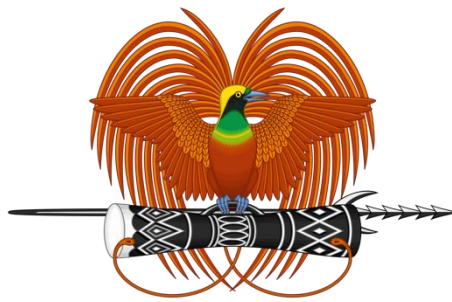


***Independent State of Papua New Guinea***  
***Department of Provincial & Local Government***  
***Affairs***



**Rural Service Delivery Project Phase  
2 (P508616)**

**Stakeholder Engagement Plan**

**DRAFT**

***Version 4, June 2025***

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## Acronyms and Abbreviations

Abbreviation	Full Form
ADB	Asian Development Bank
CDD	Community Driven Development
CDWs	Community Development Workers
DFAT	Department of Foreign Affairs and Trade
DOWH	Department of Works and Highways
DPLGA	Department of Provincial & Local Government Affairs
EOI	Expressions of Interest
ESCP	Environmental and Social Commitment Plan
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standard
FPIC	free, prior and informed consent
GBV	Gender-Based Violence
GoPNG	Government of Papua New Guinea
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
IPs	Indigenous Peoples
JICA	Japan International Cooperation Agency
LAP	Land Access Procedure
LLG	Local-level Government
LMP	Labour Management Procedure
MFAT	Ministry of Foreign Affairs and Trade
MIS	Management Information System
NGOs	Non-Government Organizations
PMU	Project Management Unit
PNG	Papua New Guinea
PPO	Provincial Project Office
RSDP	Rural Service Delivery Project
RSDP-2	Rural Service Delivery Project 2
SEA / SH	Sexual Exploitation and Abuse / Sexual Harassment
SEP	Stakeholder Engagement Plan
TF	Technical Facilitator
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WB	World Bank
WDC	Ward Development Committee

# 1 Introduction

The Government of Papua New Guinea (GoPNG) has requested support from the World Bank (WB) for the Rural Service Delivery Project 2 (RSDP-2) ('the Project') following successful implementation of the WB-funded Rural Service Delivery Project (RSDP). The objective of RSDP-2 is to improve access to resilient basic infrastructure and services and strengthen participatory local governance in targeted communities including those affected by violence.

The Project will be implemented by the Department of Provincial & Local Government Affairs (DPLGA) with significant input from other levels of government.

This Stakeholder Engagement Plan (SEP) has been prepared to provide direction to the Project on effective stakeholder engagement across the Project's lifecycle. The SEP follows the guidance in the WB's Environmental and Social Standard (ESS) 10 (Stakeholder Engagement and Information Disclosure) and meets the requirements of the GoPNG.

The objectives of the SEP are to:

- Identify and analyse key Project stakeholders, including affected parties (including indigenous peoples), interested parties and vulnerable groups.
- Outline an inclusive and culturally sensitive stakeholder engagement process that begins early in the planning process, providing stakeholders with an opportunity to influence Project planning and design, and continues during construction and operation & maintenance phases.
- Identify the most effective methods and structures through which to a) disseminate Project information and for the Project to respond to feedback and b) to ensure regular, accessible, transparent and appropriate consultation.
- Outline the Project Grievance Redress Mechanism (GRM) for the Project which can address stakeholder concerns and provide feedback to issues raised.
- Outline implementing arrangements including roles and responsibilities and budget.
- Describe means of reporting and disclosure of key information and instruments in a manner that can be readily understood by all key stakeholders.

The SEP will be supported by a Communications Plan that will be prepared early during implementation. The Communications Plan will provide further details on the engagement methods and key messaging for each stage of the Project and updated annually.

Other relevant documents that have been prepared include:

- Environmental and Social Management Framework (ESMF) , including annexed Land Access Procedure (LAP) and Labour Management Procedure (LMP)
- Environmental and Social Commitment Plan (ESCP).

This document will be disclosed on the DPLGA and WB websites.

## 2 Project Description

The design of Project is based on a community driven development (CDD) model that seeks to empower communities to take the lead in their own development. This is accomplished through the application of participatory planning and implementation procedures, and direct management of investment resources that support basic community services and infrastructure such as water, sanitation, education, health and electrification.

The RSDP-2 will be implemented in approximately 11 provinces, covering around 44 LLGs. The provinces will be selected based on the following criteria: relative well-being as measured by the multidimensional poverty measure for PNG, conflict vulnerability, and climate vulnerability. Government will also consider provincial readiness and willingness to co-finance the project, financial management capacity, and regional equity in finalizing the list of participating provinces.

The beneficiaries will be the population of the target LLGs and wards in which the Project will be implemented.

The RSDP-2 will be implemented by DPLGA under the Ministry of Provincial and Local Level Government Affairs. DPLGA will collaborate with national government agencies who have mandates on education, health, energy, water and sustainable livelihoods as well as other sectors overseeing climate change, disasters and women's empowerment. For subnational authorities, DPLGA will partner with the Provincial Governments, District Administrations and Local-Level Governments (LLGs) through different levels of agreement and oversight arrangements.

The Project comprises of three components:

- Component 1: Preparation and implementation of community sub-projects
- Component 2: Strengthening community and local government capacity
- Component 3: Project management, monitoring and learning

The main focus of the Project is the continuation of providing grants to wards and special interest groups (under component 1) for developing small-scale community sub-projects. A sub-project cycle is expected to last about 18 months will consist of five key stages:

- Stage 1 Start up and Project Entry: selected target LLGs sign partnership agreements with DPLGA, Provincial Administration, and District Administration. The PMU will contract and assign two Community Development Workers (CDWs) and a Technical Facilitator (TF) to each target LLG.
- Stage 2 Community Mobilization and Planning: the CDWs and TF will conduct outreach activities in wards and facilitate the mobilisation or reactivation of ward development committees (WDCs) and its CDD Subcommittees. The CDWs will facilitate the organization of a ward development planning meeting, through which ward development priorities and plans will be developed or validated through participatory processes. They will also provide support to WDCs and CDD Subcommittees in preparing expressions of interest (EOI) for sub-projects (each ward will submit one EOI in each cycle), as well as a summary of validated ward development priorities. At this stage, CDWs will also identify the existence of women's groups in the LLG. Women's groups will also be made aware of the ward development grants that can be made available to them and receive assistance from CDWs and TFs in preparing EOIs.
- Stage 3 Subproject Selection and Proposal Preparation: the LLG Development Committee, consisting of LLG administration, as well as provincial and District Administration's representatives, will review and screen EOIs using a standard set of criteria. The wards and women's groups whose EOIs were selected by the LLG

committee will prepare a full subproject proposal including technical designs. The full sub-project proposal will be reviewed again by LLG administration for final approval.

- Stage 4 Subproject Implementation and Monitoring: once the full proposal is approved, the WDCs and women's groups will receive Ward Development Grants and the CDD Subcommittee and the women's groups will implement their sub-projects.
- Stage 5 Sub-Project Completion: upon completion of physical work of a sub-project, Project Management Unit (PMU), with the support of the relevant Provincial Project Office, will conduct technical and financial audits. With satisfactory results of these audits and the validation of an Operations and Maintenance (O&M) Plan acceptable to the PMU/PPO, the sub-project will be declared complete.

## 3 Legal and Other Requirements

### 3.1 Key Papua New Guinea Laws, Regulation and Policy

Outlined below is a summary description of current GoPNG legislation regarding citizens' access to information and participation:

- The National Goal 2 (6) of the *Constitution of the Independent State of Papua New Guinea 1975* requires the "maximisation of the number of citizens participating in every aspect of development." Further, under Section 51, citizens have the right to access information.
- Under the *Environment Act 2000* – where a permit is issued, this permit includes conditions regarding engagement. For example, identification of issues that may arise within the Project and surrounding area that are direct or indirect outcomes of the physical, biological or socio-economic effects of the proposed development activity.
- The *National Cultural Property (Preservation) Act 1965* and associated regulations are prescriptive with respect to engagement and notification Department for Provincial and Local Government Affairs
- Section 11 of *LLG Administration Act 1997* enables the Ward Councillor to be the point of contact for any stakeholder engagement/ consultation at the community/ ward level.

### 3.2 World Bank

The WB's ESS10 (Stakeholder Engagement and Information Disclosure) recognises 'the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice'. The objectives of the ESS10 are:

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

- To provide project-affected parties with accessible and inclusive means to raise issues and grievances, including serious and sensitive matters, and ensure projects respond to and manage such grievances in a timely and appropriate manner.

ESS10 requires the borrower to:

- Conduct meaningful consultation throughout the project life cycle that: begins as early as possible in the project development process, that encourages and considers feedback to inform project design and management of E&S risks; provides stakeholders with timely, relevant and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.
- Maintain and disclose a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was considered, or the reasons why it was not.
- Develop a SEP proportionate to the nature and scale of the project and its potential risks and impacts. It must be disclosed as early as possible, and before project appraisal, and the Borrower needs to seek the views of stakeholders on the SEP, including on the identification of stakeholders and the proposals for future engagement. If significant changes are made to the SEP, the Borrower must disclose the updated SEP.
- To establish and implement a grievance mechanism to receive and facilitate resolution of concerns and grievances of project affected parties related to E&S performance of the project in a timely manner.

In this Project, indigenous peoples (IPs) are expected to be the sole or the overwhelming majority of project affected people. The WB's ESS7 (Indigenous Peoples) outlines additional requirements for engagement with IPs throughout the project cycle:

- Ensure that the development process fosters full respect for the human rights, dignity, aspirations, culture and natural resource-based livelihoods of IPs.
- Avoid adverse impacts of projects on IPs and where avoidance is not possible, to minimise, mitigate and/or compensate for such impacts.
- Promote sustainable development benefits and opportunities for IPs.
- Improve project design and promote local support through meaningful consultation with IP representative bodies and organisations throughout the project's life cycle.
- Obtain free, prior and informed consent (FPIC) of IPs regarding impacts to land, residences or livelihoods.

## 4 Stakeholder Identification and Analysis

Stakeholder analysis determines the likely relationship between stakeholders and a project and assists to identify the appropriate consultation methods for each stakeholder group during the life of the project. Stakeholders of projects can typically be divided into the following categories:

- **Project Partners** – stakeholders that contribute to the execution and implementation of a project.
- **Affected Parties** – people, groups and entities who will be impacted or will likely to be impacted – directly or indirectly, positively or adversely – by the Project.
- **Vulnerable Groups** – affected parties who may be disproportionately impacted or further disadvantaged by the Project as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with



the Project. The vulnerability may stem from a person's origin, gender, age, health condition, economic and social status, access to land, natural resources, level of voice and influence in decision-making processes etc.

- **Other Interested Parties** – individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the Project and/or who could affect the Project and the process of its implementation in some way.

Stakeholders identified for the Project and their interest in the project are provided in

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Table 1. Additional stakeholders may be identified during the implementation of the Project and this plan updated accordingly.

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Table 1: Stakeholders and their Interest in the Project

Group	Organisation	Interest in the Project
<b>Project Partners</b>		
Project Proponent	Department of Provincial & Local Government Affairs	Implementing Agency
Subnational-level Governments	Provincial Governments District Development Authorities Local-Level Governments Ward Development Authorities Village Court Services Special Purpose Authorities Provincial Project Steering Committee	These parties will play key roles in project implementation
<b>Affected parties</b>		
People in the project area of influence	WDC, CDD Committees and community groups (e.g., women/youth groups)	These groups will play a key role in the planning and implementation of the sub-projects., These groups will be investing time into the Project and have the potential to be Project beneficiaries if their proposed sub-project are implemented.
	Individuals and organizations (e.g., schools, churches, that will directly benefit from the Project	These people/groups have the potential to be Project beneficiaries and those near the location of physical works may be potentially affected by the social impacts associated with construction works.
	Individuals affected by land access	Potential for their land to be required for the project and provided under a voluntary process
Project workers (as defined by LMP)	Direct workers	Project progress, occupational health and safety, employment terms and conditions
	Various contractors to be contracted or subcontracted to undertake construction works associated with sub-projects under Component 1	
	Community workers that may be involved in construction of sub-projects under Component 1	
Vulnerable or disadvantaged groups	Including, but not limited to: <ul style="list-style-type: none"> <li>women</li> <li>elderly</li> <li>children</li> <li>youth</li> <li>poor households</li> <li>single-parent households</li> <li>people with disabilities</li> </ul>	These people/groups have potential to be Project beneficiaries, however, there is potential for project benefits to not reach such groups. They may also be disproportionately potentially affected by the social impacts associated with the works and it is important to ensure such people/groups are included in the project planning process through mainstreaming or targeted activities.
<b>Other interested parties</b>		
World Bank	International Development Association	Financing agency
	RSDP team	Project is a continuation of RSDP
National-level Government departments and organizations	RSDP PMU	Project is a continuation of RSDP
	Department of Treasury	Borrower
	National Department of Health National Department of Education National Energy Authority National Department of Works and Highways Department of Community Development and Religion Climate Change and Development Authority	Interest in potential sub-projects relevant to their area of responsibility / management.

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	Department of Justice and Attorney General Fresh Produce Development Agency PNG Defence Force Royal PNG Constabulary Other relevant government agencies	
	Conservation and Environment Protection Authority Department of Physical Lands and Planning	Environmental management and land access
	Department of National Planning and Monitoring National Economic and Fiscal Commission	Interest in project outcomes
Private sector	Solar Energy Association of PNG Various media outlets Digicel PNG Bank of South Pacific Local business owners, including: <ul style="list-style-type: none"> <li>• construction contractors</li> <li>• suppliers of construction materials</li> <li>• transport providers</li> </ul> Resource development companies and their foundations (e.g., OTML)	Potentially interested in collaboration with activities  Potential to provide services to the Project
Development agencies	Asian Development Bank (ADB) Australian Department of Foreign Affairs and Trade (DFAT) Export–Import Bank of China (China Eximbank) Japan International Cooperation Agency (JICA) New Zealand Ministry of Foreign Affairs and Trade (MFAT) United Nations Development Programme (UNDP) United Nations Children's Fund (UNICEF) United States Embassy to PNG European Union	These development partners are engaged in development projects in PNG and may be interested in the outcomes and benefits of the Project  Potentially interested in collaboration with activities  DFAT co-financed RSDP
Non-Government Organizations (NGOs)	Water AID Femili PNG Ginigoada Foundation Inc Project YUMI Individual Community Rights and Advocacy Forum Foundation for People and Community Development Habitat for Humanity PNG Young Women's Christian Association Consultative Implementation and Monitoring Council PNG Council of Churches World Vision Care International Oxfam Child Fund Other NGOs in the education, women's support, youth support and WaSH sectors	Interested in the benefits and potential impacts/risk associated with the Project  Potential to support sub-projects (e.g., resource centre sub-projects can be used by NGOs as training venues, etc)

## 5 Stakeholder Engagement Program

### 5.1 Stakeholder Engagement Principles

To ensure a best practice approach in stakeholder engagement is delivered, the Project will apply the following principles for stakeholder engagement:

- **Openness and life-cycle approach:** Public consultations for the Project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- **Informed participation and feedback:** Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities will be provided for communicating stakeholders' feedback, for analysing and addressing their comments and concerns.
- **Inclusiveness and sensitivity:** Stakeholder identification will be undertaken to support inclusive communications and build effective relationships. Equal access to information will be provided to all stakeholders with all impacted stakeholders to be encouraged at all times to be involved in consultation processes. Sensitivity to stakeholders' needs will be the key principle underlying the selection of engagement methods with special attention given to vulnerable groups (people living in poverty, in settlements or outside their traditional communities, remote or inaccessible areas, women, youth, elderly, people

### 5.2 Summary of Stakeholder Engagement during Project Preparation

The stakeholder consultation undertaken during Project preparation builds on from the extensive engagement that was undertaken throughout implementation of RSDP. The first consultation that contributed to the RSDP-2 design was held in September 2024. This consultation with the RSDP PMU, CDWs and RISS Officers representing the participating provinces was to understand the challenges and successes of RSDP and suggestions for improvement to support RSDP-2. Information gathered in these sessions relating to stakeholder engagement, and suggestions for improvement for RSDP-2 is provided in Table 2. Follow-up consultations were in late March to early April 2025 and again in May 2025 with DPLGA, the current RSDP team and the Department of Prime Minister and National Executive Council. Lessons learnt from these consultations have informed the design of RSDP-2.

*Table 2: Stakeholder engagement lessons learned from RSDP*

Topic	Challenges and successes	Suggestions for RSDP-2	Action
Messaging	Some communities expected to be paid for the unskilled labour they provided for the sub-projects  Expectations for compensation, etc., exceeded what the Project was providing	Clear messaging to communities from the outset: <ul style="list-style-type: none"> <li>the objective of Project is to support CDD</li> <li>participation is voluntary (i.e., communities do not have to submit a EOI if they do not wish to be involved in the project)</li> <li>only sub-projects with strong community support will be selected.</li> </ul>	This has been included in the SEP and will be incorporated into the Communications Plan
		Importance of strong government (i.e., DPLGA) branding to enforce message that the project is being delivered by the government.	This has been included in the SEP and will be incorporated into the Communications Plan
Grievance management	Grievance records were sometimes delayed and/or not did	It was suggested that all grievances be lodged by the	This suggestion has been adopted in the SEP,

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	<p>not contain detailed information. Some grievances have been heard about “through the grapevine” rather than official channels.</p> <p>Feedback from the PMU has been that there were too many different channels to lodge a grievance, and this may have confused stakeholders. Also, the general pathway the communities lodged a grievance was through the CDWs and this may have been a barrier if they had a grievance with the CDW (despite there being other pathways to lodge a grievance).</p> <p>The number of grievances lodged was correlated to the frequency of the CDW visits to the community, suggesting that there were additional unrecorded grievances. Feedback provided that the Grievance lodgement forms were too complicated at the local level. Grievances were also lodged through walk-in to offices at the LLG/ PPO and phone.</p> <p>GRM systems development and implementation happened towards the late of the Project, hence not all means of lodging a grievance were utilized as expected. Hence, set up of GRM need to be done at the earliest and part of the design of the Project.</p>	<p>individual through a grievance hotline (toll free) that has been established. This would ensure that the PMU receive the grievances and can follow them to resolution.</p>	<p>however, with the hotline method of grievance submission to be encouraged.</p> <p>If grievances are brought to the attention of the CDWs (or other Project staff) they are still obliged to lodge the grievance on a paper form or through a tablet.</p> <p>Community members can also lodge grievances through:</p> <ul style="list-style-type: none"> <li>• Email</li> <li>• WhatsApp</li> <li>• Text messages</li> <li>• In – person</li> </ul>
Staffing	<p>Communications teams were not on board at the project onset to contribute to information delivery.</p> <p>Support and partnerships from other partners/sectors on safeguards aspects would be useful.</p>	<p>A suggestion was put forward for a Stakeholder Engagement and Partnerships Officer to be engaged within each PPO, given the scale of the RSDP-2 (double the size of RSDP). This role would support the PMU Communications Manager and be responsible for early community consultation (with the CDWs and TFs) and managing relationship with potential partners at a local level (e.g., NGOs, etc).</p>	<p>Communications resourcing has been reviewed and dedicated E&amp;S officers (who will support engagement) will be allocated to each province.</p>
Resources	<p>The budget for stakeholder engagement was not sufficient</p>	<p>Ensure adequate budget for travelling, etc., to undertake stakeholder engagement.</p>	<p>This has been included in the budget.</p>
Engagement methods	<p>Focus Groups Discussions worked well for men, women, youth and people with disabilities.</p>	<p>Continue this method of engagement.</p>	<p>This has been included in the SEP and will be incorporated into the Communications Plan</p>
	<p>It is mostly the educated people dominating discussions</p> <p>Literacy levels and cultural norms pose as challenges to participation</p>	<p>Encourage other community members to participate in discussions through having smaller group discussions, focus groups targeting vulnerable groups, etc.</p>	<p>This has been included in the SEP and will be incorporated into the Communications Plan</p>

		Written material aimed at community stakeholders needs to be in simple language and pictorials.	
	Consultation times need to take into consideration the needs of communities when it comes to community peoples schedules and needs	Consultation times should be agreed with communities with plenty of notice given.	This has been included in the SEP and will be incorporated into the Communications Plan
	Lack of participation was one of the challenges in the RSDP.	Integration into all milestone activities of the Project – different stakeholders to be involved are conscious of their participation.	This has been included in the SEP and will be incorporated into the Communications Plan

## 5.3 Stakeholder Engagement Strategy during Project Implementation

The Project will be delivered through a community driven development model, based on identified community need and priorities. This requires extensive participatory planning with interested and eligible communities in targeted wards. Communities will be supported throughout the process from concept to planning and implementation by CDWs, PPO E&S Officer and LLG staff at the LLG level. Women will be encouraged to apply for these positions to enable greater participation of women. It is important to manage community expectations as only some sub-project ideas will be selected for investment and to publicise the Project GRM.

A Communications Plan detailing the communications strategy for engagement with all stakeholders (with a focus on community engagement) will be developed early in Project implementation (within 6 months of Project Effectiveness) and updated annually (or more frequently if required). The plan will cover all participating provinces and include:

- Roles and responsibilities for:
  - preparing communications materials (e.g., some materials will be applicable Project-wide, other materials will be specific to the LLG or Ward)
  - delivering engagements
  - managing stakeholder relationships
  - record keeping
- Process for endorsement / sign-off of communications materials to ensure consistent messaging
- Branding guidelines
- Detailed schedule for engagement activities (which will be a “live” document)

## 5.4 Stakeholder Engagement Methods and Tools

This section describes the engagement methods, materials, language, and record keeping that will be used by the Project. Information on considerations for vulnerable people is also provided.

### 5.4.1 Engagement methods

A variety of methods will be used by the Project to ensure meaningful engagement with stakeholders. Further details will be provided in the Communications Plan; however, methods may include:

- Virtual meetings – such meetings will be undertaken with individuals or small groups where face-to-face meetings are not required (and to save costs).

- Face-to face meetings – these will mainly be meetings with targeted individuals and small groups.
- Focus group discussions – such meetings will mainly be with community groups including consultations with women, youth, and other stakeholders to ensure their views are heard. These meeting are key to ensure a wide range of community members participate in the selection of ward development priorities.
- Committee meetings – this includes WDC and CDD Committee meetings.
- Community noticeboards - for providing broad information to community groups.
- Radio – for providing broad information to community groups and wider stakeholders.
- Social media – for providing broad information to wider stakeholders.
- Newspaper – for providing broad information to wider stakeholders.
- Television – for providing broad information to wider stakeholders.
- Website – for disclosure of project documents, studies and updates on project progress and outcomes.

#### 5.4.2 Communication materials

Various communication materials will be used to engage with stakeholders, depending on the type and stakeholder purpose of the engagement. Literarily levels of target stakeholders will be considered when using written materials. Materials include:

- Presentations (printed and electronic) – for virtual and face-to-face meetings.
- Brochures and fact sheets – for handouts to community.
- Posters / notices - for displaying on community noticeboards.
- Reports – for providing detailed information about the project and its progress.
- Social media and short video

#### 5.4.3 Language

Meetings will be carried out in English, Tok Pisin, Motu and/or Tok Ples, depending on the situation and stakeholder's preference. Translators will be used where required, noting that other community members are generally happy to assist in translating into Tok Ples during community discussions for the benefit of other community members.

Detailed reports will be prepared in English. Materials that target community stakeholders (e.g., summary reports, brochures and posters/notices) will be culturally appropriate and prepared in the most appropriate language for the target audience.

#### 5.4.4 Record keeping

Each engagement will be recorded by the facilitator (or delegate) and include the following information:

- Topic/s of discussion.
- Information provided.
- Views expressed and concerns raised.
- Next steps.
- Attendee list (disaggregated by age and gender).

These records will be maintained in a secure and confidential manner by the facilitator (and then shared with the PMU when requested).

#### 5.4.5 Engagement with Women, Youth, People with Disabilities and other Vulnerable Groups

The Project will take into consideration the needs of vulnerable people and undertake engagement in ways that reduce barriers to participation and will employ targeted methods



and arrangements to ensure that they are reached in the planning and implementation of relevant subproject. Such arrangements could include including females in the WDCs and CDD Committees; conducting women and youth only consultations, scheduling community meetings at locations and times that are convenient for women, youth and people with disabilities; providing breaks during community meetings; using low literacy friendly communication methods; liaising with women/youth/disability organizations and working through their networks; and incorporating messaging encouraging vulnerable groups to take part in community outreach events.

#### 5.4.6 Engagement with Indigenous Peoples

PNG is one of the most culturally diverse countries in the world with over 800 languages and over 1,000 distinct ethnic groups. Indigenous peoples (IPs) are expected to be the sole or the overwhelming majority of project affected people.

Despite this cultural diversity, common elements exist between groups and navigating differences in language, culture and custom is part of everyday life in PNG and national programs are adept at dealing with this. The Project will ensure that stakeholder engagement and information disclosure activities are designed and implemented using culturally appropriate approaches that recognises both this diversity and common traditions.

The Project will:

- proactively engage with the relevant IPs to ensure their ownership and participation in project design, implementation, monitoring and evaluation.
- undertake free, prior and informed consultations and reviewing outcomes to determine broad community support (where this is required).
- ensure equitable access to culturally appropriate benefits for the IP community.
- take actions to avoid, minimize or otherwise mitigate any adverse impacts affecting the IP community.
- provide accessible and culturally appropriate means to address grievances, and monitoring and information disclosure arrangements.

#### 5.4.7 Strategies for Information Disclosure

The final draft of the environmental and social management documents (SEP, ESMF, LAP) will be made available by DPLGA to key stakeholders to review and provide comment prior to the documents being finalized and disclosed on the DPLGA and WB websites. Key subproject specific documents (such as ESMPs, if required) will be disclosed on the DPLGA website prior to commencement of works. Other key documents (e.g., GRM) will also be disclosed in person to potentially affected parties (e.g., communities) through face-to-face meetings and on community noticeboards.

### 5.5 Stakeholder Engagement Summary

An indicative stakeholder engagement and disclosure plan is outlined in Table 3 (with a focus on the community subprojects) and will be further refined during preparation of the Communications Plan and during Project implementation when further details of the other project activities are available.

Stakeholder Engagement Plan - DRAFT  
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*Table 3: Indicative stakeholder engagement and disclosure summary*

Topic of consultation / message	Method/s used	Target stakeholders	Responsibilities
<b>Stage 1 Start up and Project Entry</b>			
Awareness sessions	Face-to-face meetings Roadshow	Provincial Governments, DDAs, LLGs, and Sectoral Agencies etc.	
Awareness sessions to ensure awareness on participation requirements, including selection criteria and activities that cannot be funded.	Face-to-face meetings Email Virtual meetings	LLG staff, CDWs and PPO E&S Officer	PMU
Information gathering to undertake Social and Conflict Analysis	Virtual meetings Face-to-face meetings Email	PPOs, LLG Administrations	PMU E&S Specialist and PPO E&S Officer
<b>Stage 2 Community Mobilization and Planning</b>			
Project awareness and formation of ward development committees (WDCs).	Roadshow Face-to-face meetings Community noticeboards	Communities within target wards	CDW and PPO E&S Officer
Community consultation sessions to understand ward development priorities	Face-to-face meetings Community noticeboards	Communities within target wards	WDC (with assistance from CDW)
Formation of CDD Subcommittees to implement success proposals	Face-to-face meetings Community noticeboards	Community	WDC
Information gathering to prepare expressions of interest (EOI) for sub-projects	Face-to-face meetings	Various community members	WDC (with assistance from CDW)
<b>Stage 3 Subproject Selection and Proposal Preparation</b>			
Information gathering to undertake due diligence on EOIs (and land access) for sub-projects	Virtual meetings Face-to-face meetings Email	Various community members	LLG Development Committee CDW
Feedback to all wards regarding outcome of their EOI	Face-to-face meetings Community noticeboards	WDCs (who disseminate message to wider community)	LLG Assembly
Information gathering to prepare subproject proposal	Face-to-face meetings Email Virtual meetings	Various community members National-level stakeholders (e.g., DOWH, NDoH, etc), if required	WDC with assistance from CDW, PPO E&S Officer and PMU Engineering Advisor
Feedback to all wards regarding outcome of their proposals	Face-to-face meetings Community noticeboards	WDCs (who disseminate message to wider community)	CDW
<b>Stage 4 Subproject Implementation and Monitoring</b>			
Engagement related to procurement	Email Newspaper Procurement networks	Potential subcontractors Potential suppliers	CDD Subcommittee
Project GRM, Project timing, potential E&S risks/impacts and mitigation measures, etc.	Face-to-face meetings Community noticeboards	Communities around sub-project sites	CDD Subcommittee

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<b>Stage 5 Sub-Project Completion</b>			
Engagement related to preparation of O&M plans	Email Virtual meetings	Subcontractors	CDD Subcommittee
Engagement related to review/approval of O&M plans	Email Virtual meetings	CDD Subcommittee	PMU
<b>General - throughout the implementation phase</b>			
Key project updates	Website (DPLGA) Social media	All stakeholders	PMU
<b>Disclosure</b>			
Prior to implementation: disclosure of final E&S management documents (SEP, ESMF, LAP)	Websites (DPLGA and NEA)	All stakeholders	WB and DPLGA
Prior to construction: disclosure of subproject specific E&S tools (e.g., Environmental and Social Management Plans)	Websites (DPLGA and NEA)	All stakeholders	WB and DPLGA

## 6 Project Grievance Redress Mechanism

If any community stakeholders or project participants are unsatisfied by project staff, processes or outcomes, they can raise their concerns through the Grievance Redress Mechanism (GRM). The GRM established for the RSDP has been revised and simplified based on feedback (refer Table 2).

### 6.1 Purpose

The purpose of the Project GRM is to receive, assess, and facilitate resolution of project related concerns and grievances, at no cost and without retribution. The mechanism is also used to improve the social performance of the Project.

The Project GRM aims to:

- Provide affected people with avenues for making a complaint or resolving any dispute that may arise during the implementation of the Project.
- Ensure that mutually acceptable redress actions are identified and implemented promptly, in a culturally appropriate manner, to the satisfaction of complainants.
- Avoid the need to resort to judicial proceedings.

Participation in the grievance process does not negate an individual's right to pursue other remedies as provided under PNG law.

Each stakeholder has the right to raise their concerns and to seek satisfactory acknowledgement and resolution of their grievances. This right is essential to ensure transparency and accountability. Community stakeholders will be informed of the Project GRM through community meetings and through the local media. It will also be posted at a site easily visible to all community members, such as the community bulletin board. However, there is also the potential for grievances to be local disputes that are not related to the project or project activities or illegitimate claims. In such cases these are best resolved by disputing parties at the local level (rather than utilizing the Project's GRM).

The Project's GRM will also outline a process for receiving and handling cases of sexual exploitation and abuse / sexual harassment (SEA/SH) which is outlined in the GBV Prevention and Response Action Plan. This protocol will ensure a survivor-centric approach to the management of grievances.

### 6.2 Lodgement Tools

There are three ways in which grievances can be lodged. The complainant can choose which option is suitable and convenient for the issue that they would like to raise. So, grievances can be lodged verbally, via phone, or a letter. Whichever way the grievances are lodged; the details of the complaint must be transferred onto the Grievance Form.

- **Phone/SMS:** A toll-free hotline will allow grievances to be lodged directly with the PMU. Complainants can call or send an SMS to report or raise their grievances. This phone number will be provided to the Community Driven Development Subcommittee, Ward development Committee and communities members during consultations and via their Community Bulletin Boards. This method of lodgement will be encouraged.
- **The Grievance Form:** The grievances can be recorded using on a Grievance Form. This form will be filled in by the CDW or PPO E&S Officer. It should provide details of the Complaint and the possible solutions. The CDW or PPO E&S Officer can also assist the complainant to lodge grievances using the hotline if preferred by the complainant.

- **The Grievance Box:** A grievance box will be placed at the LLG Office so that community members can place their grievances in. This is to preserve confidentiality of raising their grievances. The box will be checked daily.

The Lodgement Tools must be conveyed to the participating wards and women groups so that they are able voice their concerns and get appropriate feedback for each case.

## 6.3 Recording Grievances

When a grievance is raised, the designated officer is responsible for recording the details of the grievance in the Grievance Form. The purpose of this form is to ensure that all the grievances are formally recorded, resolved and reported in a timely manner.

Complaints may be made anonymously, and confidentiality will be ensured in all instances, including when the person making the complaint is known.

Sensitive cases such as those concerning corruption or sexual exploitation and abuse or sexual harassment should be treated as highly confidential and referred directly to the PMU's PMU Gender and GBV Specialist who will be trained in the appropriate handling of these cases. Details of these types of complaint should not be shared with any other party unless deemed appropriate by the PMU Gender and GBV Specialist and PMU Project Manager.

## 6.4 Response and Resolution

The intention of the GRM is to resolve a complaint as quickly and at as low a level as possible to avoid a minor issue becoming a significant grievance. Each stage of the grievance procedures should be concluded within 30 days.

The officer receiving the grievances must ensure that the complaints are properly responded to by doing a thorough investigation and validating the complaint before proposing any solutions to the complaints.

Table 4 outlines the response and resolution process at the community level (stage 1 grievances). Although grievances are encouraged to be lodged directly with the PMU through the hotline, this is to provide greater transparency and oversight of grievances and not intended to interfere with their resolution at the community level.

*Table 4: Response and resolution process at the community level*

Timeframe	Steps and Actions
<b>Within 1 day</b>	<p>Step 1: Receive and Acknowledge</p> <ul style="list-style-type: none"> <li>• Grievance received from aggrieved persons/groups in person or via a representative, verbally, via writing, phone call, email or text message</li> <li>• Person receiving grievance conveys acknowledgement of receipt of grievance to complainant</li> <li>• Grievance Form prepared by PMU (for grievances lodged by the hotline) or CDW (for grievances lodged through them or the grievance box)</li> </ul>
<b>Within 2 days</b>	<p>Step 2: Verify and Investigate</p> <ul style="list-style-type: none"> <li>• The PMU, PPO E&amp;S Officer or CDW investigates and confirms details of the grievance. This can be delegated to the WDC, CDD Subcommittee or other project parties as relevant and appropriate.</li> </ul>
<b>Within 7 days</b>	<p>Step 3: Respond to Resolve</p> <ul style="list-style-type: none"> <li>• WDC and CDD Subcommittee members meet with relevant parties (aggrieved and village leaders) to resolve issue.</li> <li>• Depending on nature or severity of the grievance LLG representatives may be present to give input</li> <li>• Confirm resolution with Affected Party (or representative) and seek their approval or confirmation that the grievance is resolved OR case is referred to LLG office</li> <li>• Grievance closed with an assigned status and signed off by CDD Subcommittee chairman.</li> </ul>
<b>Within 30 days</b>	Step 4: Follow-up and Close

	<ul style="list-style-type: none"> <li>• If unresolved then Grievance including an update of all actions to date is referred to PPO or PMU for further action.</li> <li>• Database updated by PMU M&amp;E Officer.</li> </ul>
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## 6.5 Reporting and Tracking Grievances

The designated officer at each level shall be responsible for recording the grievance or complaint and reporting on these in regular meetings and in the quarterly progress reports.

The Grievance Form will be captured in the project's management information system (MIS) at LLG level. The MIS will provide basic details on the grievance and its status in the form of a Grievance Register.

The PPO E&S Officer will be responsible for ensuring that the Grievance Register is updated (at least monthly). The PMU MIS Officer is responsible for maintenance of the Grievance Register, ensuring it is kept up-to-date, and analysing this data (at least quarterly), to respond to any systematic issues or problems.

## 6.6 Responsibilities for Implementing GRM

The GRM will include all stakeholders involved in implementing RSDP. At the community level, the LLG, the Province, PPO and at the National level. At each of these levels, there are specific people who have roles in ensuring grievances are received and handled well.

## 6.7 Training for GRM

The CDWs will be trained on how to handle grievances during their Intensive Training (as part of Component 2). This information received during this training will be shared with members of the LLG Administration, WDC and CDD Subcommittee for a collective approach towards grievance redress in the communities.

The PPO E&S Officer will also be trained on how to receive, record and manage GRM data on a simple database at the PPO level. This data will come from the Grievance Form, Grievance Box and the Hotline SMS.

The PMU will facilitate this training with the assistance of the Capacity Building Specialist. Awareness materials will also be developed by the PMU to disseminate information about GRM to the wards and women groups.

## 6.8 World Bank Grievance Redress

Communities and individuals who believe that they are adversely affected by a WB supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit [www.inspectionpanel.org](http://www.inspectionpanel.org).

## 7 Resources and Responsibilities for Implementation

### 7.1 Responsibilities for Implementation

The owner of this SEP is the PMU. The PMU E&S Specialist and PMU Communications Manager will lead its implementation, however, there are many roles that input to the implementation of the activities specified in this SEP. The PMU team will need to coordinate closely at the provincial and ward levels to ensure the successful implementation of this plan. The key parties involved in the stakeholder engagement process and their responsibilities are provided in Table 5.

*Table 5: Responsibilities for implementation*

Party	Responsibilities
PMU Project Manager	Implement the GRM Resolve grievances at Project level
PMU Communications Manager, supported by PMU Communications Officers	Plan and implement the SEP Prepare and implement the Communications Plan Prepare consultation packages (e.g., brochures, hand-outs, presentations, etc) Plan national-level consultations Manage media releases Establish and maintain relationships with potential local partners
PMU E&S Specialist, supported by PMU E&S Officers	Monitor of and report on E&S performance to the project team and the WB
PMU MIS Officer	Maintain grievance database
CDW	Undertake consultation with WDC, women's groups and communities
PPO E&S Officers	Support the CDW with community outreach activities Undertake consultation related to E&S management
WDC	Hold meeting with communities to determine development priorities, and assist in dissemination of project information to communities

### 7.2 Stakeholder Engagement Budget

The budget for implementing the stakeholder engagement plan is incorporated into the overall budget prepared for environmental and social risk management, which is detailed in the ESMF. This includes budget for personnel costs (PMU E&S Specialist, Communications Specialist, PPO E&S Officers), communications (e.g., GRM toll-free number, website, venue hire, etc) and travel costs.

### 7.3 Monitoring and Reporting

The SEP will be periodically revised and updated as necessary during Project implementation. This will be undertaken to ensure the following:

- information is consistent and is reflective of evolving information requirements at different stages of the Project.
- methods of engagement remain appropriate and effective for the Project.

Any major changes to Project-related activities or schedule will be reflected in the SEP.

Project stakeholder engagement activities will be documented through 6-monthly progress reports, to be shared with the WB. Summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by the PMU E&S Specialist and included in the

6-monthly reports. The 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.

The project will include a key performance indicator "Project related complaints to the GRM satisfactorily addressed within the specified timeframe" to monitor the implementation of the Project GRM.