

**Ethiopia Desert Locust Response Project
Stakeholder Engagement Plan (SEP)**

ETHIOPIA LOCUST RESPONSE PROJECT-P173702

STAKEHOLDER ENGAGEMENT PLAN (SEP)

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Ethiopia Desert Locust Response Project

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1. Project Description

The aim of the Desert Locust Response Program is to prevent and respond to the threat to livelihoods posed by the desert locust outbreak and to strengthen national and regional systems for preparedness. The Program objectives would be achieved by supporting investments across three pillars as per the regional approach to the desert locust outbreak response: (a) monitoring and controlling locust population growth and curbing the spread of swarms while mitigating the risks associated with control measures; (b) protecting livelihoods of locust-affected households to prevent asset loss, and return them to productivity; and (c) preventing future locust upsurges by strengthening capacity for ex ante surveillance and control operations to facilitate early warning and early response.

The total funding will be US\$ 63.00 million. The proposed project includes three components and discussed as follows:

Component 1: Locust monitoring and control (US\$ 45.10 million): The project will adopt two pronged approaches for locust monitoring and control under this component: (a) direct support to improving surveillance and assessment of locusts' situation, habitat conditions and geographic exposure as well as targeted aerial and ground spraying; and, (b) capacity building for relevant national institutions and communities prone to locust breeding and invasion. There are three subcomponents of component 1:

Sub-component 1.1: Continuous Surveillance to inform effective control operations and identification of affected and at-risk communities for assistance under Component 2. Under the sub-component, the project will finance procurement of equipment and operational costs to deploy expert teams and drones for the collection of data at strategic locations, reporting occurrences and possible occurrences of outbreaks, and assessing geographic exposure to locusts. Support to community-based monitoring and forecasting in both pastoralist and farming communities prone to locust breeding and invasion will also be provided including training of scouts and sensitization campaigns for community/village leaders.

Sub-component 1.2: Control measures to reduce locust populations and prevent their spread to new areas through targeted ground and aerial control operations. Activities include procurement/rental of equipment (sprayers, vehicles, drones, aircrafts), support to field operations (aerial and ground operations)—input for field operations will be provided to the MoA through FAO. In addition, awareness raising and training for farmers, scouts, experts and officials at different levels (including training on pesticide management and control) will be provided.

Sub-component 1.3: Risk reduction and management to monitor and assess environmental and human health risks associated with locust control and implement health, environmental and safety measures to reduce risks to an acceptable minimum. A detailed pest management plan (PMP) will be developed and closely monitored as part of the Project Implementation Manual (PIM) to mitigate any environmental impacts of chemical and pesticide use. Activities would include: i) testing of human health and soil and water for contamination from use of insecticides; ii) optimizing the selection of control strategies, protection measures, and insecticides based on situational and environmental assessments; and iii) providing safety and awareness training for spraying teams and other locust control personnel as well as public awareness campaigns on possible environmental and health effects of insecticides, before, during and after locust control operations.

Component 2: Livelihood protection and restoration (US\$ 16.00 million). Under this component, the project will provide a seed-fertilizer-pesticide package to selected farmers to ensure planting in the upcoming cropping season and, in pastoralist areas, fodder to guard against further livestock losses and

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thus loss of their main productive assets. Additionally, the project will provide fodder seed to affected communities to rehabilitate pastures in rangeland areas depleted by the desert locust invasion. The GoE will also trigger emergency food security mechanisms such as the emergency food appeal and contingency funding under PSNP IV that will complement the project's livelihood support initiatives with cash transfers to cover emergency food needs and to protect against distress sales of assets. There are two sub-components:

Sub-component 2.1: Livelihoods Support: This component would be achieved through delivering (i) farmer packages to get food and fodder production re-started as soon as possible after the impact of locust swarms has been assessed and the scope of the damage is determined; and, (ii) forage to the affected pastoral households.

Sub-component 2.2: Pasture rehabilitation will cover an estimated area of 81,000 hectares. Activities will include: (i) temporary forage/feed provision in pastoralist areas impacted by the locust outbreak for short term pasture improvement; and, (ii) addressing unintended damages that may result from accidental pesticides spray impacts beyond the defined buffer zone on people, livestock, agricultural produce and livestock feed.

The procurement of inputs, such as crop and fodder seed will be carried out by RBoAs (or Pastoral Community Development Offices) from existing seed sources including Government Seed Enterprise, Agricultural Cooperative Unions and/or Private Seed Producing Enterprises. Bulk procurement method at regional levels will enable to ensure that the right type and amount of inputs are purchased for each agro-ecological zone. Inputs provision to farmer packets would aim to diversify production and introduce improved varieties that provide for higher yields and are resistant to pest/disease and other threats. Pasture restoration would be done in most areas by establishing nurseries throughout the affected area to re-establish pasture flora. Both crop and pasture restoration would need to support plantings that would promote the restoration of pollinator populations in the affected area.

Component 3: Strengthening Early Warning Systems and Preparedness (US\$ 1.3 million). Under this component, the project would assist the Ethiopia MoA in establishing an integrated system for locust detection, occurrence projection, early warning and systematic data analysis and comprehension. Activities include:

- Acquisition of state-of-the-art data collection and dissemination tools and improving data collection methods,
- Building analytical capacity for understanding data.
- Assessment of current strengths and weaknesses in locust occurrence projection and early warning systems and development of a roadmap on how best to develop the systems based on international best practice.
- Capacity building for federal and regional experts using both national and international experts.
- Technical assistance through appointing senior plant protection experts to work with regional desert locust control units.

Component 4: Project Management (US\$ 0.60 million). Under this component, financing will be provided for (a) the hiring of a pest management expert; and, (b) operating costs for monitoring (particularly related to financial management and safeguards), technical backstopping at different levels; and (c) communication and information exchange. The project will be implemented by the Plant Protection

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Directorates (PPDs) within the RBoAs of each regional state within the desert locust invasion area under the oversight of the MoA. Project management activities will be carried out the PSNP IV Project Implementation Unit (PIU).

Rationale for Stakeholder Engagement Plan: The proposed Project is being prepared under the World Bank's Environment and Social Framework (ESF). As per the Environmental and Social Standard 10: Stakeholders Engagement and Information Disclosure, implementing agencies should provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

Objective of Stakeholder Engagement Plan: The overall objective of this SEP is to define a plan of action for stakeholder engagement, including technically and culturally appropriate approach to public consultation and information disclosure, throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities. The involvement of different stakeholders, including the local population is essential to the success of the project in order to ensure smooth collaboration between project staff and local communities. These will help to minimize and mitigate environmental and social impacts and risks related to the proposed project activities. In the context of this project, broad, culturally appropriate, and adapted awareness raising activities are particularly important to properly sensitize the communities to the potential benefits and risks related to pesticide spraying on human health, livestock, agricultural produce and fodder including the precautionary measures, roles and responsibilities of stakeholders. Further, the stakeholder engagement will provide information relevant to the Component 2: Immediate Livelihood support for Farmers and pastoralist and Component 3: Strengthening the plant health system to improve early warning system in the proposed project areas.

2. Stakeholder identification and analysis

Stakeholder analysis identifies and determines the likely relationship between the project and the different stakeholders. Stakeholders are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. It is a useful tool for managing communication between the project team and stakeholders. 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.

In all phase of the project, cooperation and negotiation with stakeholders is required. Persons within the groups who act as legitimate representatives of their respective stakeholder group and entrusted by their fellow group members will be identified in the process of engagement. Community representatives may provide helpful insight into the local settings and act as main means for dissemination of the Project information and as a primary communication/liaison link between the Project and targeted communities and their established networks. Legitimacy of the community representatives can be verified by talking

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informally to a random sample of community members and heeding their views on who can be representing their interests in the most effective way.

2.1 Methodology

Stakeholder analysis helps to know the perceptions, interests, need, and influence of actors on the project. Identifying the appropriate consultation methodology for each stakeholder throughout the project lifecycle is necessary. In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- **Openness and life-cycle approach:** public consultations for the project will continue during the whole project lifecycle from preparation through implementation. Stakeholder engagement will be free of manipulation, interface, coercion, and intimidation;
- **Informed participation and feedback:** information will be provided and widely distributed among all stakeholders in an appropriate format; conducted based on timely, relevant, understandable and accessible information related to the project; opportunities provided to raise concerns and assure that stakeholder feedback is taken into consideration during decision making;
- **Inclusiveness and sensitivity:** stakeholder identification is undertaken to support better communications and building effective relationships. The participation process for the projects is inclusive. All stakeholders are always encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, particularly women headed households, youth, elderly and the cultural sensitivities of diverse ethnic groups.

Stakeholders of the proposed project can be affected parties, interested parties and vulnerable groups and discussed below.

2.2 Affected parties

Affected Parties are those groups of people that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to potential risks and impacts associated with the project and who need to be closely engaged including local community members and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category:

- Farmers, pastoralist and agro-pastoralists communities.
- Ministry of Agriculture (MOA).
- Ministry of Labor and Social Affairs
- Plant Protection Directorate staff under MOA (project personnel).
- Regional Agriculture Bureaus.
- Regional Pastoral Development Bureaus.
- Regional of Labor and Social Affairs Bureau/Agency
- Regional Plant Protection Clinics.
- Zone and Woreda Agriculture and Pastoral Development Offices.
- Kebele Development Agents.
- Development Partners including UN FAO, DLCO-EA, WFP, and USAID.

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- Contracted workers, consultants, scouts, vehicle and aircraft operators.

2.3 Other interested parties

Other interested parties of the projects' stakeholders include:

- Politicians (national and regional state leadership).
- Competitor party leaders in Ethiopia and project areas.
- International, national, and local media.
- Social Media activists.
- Agriculture Research Institutions (National and international).
- Other International NGOs.
- Neighboring Countries (Kenya, Somalia, Eritrea, Sudan, South Sudan and Djibouti).
- The public at large.

2.4 Disadvantaged/vulnerable individuals or groups

Disadvantaged or vulnerable individuals or groups are those peoples or groups highly vulnerable to potential project impacts and often do not have a voice to express their concerns or understand the impact and risk of the project. They may be disproportionately be impacted or further disadvantaged by the project as compared with any other groups due to their vulnerable status, and usually require special arrangement to ensure their equal representation in the consultation and decision-making process associated with the project. Their vulnerability may stem from person's origin, gender, age, health condition, including HIV/AIDS status, disability, economic deficiency and financial insecurity, disadvantaged status in the community (e.g. minority groups), dependence on other individuals or natural resources, etc.

Awareness raising and stakeholder engagement with disadvantaged or vulnerable individuals or groups on the project must consider such group's or individuals' sensitivities, concerns and cultural differences to ensure a full understanding of project activities and benefits. Engagement with these vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project related decision making so that their awareness of and input to the overall process are commensurate to those of the other stakeholders.

Within the proposed Project, the vulnerable or disadvantaged groups may include, but not limited to, the following:

- Historically underserved and disadvantaged communities in Afar, Somali, Benishangul Gumuz, Gambella, some pastoralists and agro-pastoralists areas of Oromia and SNNP.
- Elderly.
- Female headed households.
- Refugees and internally displaced persons.
- People with disabilities.
- Poor people, including ex-pastoralists.
- Uneducated youth and persons.

Vulnerable groups within the communities affected by the project will be further confirmed and consulted during Environmental and Social Assessment preparation through dedicated means, as appropriate.

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3 Stakeholder Engagement Program

3.1 Summary of stakeholder engagement during project preparation

The project is being processed as an emergency project under OP 10 paragraph 12 and thus there is no dedicated consultation beyond public authorities and experts at the MOA. However, site-specific planning and implementation will be essentially based on local community/stakeholder consultations. The project is prepared under COVID-19 crises and restrictions due to the State of Emergency (SOE) declared on April 9, 2020. Undertaking meaningful stakeholder consultation and engagement including for environment and social planning process relied on prior consultations. The approach for stakeholder consultation during implementation is outlined under section 3.3 Proposed strategy for information disclosure and consultation process.

There has been enhanced community consultation and information communication regarding the locust infestation in Ethiopia started after the FAO Desert Locust Information Service early warning was issued in May 2018, through April-May 2019 in phases. In December 2018, consultations were held in 29 woredas for 1,217 frontline stakeholders; such as, village leaders, elders, religious leaders, and scouts. Following the awareness creation, in January 2019 survey started. In April 2019, further awareness creation was provided for same audience in 18 woredas identified as front-line locust entry areas. Since December 2018 MOA has provided training for 600 regional focal persons, zonal and woreda experts, development agents, plant health clinic experts.

For project implementation, the consultation method used since May 2018 at this stage does not work since the SOE put restriction on gathering of more than four people at any time. The SOE has exempted transportation of material for locust infestation response, including people involved in this work. The project rethought stakeholder consultation and engagement to land line and mobile phone for reaching out to regional and woreda level concerned experts, using time and generation tested traditional information sharing mechanisms, *Dagu* is in Afar, clan leaders in Somali, Oromia (*Abba Gedda religious leaders*), SNNPR (clan leaders), and government Kebele leadership to pass on information in the respective locust affected areas.

3.2 Summary of project stakeholder needs, methods, and tools for stakeholder engagement

The FAO Desert Locust Control Guideline notes that the public must be informed about the impacts of pesticide before, during and after locust control operation including the hiring of specialized communication and information officer as part of the environment and social team. The guideline states:

It is important to keep the public informed about possible environmental and health effects of insecticides, before, during and after locust control operations. This is to ensure that precautionary measures are taken whenever needed but also to reduce any misunderstandings that may exist about the risks of locust control. It is suggested that a specialized communication and information officer must be assigned to this task, especially if the campaign is expected to be large (FAO, 2003).

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Some of the most common methods of stakeholder consultation include (i) use of phone and email; (ii) interviews (one-to-one); (iii) distribution of leaflets and pamphlets; (iv) public meetings; (v) group discussion; (vi) use of local radios; and (vii) newsletters. When deciding the frequency and appropriate engagement technique to consult particular group of stakeholders, the following three criteria must be taken into consideration; (i) the extent of impact of the project, (ii) the extent of the influence of the stakeholder on the project, (iii) the culturally appropriate and acceptable engagement and information dissemination.

According to FAO (2003) guideline, during the campaign planning phase, detailed stakeholder's communication strategy will be prepared and put in place in which the following issues are addressed:

- Location of treatments, general information on potential risks of pesticides, precautionary measures, re-entry intervals, pre-harvest intervals, etc.
- Appropriate and effective type of communication method to reach the target groups (e.g. radio, television, newspapers, extension service, locust survey/control teams).
- Means of informing the public in case of emergencies (e.g. insecticide spills, human intoxications, etc).
- Reach all affected villagers in the operation area including medical information sources in case of intoxications.

It will also be important to ensure that vulnerable people, including children, either receive necessary information or that the community ensures that they follow the requirements under the locust control.

For Component 2, the FAO guideline does not provide detailed information, but lessons-learned will be integrated from several projects MoA is implementing with support by the World Bank, including rural safety nets and public works projects, agricultural projects, rangeland management projects, landscape management projects, etc.

The project's detailed engagement procedure for Component 1 will be prepared prior to disbursement for Component 1 and consequently this SEP will be updated to outline how the above points will be addressed by the Project. Similarly, procedures for Component 2 will be prepared prior to disbursement for Component 2 and integrated into this SEP. An indicative outline of the Community Communication and Outreach Procedures is included in Annex-1.

3.3 Proposed strategy for information disclosure and consultation process

The strategy for information disclosure and consultation may vary depending on the regional and local context including the changing situation of COVID-19. The April 9, 2020 SOE put restriction on gathering of more than four people at a time. The SOE has exempted transportation of material and people involved for locust infestation response. The MOA rethought its stakeholder consultation and engagement to; (i) land line and mobile phone calls for reaching out to regional and woreda level concerned experts, (ii) using time and generation tested traditional information sharing mechanisms, *Dagu* in Afar, clan leaders in Somali, *Abba Gedda religious leaders* in Oromia, clan leaders in SNNPR and devolved government structure Kebele leadership to pass on information in the respective locust affected areas. Locust monitoring and surveillance scouts, in areas where available are primary communication channels with

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local communities. The stakeholder consultation mechanism will evolve as the situation of COVID-19 improves or deteriorates.

However, it will be important that the different activities are inclusive and culturally sensitive, thereby ensuring vulnerable groups outlined above will have the chance to participate in the Project benefits and contained from potential pesticide risks. This can include, among others, household-outreach activities, group discussion, use of local radios of different languages, and the use of verbal communication or pictures, etc. While country-wide awareness campaigns will be established, area specific communication and awareness raising consultation might be conducted when combating infestation of locust in a given locality.

Stakeholder engagement is an ongoing process. The client will conduct proper consultation with the community members and other concerned stakeholders before, during and after the spray of pesticide using communication channels outlined above or deemed appropriate. In addition, consultations will be conducted during the preparation of ESIA and ESMF/ESMPs. The draft and final ESIA, ESMF and SEP will be disclosed prior to formal consultations.

The approaches taken will thereby ensure that information is meaningful, timely, and accessible to all affected stakeholders, use of different languages including addressing cultural sensitivities, as well as challenges deriving from illiteracy or disabilities, tailored to the differences in geography, livelihoods and way of life. The project will also ensure the establishment of a Grievance Redress Mechanism.

3.4 Future of the project

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and grievance mechanism. This will be important for the wider public, but specifically critical for the directly impacted community members.

The SEP should define the approach for communication and engagement about the technology used by the project. Given the use of new technology; such as, satellite maps, drones, eLocust3, GPS enabled cameras and meta-data analysis and climate information for locust risk mapping to better pinpoint outbreaks and to aid in damage assessments and response programming there is a need to educate stakeholders. The cultural sensitivities, remoteness and isolation among the people who meet the ESS7 criteria, particularly in areas unfamiliar with drone surveillance or different purpose of drones, the SEP should communicate that the drones are being used for beneficial purpose to identify outbreaks and assess damages, to better enable response programming.

4 Resources and responsibilities for stakeholder engagement activities

4.1 Resources

The MoA will be responsible for the implementation of the activities in this SEP. The Locust Response Project will allocate adequate resource for the implementation of the SEP. Whereas, the project allocated \$9.63mln for broader environmental and social issues including preparation of an ESIA, livelihoods

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assessment, community consultation and training of experts. These studies will inform the project approach of SEP. The financing will be further used for producing communication materials, including local radio content, and traditional information sharing channels for effective information sharing with communities pre, during and post spraying and documentation.

4.2 Management functions and responsibilities

The Plant Protection Directorate of the MOA is mandated nationally to lead pest management support service (PMSS) in the country including Desert Locust. The Directorate will lead the project and work with the plant protection programs of the Bureaus of Agriculture and Pastoral Development of participating region states of Afar, Amhara, Benishangul Gumz, Gambella, Dire Dawa, Harari, Oromia, SNNPR, Tigray and Somali region), and development partners including FAO, DLCO-EA, WFP, and USAID.

The national states in turn will cooperate in project coordination and implementation. The MOA, Region Bureaus of Agriculture and Pastoral Development, Zone and Woreda agriculture offices, and kebele development agents play role in project implementation. MOA, particularly the Directorate will be responsible for carrying out stakeholder engagement activities, while working closely together with other entities; such as, regional governments, development workers, etc.

MOA will also be responsible for Component 2. However, the inner-ministerial, detailed institutional approach is at this point not agreed on yet and an update will be need to be included here prior to disbursements for Component 2.

The stakeholder engagement activities will be documented through quarterly and annual progress reports and shared with the World Bank.

5 Grievance Mechanism

The main objective of a Grievance Redress Mechanism (GRM) is to assist resolve complaints in a timely, effective and efficient manner. Project-level GRMs can provide the most effective way for people to raise issues and concerns about project that affect them. The project-level GRM will be culturally appropriate, effective, accessible and should be known to the affected population. MOA will conduct awareness raising for the affected communities about the presence of the GRM and inform their right to file any concerns, complaints and issues they have related to the project.

The GRM provides a transparent and credible process for fair, effective and lasting outcome. It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. Specifically, the GRM:

- Provides affected people with avenues for making a complaint or resolving any dispute that may arise during the project implementation;
- Ensures that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants; and
- Avoids the need to resort to judicial proceedings.

Approach to GRM Establishment

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Grievance redress committee will be established at Woreda and/or regional level composed of the local community to ensure accessibility and transparency of the GRM in non-PSNP areas. If an effective and functional grievance redress committee exists at Woreda or region level, the existing GRM will serve as a location for addressing grievances related to the locust response project with provision of appropriate training for the committee members regarding the requirement in the project.

- Step 0: Grievance discussed with the respective Woreda focal person or development agent
- Step 1: Grievance raised with the Woreda Grievance Office
- Step 2: Appeal to the Regional Grievance Office
- Step 3: Appeal to the Ethiopia Independent Ombudsman and/or the Ministry of Agriculture.
- Step 4: Once all possible redress has been exhausted and if the complainant is still not satisfied then they should be advised their right to take their case to the formal legal recourse.

MOA will develop and implement a GRM guideline that details the procedure, timing, indicative committee members, etc as defined in the ESCP. Resources will be allocated for the GRM. The complaints recorded, resolved and referred will be reported quarterly and annually together with the environmental and social implementation performance report.

6 Monitoring and Reporting

In the course of project implementation, the SEP will be periodically updated, as necessary, consistent with the requirements of ESS10, in a manner acceptable to the Bank. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP. MOA will prepare and submit to the Bank quarterly and annual SEP implementation reports including ESHS performance and other environment and social instruments of the Project, including the grievance mechanism. The quarterly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner.

Information on public engagement activities undertaken by the Project during the year will be conveyed to the stakeholders in following ways: (i) publication of a standalone annual report on project's stakeholder engagement; and (ii) Key Performance Indicators (KPIs) will also be included and monitored by the project on a regular basis as part of the Community Communication and Outreach Guideline.

Further details will be outlined in the updated SEP. Details for Component 1 will be provided prior to disbursement for Component 1 and updates related to Component 2 will be provided prior to disbursement for Component 2.

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Annex-1: Indicative Table of Content for Community Communication and Outreach Guideline

1. MOA Locust Strategic Communications Guideline

- 1.1. Purpose and background
- 1.2. Goal and key audiences

2. MOA Principles for Effective Communications

- 2.1 **Accessible:** (defining the parameters of communication accessibility, identification of effective channels, making information available using effective channels and devising effective channels for historically underserved and vulnerable groups)
 - 2.2 **Actionable:** (defining the parameters of communication actionability, moving audiences toward action: the communications continuum, designing a behavior change campaign and encouraging action during a health emergency)
 - 2.3 **Credible and Trusted:** (outlining the defining criteria for trusted communication, establishing technical accuracy, transparency, coordination with partners and communicating as one MOA message)
 - 2.4 **Relevant:** (identification of relevant communication content, knowing the audience, listening the audience, tailoring the message to the audience, motivating the audience to take part and provide feedback).
 - 2.5 **Timely:** (ensure timely communication, communicate what is known at the right time (than leaving stakeholders to speculate) and keep the conversation in continuum.
 - 2.6 **Understandable:** (use simple language, relate the message with stories stakeholder's context, use visual and familiar language.
3. **Monitoring, Evaluation and Learning:** (ensure tentative monitoring indicators using the principles of effective communication).
 4. **Communication Functions at MOA and other implementing entities:** ensure adequate exploration of the various communication functions and units at the MOA, including the changes used and how such functions would be relevant to the proposed project.
 5. **Annexes:** stakeholder engagement planning, documentation and reporting templates

This ToC will include further details specific to the needs under Component 1 and Component 2.