the availability of UNDP's Accountability Mechanism (Stakeholder Response Mechanism, SRM, and Social and Environmental Compliance Unit, SECU) as additional avenues of grievance redress.

9. Monitoring and Reporting

Component 3 calls for annual progress reporting to include monitoring of any gender, environmental and social risks and related management plans. The need for social (including gender and youth) and environmental impacts to be baselined and tracked is also included as a priority under the respective pilot projects. Engagement for monitoring and reporting will take the approach detailed under Section 5.2, as relevant for each stakeholder group and data integrity. Feedback from stakeholder engagements will be reported back to project-affected and broader stakeholder groups using a relevant channel or media which may include verbal feedback, tailored newsletters/bulletins or sharing of social and environmental assessment reports or monitoring reports.

As project information changes, the SEP should be reviewed and modified accordingly to ensure its effectiveness in securing meaningful and effective stakeholder participation. Hence, the SEP presented in this document will undergo further review and development by the project team throughout the project lifetime. Similarly, the scope and focus of the SEP will be modified to reflect the lessons learned from the implementation of SEP in Eswatini, but also in other national projects participating in the AMP program. Equally important is the review and update of SEP procedures based on the feedback received from the Project Board and stakeholders.

Annex 10: Environmental Social Management Framework (ESMF)

Refer separate ESMF document.