

**Inclusive Digitalization in Eastern and Southern Africa (IDEA)
(P502532)**

Updated Final Draft

Stakeholder Engagement Plan (SEP)

December 2025

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ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area
AfDB	Africa Development Bank
AFE	WB Eastern and Southern Africa region
AI	Artificial Intelligence
APs	Affected Parties
ARICEA	Association of Regulators of Information and Communications for Eastern and Southern Africa
ASCENT	Accelerating Sustainable and Clean Energy Access Transformation Program
COMESA	Common Market for Eastern and Southern Africa
COMFWB	COMESA Federation of Women in Business
CRASA	Communications Regulators' Association of Southern Africa
CBTA	Cross Border Traders Association
DPI	Digital Public Infrastructure
DRC	Democratic Republic of the Congo
E&S	Environmental and Social
EACO	East African Communications Organization
EAWiB	East African Women in Business Platform.
EARDIP	Eastern Africa Regional Digital Integration
ESCP	Environmental and Social Commitment Plan
EU	European Union
FCV	Fragile and Conflict-Affected States
GCP	Global Challenge Program
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GRS	Grievance Redress Service
IBRD	International Bank for Reconstruction and Development
ICT	Information and Communication Technology
IDA	International Development Association
IDEA	Inclusive Digitalization in Eastern & Southern Africa
ITU	International Telecommunication Union
LMP	Labor Management Programme
MDAs	Ministries, Departments, and Agencies
MPA	Multiphase Programmatic Approach
NREN	National Research and Education Network
PCU	Program Coordination Unit
PSC	Project Steering Committee
PCM	Private Capital Mobilization
REC	Regional Economic Community
RICTAS	Regional ICT Associations
RIFF	Regional Infrastructure Investment Facility Project
RPSC	Regional Program Steering Committee

SAPOA	Southern Africa Postal Operators Association
SATA	Southern Africa Telecommunications Association
SEP	Stakeholder Engagement Plan
TA	Technical Assistance
TWG	Technical Working Group
WB	World Bank
WTA	Women in Technology Africa

1 Project Description

1.1 Project Overview

Inclusive Digitalization in Eastern & Southern Africa (IDEA) is a regional Multiphase Programmatic Approach (MPA) for Eastern and Southern Africa (AFE), which includes three focus areas of : (i) building the foundations for affordable and quality broadband connectivity, data hosting capability, enabling access to digital technology and digital services including (ii) interoperable and safe data platforms and trusted online transactions at national and regional level; (iii) advancing high-impact digitally-enabled applications in priority sectors (with an initial focus on social protection and financial services), digital skills and competencies to increase productive digital usage and enhance economic and social activities.

The MPA sets out an ambitious agenda towards achieving universal digital access in AFE through a programmatic approach comprising key pillars and ‘menu of options.’

1.2 Scope of Activities for COMESA

The Project Development Objective (PDO) for the COMESA operation is to enhance enabling environment for increasing access to and inclusive usage of the Internet and digitally enabled services in Eastern and Southern Africa. This operation will monitor progress toward the overall Program Development Objective (PrDO) indicators.

Project Components under the operation with COMESA include:

Component 1: Regional Harmonization and Planning Platform (US\$5.47 million): This component aims to enhance the enabling environment for regional digital market development and integration and create a platform to inform and mobilize investments for regional digital infrastructure. Activities under this component include:

- (i) **Regional TA and training:** developing regionally harmonized regulatory and policy frameworks, guidelines and standards to promote digital access and usage and promote private sector mobilization for digital infrastructure development and digitally enabled services, applying inclusive and climate smart approaches. It will finance technical and legal consultancies, training and capacity building, including: (i) the preparation of a regional Digital Inclusion Action Plan and associated draft regulations and policies covering areas such as digital safeguards, digital literacy, digital financial services etc.; (ii) TA to enhance the implementation of a regional roaming framework and the development of a regional model to enhance spectrum management; (iii) the development of policy and regulatory guidelines as well as standards to enable and promote the safe use of AI and other emerging technologies, including for climate adaptation, mitigation; (iv) legal and TA to enable the cross-border flow of data to support cross-border e-commerce; and (v) the development of policy, regulatory frameworks and guidelines at the regional level to enable and promote private capital mobilization for digital infrastructure with recommendations for possible financing facilities and instruments to expand digital access at the regional level, which can be capitalized in future phases of the Program, and where feasible, leveraging applicable financing schemes under ASCENT; and
- (ii) **1.2 Planning platform and models:** (i) supporting integrated infrastructure planning to cover digital infrastructure and demand for internet connectivity through TA and the development of geospatial mapping tools; (ii) support the development of least cost option to extend Internet access to cross-border areas and priority public entities, such as schools and health clinics, with energy access and climate implications in mind; which can be implemented in subsequent phases at the country or regional level.

Component 2: Regional Knowledge and Capacity Building (US\$1.4 million): This component aims to support holistic knowledge transfer throughout the program cycle, to build capacity and support institutional strengthening for participating countries in a sustainable manner and to increase the efficiency and impact of the program activities by leveraging regional synergies between countries. Activities under this component include:

- (i) **2.1. Toolkits:** (i) the development of practical tools to support Member States and other countries participating in the IDEA MPA in project preparation and implementation readiness, including (i) the development of templates, draft terms of reference and project management tools for procurement, financial management, budgeting, environmental and social risk and impact management, grievance redressal mechanism; (ii) establishment of a regional monitoring and evaluation (M&E) platform, leveraging innovative data collection and evidence generation at the regional level.
- (ii) **2.2. Capacity building, knowledge sharing, training for participating countries and COMESA Member States** covering (i) TA to inform the implementation of digital safeguards and the upcoming COMESA's e-commerce framework; (ii) procurement, financial management, E&S frameworks, quality assurance, data collection and analysis, M&E. It will also support wide knowledge sharing and awareness raising about the Program with communication and results stories, leveraging the 50 million Women African Speak platform under COMESA, to ensure the gender inclusion, and the COMESA Business Council, to support private sector engagement.

Component 3: Regional Project Coordination and Management (US\$3.12 million): This component will set up the IDEA's regional Program Coordination Unit (PCU) to (i) coordinate with participating countries; (ii) validate and report on the Program's results framework (described below in Table 2); and (iii) oversee the implementation of the regional grant to COMESA, including fiduciary, E&S and other functions.

2 Objective of Stakeholder Engagement Plan (SEP)

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire program cycle. The primary objective of this stakeholder engagement plan is to define a program for two-way stakeholder engagement, including public information disclosure and consultation throughout the entire program cycle. The SEP defines the stakeholder engagement requirements for the program and how information will be shared. The SEP will be coordinated with other COMESA initiatives for communications and outreach, and should include the following: The SEP outlines the ways in which COMESA Secretariat and its IDEA PCU will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about any activities related to the COMESA IDEA program operations.

3 Stakeholder Identification and Analysis

3.1 Stakeholder Identification

Stakeholders include individuals or groups that may influence or be impacted by the Program directly or indirectly and those who may have interests in a Program and/or the ability to influence its outcome, either positively or negatively.

The stakeholder identification process establishes which organizations and individuals may be directly or indirectly affected (positively or negatively) by the proposed Program or have an interest in it. To develop an effective SEP, it was necessary to determine exactly who the stakeholders are and understand their priorities and objectives in relation to the COMESA IDEA Program operations. By classifying and analyzing the stance, influence, capacity and

interests of stakeholders, it was then possible to develop a SEP that was tailored to the needs of different stakeholder groups.

COMESA's IDEA Program stakeholders can be grouped into the following categories:

- (i) Affected Parties (APs);
- (ii) Other interested parties (OIPs); and
- (iii) Vulnerable and marginalized groups (VMGs).

3.1.1 Affected Parties (APs)

APs are persons, groups, and other entities within the Program Area of Influence (PAI) that are directly influenced (actually or potentially) by the program and/or have been identified as most susceptible to change associated with the program, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures. IDEA Program APs for COMESA IDEA operations are COMESA Secretariat and other participating Regional Economic Communities (RECs) (SADC, EAC, IGAD, IOC) Member States (Ministries responsible for ICTs and Justice), National Regulatory Authorities (NRAs), Mobile network operators, ISPs, data hosting companies, fintech providers (State owned and Private) COMESA Business Council, the Project Steering Committee (PSC), the Project Technical Working Group (TWG) whose Terms of Reference (ToRs) are attached and Women's talking platforms, etc. and Consumers of ICTs. A detailed list and contacts are attached in Annex 5 and 6 respectively.

3.1.2 Other interesting parties (OIPs)

OIPs are individuals/groups/entities that may not experience direct impacts from the COMESA's IDEA Program operations but who consider or perceive their interests as being affected by the program and/or who could affect the program and the process of its implementation in some way. These are: Regional Information and Communications Technology Associations (RICTAS) – Association of Regulators of Information and Communications for Eastern and Southern Africa (ARICEA), Communications Regulators' Association of Southern Africa (CRASA), East African Communications Organization (EACO), Southern Africa Postal Operators Association (SAPOA), and Southern Africa Telecommunications Association (SATA); European Union (EU); the African Union Commission (AUC), The African Continental Free Trade Area (AfCFTA), Development Partners, GIZ, Africa Development Bank (AfDB), UN Agencies e.g., UNICEF, etc., other donors, International Telecommunication Union (ITU), National Research and Education Networks (NRENs) etc. A detailed list and contacts are attached in Annex 5 and 6 respectively.

3.1.3 Vulnerable and Marginalized Groups (VMGs)

VMGs are people who may be disproportionately impacted or further disadvantaged by the Project(s) 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 processes associated with the project. Examples of VMGs for ICT projects are Women-owned ICT businesses, Youth, women and youth in business expected to use digital platforms, Cross-border communities, Internally Displaced Persons (IDPs), Refugees, Minority and marginalized groups e.g., indigenous people, etc., People with disabilities (PWDs), and women without digital literacy and access to digital devices, digital platforms and digital services. A detailed list and contacts are attached in Annex 5 and 6 respectively.

VMGs under IDEA include populations with limited access to affordable connectivity, devices, and digital skills; those facing gender, geographic, or economic barriers; and communities

living in fragile, cross-border, or post-conflict settings. Specific strategies will ensure their meaningful inclusion in consultations, capacity building, and benefit-sharing.

Since COMESA will work with governments and other digital partners implementing Program activities, and will not be working directly with local communities, no disadvantaged and vulnerable groups are expected to be engaged directly by COMESA. Such engagements will be undertaken at the country level, based on country specific SEPs, and by the country's governments. Results will nevertheless be made available to COMESA. COMESA also will ensure that women's concerns and perspectives are included in their communications and other project-related activities.

To ensure VMG voices are reflected in decision-making, feedback from country-level engagements will be captured and shared with the PCU through national PIUs. This feedback will be disaggregated by gender, age, disability status and stakeholder category, and reviewed semi-annually by PCU to identify barriers to participation and inform adjustments to regional guidance, knowledge products and communication strategies.

3.1.4 Identified Stakeholder Categories

The following are the identified stakeholder groups and their relevance to COMESA IDEA operations.

Stakeholder Groups	Stakeholders	Relevance to COMESA IDEA Operations
General Member States	Authority	The Authority consists of Heads of State or Government of the Member States and is responsible for the general policy, direction and control of the performance of the executive functions of the Common Market and the achievement of its aims and objectives.
	Council of Ministers	The Council is composed of Ministers designated by the Member States. The Council is responsible for ensuring the proper functioning of COMESA in accordance with the provisions of the Treaty. The Council takes policy decisions on the programs and activities of COMESA, including monitoring and reviewing of its financial and administrative management.
	Meeting of Ministers in Charge of Transport and Communications, Information Technology and Energy	Meeting of Ministers is composed of Ministers in charge of Transport, Communications, Information Technology and Energy. The meeting makes policy decisions on issues to do with infrastructure.
	Project Steering Committee (PSC)	PSC provides overall policy and strategic guidance and coordination of the Project. It will meet at least once a year. Representatives of cooperating partners active in this field will also be invited to attend as observers.

Stakeholder Groups	Stakeholders	Relevance to COMESA IDEA Operations
	Technical Working Group (TWG)	TWG A <u>Project Technical Committee</u> will also be set up to ensure smooth implementation, monitoring of activities and coordination of administrative, financial and human resources at technical level. This technical body will meet every three months. Members will include technical staff working on the different result areas - (i.e. from IDEA Implementing Member States, National PIUs, the IDEA PCU).
National Ministries, Departments and Agencies (MDAs), including NRAs	MDAs in charge of ICT	Will receive IDEA TA, per government requests. Spearhead respective country participation in the Program benefiting individual states.
Private sector companies in supported countries	ICT companies in supported countries COMESA Business Council	Beneficiaries of the project.
International partners	World Bank, other multilateral and bilateral donors	Financiers of the program and related initiatives in ICT sector. Possess knowledge of E&S management, stakeholder engagement.
	EU, AfDB, UNICEF, ITU, AU, AfCFTA	Supports review and/or development of various regional policy and regulatory frameworks in a harmonized manner that will contribute to enhancing competition, improved access to cost effective and secure ICT services in the AFE and Indian Ocean region. Sign MoUs to collaborate on mutual objectives.
Regional Associations	RICTAs ARICEA, EACO, CRASA, SAPOA, SATA	Will play a critical role in: (i) establishing a regional policy compact to inform sector reforms and facilitate public private dialogue across the region towards Private Capital Mobilization (PCM), (ii) developing regionally harmonized frameworks, guidelines and standards to promote digital access and usage, and (iii) supporting integrated infrastructure planning.
Regional Economic Communities	EAC, IGAD, IOC, and SADC,	Regional community development organizations. Key in establishment of regional policies and frameworks.
Other interested organizations	Organizations supporting women's and girls' access to digital services - COMESA Cross	Provide support and collaboration for improving women's and girls' access to digital services.

Stakeholder Groups	Stakeholders	Relevance to COMESA IDEA Operations
	Border Traders' Associations, COMFWB, EAWiB, WTA	
	NRENs	Specialized internet service providers dedicated to supporting the needs of research and education communities within a country. Usually distinguished by support for high-speed backbone networks, offering dedicated channels for individual research projects.

3.2 Stakeholder Mapping

It is important to tailor the engagement methodology to the targeted stakeholders and their relationship to the COMESA IDEA Program operations (i.e. their influence and interest). Stakeholder mapping seeks to understand stakeholders' level of interest in the Program and influence in decision making as well as on other Program stakeholders and will continue throughout the Program lifecycle. It is also important to note that stakeholder interests and level of influence is dynamic and changes over time; hence the need to periodically update the stakeholder map as well as the wider SEP. Mapping will also help identify stakeholders who may find it more difficult to participate in consultation activities and are affected by or interested in the proposed Program because of their marginalized or vulnerable status (such as disabled or elderly people).

Stakeholder mapping considers:

- (i) Who is affected by COMESA's IDEA Program operations and activities.
- (ii) Who are the formal and informal community leaders and to what degree are they seen as representative.
- (iii) Whether the stakeholder supports, is neutral towards, or is opposed to the Program.
- (iv) Each stakeholder's interests and concerns in relation to the Program; and
- (v) How different stakeholders can influence the Program and what risks or opportunities this presents.

According to each stakeholder's levels of interest or impact on the program, different levels of engagement intensity will be employed. Stakeholders have been mapped using the matrix presented below.

Level of Interest	High	Other Donors	EU RICTAs Supported private sector companies ITU NRENs Organizations supporting women's and girls' access to digital services	Ministers in Charge of Transport & Communications, Information Technology & Energy MDAs, NRAs, AfCFTA
	Medium	AU UN Agencies	World Bank	COMESA Council of Ministers SADC EAC IGAD
	Low		AfDB	COMESA Authority RECs (COMESA, SADC, EAC, IOC, IGAD)
		Low	Medium	High
		Level of Influence		

4 Stakeholder Engagement Process

4.1 Summary of Stakeholder engagement done during project preparation

During the Mobile World Congress event in Barcelona, February 2024, Development partners were consulted throughout project preparation to ensure coordination. Consultations included technical discussions with development finance institutions, notably the Horn of Africa Initiative Secretariat, AfDB on its Horn of Africa Digital Integration Project, the EU on its Initiative for Digital Government and Cybersecurity and missing broadband links initiative, the International Telecommunication Union (ITU) on its support for affordable access to broadband, Smart Africa's proposed internet bulk internet capacity purchase program, the GIGA initiative (ITU and UNICEF) on infrastructure mapping for the education sector, the EU Africa Connect program for National Research and Education Networks (NRENs) and private sector consultations held, inter alia.

Further, the first PSC meeting was held from April 8 to April 9 2025. The meeting decided to inform Member States about upcoming project activities to ensure national ownership, clarify the roles and structure of the PSC and Technical Working Group for better coordination, and improve how the project's coverage and benefits are shared. The Work Plan was approved pending PSC amendments, with a revised version to be sent out within two weeks. The PSC will meet twice a year (with virtual meetings as needed), prepare and distribute a summary document on the project's purpose and impact, set up a Technical Working Group, and review reports from technical meetings. Permanent PSC members were confirmed, countries without representatives were urged to nominate, and the PSC's structure may be adjusted in the future for greater effectiveness. See details in Annex 6

4.2 Methodology

To meet best practice approaches, the IDEA Project will apply the following principles and approach for stakeholder engagement:

- (i) **Openness and life-cycle approach:** Public consultations for the program will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, intimidation or discrimination.
- (ii) **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 stakeholder feedback, and for analyzing and addressing comments and concerns.
- (iii) **Inclusiveness and sensitivity:** Stakeholder identification will be undertaken to support better communications and build effective relationships, ensuring an inclusive participation process throughout project implementation. All stakeholders will be 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 that may be at risk of being left out of program benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, people in rural and hard-to-reach communities, and the cultural sensitivities of diverse ethnic groups. Stakeholder identification will be reviewed annually to capture new actors; and
- (iv) **Flexibility:** If social distancing, cultural context (for example, particular gender dynamics), or governance factors (for example, high risk of retaliation) inhibit traditional forms of face-to-face engagement, the methodology shall adapt to other forms of engagement, including various forms of internet- or phone-based communications.

4.3 Stakeholder Engagement Plan

4.3.1 Key Issues that should be communicated

The following are some of the important messages that will be communicated to the Stakeholders:

- (i) Background of the Program and on-going general communications about the Project.
- (ii) Program Description.
- (iii) Program Activities information.
- (iv) The potential Program benefits and impacts.
- (v) The process that will be followed to engage with stakeholders.
- (vi) The Grievance Mechanism (GM) for the Program.
- (vii) The Labor Management Procedures; and
- (viii) How and when stakeholders can participate in the Program.

4.3.2 When and what to communicate

Stakeholder Engagement will be structured and offered regularly but with the flexibility of responding to issues as they emerge. Broadly, stakeholder engagement for the proposed Program has been categorized into preparation and operation engagement activities. Further details on when and what to communicate are contained in First PSC Meeting Report (8-9 April 2025), Lusaka, Zambia Annex 7.

4.3.3 Communication Methods

A variety of communication methods are used to engage with stakeholders reflecting their level of authority, socio-economic context, and cultural and intellectual factors such as level of education and literacy, and language capabilities.

English, French, and Arabic are the official languages of the Common Market. Portuguese will also be included for lusophone country participants who are non-COMESA member states. Therefore, all COMESA stakeholder engagements will be tailored to respective countries' official languages. For official meetings and communication, English will be the main mode of communication given that it is the most widely accepted language for business, but as necessary COMESA will make efforts to also communicate through the other Common Market languages and to translate communication documents to those languages as necessary.

To ensure targeted implementation-level engagement, the PCU will prepare activity-specific Stakeholder Engagement Plans. These activity-level SEPs will define stakeholders, methods, communication schedules, and responsibilities, and will be annexed to the Program Operations Manual. They will be reviewed and updated annually or when major program changes occur.

4.3.4 Summary of project stakeholder needs and methods, tools, and techniques

Table 1 shows a summary of program stakeholder information needs.

Table 1: Summary of Project Stakeholder Information Needs

Stakeholder group	Stakeholder	Language needs	Preferred communication method(s)	Specific needs
General Member States (IDEA countries)	Authority (Head of State or Government)	English, Portuguese, French, and Arabic	Formal meetings Structured agendas Email communication	Program information document (PrID) and ESCP. On-going general communication on the project.
	Council of Ministers	English, Portuguese, French, and Arabic	Formal meetings Structured agendas Email communication Letters	Program roles and responsibilities planned stakeholder engagements, information generation and dissemination. Regular formal and informal meetings. On-going general communication on the project.
	Meeting of Ministers in Charge of Transport and Communications, Information Technology and Energy	English, Portuguese, French, and Arabic	Formal meetings Structured agendas	Program roles and responsibilities planned stakeholder engagements, information generation and dissemination. Specific project deliverables.
	PSC	English, French, Portuguese and Arabic	Formal meetings, Structured agendas, Website, digital communication	Programme oversight, monitoring of implementation, development of synergies and complementarities with other actions and guidance to ensure attainment of the objectives. Specific project deliverables (i.e consultations and validation).
	TWG	English, French, Portuguese and Arabic	Formal meetings, Structured agendas, Website, digital communication	Management and monitoring of programme activities and coordination of administrative, financial and human resources at technical level to ensure smooth programme implementation. Specific Project Deliverables

Stakeholder group	Stakeholder	Language needs	Preferred communication method(s)	Specific needs
Private sector companies in supported countries	ICT companies in supported countries COMESA Business Council	English, French, Portuguese and Arabic	Regular formal and informal meetings, digital communication, Website	Information on project products and services and how to access them. as well as reports on consultations and validation meetings
International partners	World Bank Other donors EU, AfDB UNICEF, ITU, GIZ	English, French, Portuguese and Arabic	Email, telephone calls, meetings (in person or virtual) Structured Agendas Website	Program progress will be monitored in relation to preparation, implementation, stakeholder engagement, joint management efforts, experience sharing, and specific project deliverables. Regular formal and informal meetings will be held to strengthen coordination, and Memoranda of Understanding (MoUs) will be signed to guide collaboration on mutual objectives. Grievances received under the program will be documented and reported exclusively to the World Bank in accordance with its procedures and confidentiality requirements; such reports will not be shared with other development partners."
Regional ICT Associations (RICTAs)	ARICEA, CRASA, EACO, SAPOA and SATA	English, French, Portuguese and Arabic	Regular formal and informal meetings Website	Sensitization on IDEA MPA and its outcomes. Specific project deliverables (i.e. consultations and validations).

Stakeholder group	Stakeholder	Language needs	Preferred communication method(s)	Specific needs
Regional Economic Communities	EAC, SADC, IGAD	English, French, Portuguese and Arabic	Formal meetings, digital communication, Website	Sensitization on IDEA MPA and its outcomes. Specific project deliverables. Including key project report, policy brief and lessons and coordination of regional initiatives.
Other interested organizations	Organizations supporting womens' and girls' access to digital services - COMFWB, COMESA Cross Border Traders Associations (CBTA), EAWiB, WTA	English, French, Portuguese and Arabic	Formal meetings Structured agendas Website, digital communication	Sensitization on IDEA MPA and its outcomes. Specific project deliverables.
	NRENs	English	Regular formal and informal meetings, Website, digital communication	Sensitization on IDEA MPA and its outcomes. Specific project deliverables (consultations and validations).
Communities at large or communities that are residing on cross border	Women-owned ICT businesses, Youth, women and youth in business expected to use digital platforms, Cross-border communities, Internally Displaced Persons (IDPs), Refugees, Minority and marginalized groups e.g., indigenous people,	Local language (depending on the needs)	Radio, TV, digital communication, Website, Social Media	Sensitization on IDEA MPA, and it's impact. Capacity building plan.
All rights holders/ Users of ICT/digital services	All users, CSOs and other groups	Arabic, English, French, Portuguese, and local languages	Radio, TVs, digital communication, and Website	Sensitization on IDEA MPA and its outcomes. Specific project deliverables.

Table 2 Stakeholder Engagement and Disclosure Methods

Program Stage	Information to be disclosed	Target stakeholders	Communication channels	Timetable	Responsibilities
Program preparation	Program documents - ESCP, SEP, LMP, GRM	COMESA Affected and interested parties	Email, intranet, training, meetings, website Email, website, meetings (in person or virtual)	In person or virtual within three months after program effectiveness	COMESA World Bank
	Annual workplan	Affected and implementing parties	Email, website, press	Two (2) weeks after approval by the World Bank	COMESA
	Program operation manual	COMESA	Email, website, meetings (in person or virtual)	Within three months of program effectiveness	COMESA
Program implementation and monitoring	Program Progress reports	All stakeholders	Email, website, meetings, press	In person or virtual meeting; bi-annually, quarterly	COMESA

Table 3: Stakeholder Consultation Plan

Program Stage	Target stakeholders	Topic of consultation	Method used	Location/ frequency	Responsibilities
Program preparation	COMESA Council of Ministers	General Progress of the Project	Email, meetings	In person or virtual and continuous	COMESA
	COMESA Member States, Meeting of Ministers	- General Progress of the Project - Program documents - ESF, PrID, ESCP, and LMP requirements - Program scope and rationale - Grievance mechanism process	Email, meetings, trainings (for the PCU)	Virtual and physical Periodic, daily, quarterly (for the PCU)	COMESA
	COMESA Secretariat, PCU				

Program Stage	Target stakeholders	Topic of consultation	Method used	Location/ frequency	Responsibilities
		- Annual workplan - coordination of regional initiatives related to IDEA Project etc.			
	Media	Project scope and rationale including project results, update	Press release	On a regular basis	COMESA
Program implementation and monitoring	RICTAs, RECS (EAC, IGAD, SADC, and AU)	- Project status and progress. - Establishing a regional policy compact	Email, meetings, training	Virtual and physical as needed	COMESA
	Development partners (WB, EU, AfDB, and relevant UN agencies (ITU and UNCEF)	- Project status and progress. - Establishing a regional policy compact	Email, meetings	Virtual and physical as needed	COMESA
	Civil Society (Organizations supporting women's and girls) and NRENS)	- Project status and progress. - Establishing a regional policy compact	Email, meetings	Virtual and physical as needed	COMESA
	Media	Visibility for the program (coordinated with other COMESA communications and outreach initiatives)	Email, meetings	Virtual and physical, as needed	COMESA

4.4 Timelines

Stakeholder consultations will be conducted throughout the program's lifecycle for all key stakeholder groups as indicated in the tables above. Consultations will be conducted during program preparation, implementation and monitoring processes.

COMESA Secretariat and PCU will actively utilize its international platform to conduct meaningful engagements with all stakeholders within 6-12 months of program effectiveness. Among these is the convening of Council of Ministers that will endorse documents and review project progress and approve short-to-long-term work plans. The SEP shall then be updated with the outcomes of this engagement process.

4.5 VMG Engagement and Inclusion Framework

4.5.1 Objective

To ensure meaningful participation and equitable benefit-sharing of Vulnerable and Marginalized Groups (VMGs) across all phases of the IDEA Program, in line with World Bank Environmental and Social Standards and COMESA's inclusion principles.

4.5.2 Approach

Engagement with VMGs will be conducted through National-level Project Implementation Units (PIUs) and other national partners to ensure that VMG considerations are mainstreamed into stakeholder engagement activities at country level. COMESA will provide technical guidance, oversight, and harmonized tools to support the inclusion of VMGs in accordance with regional and World Bank standards.

4.5.2.1 Mapping and Profiling

- National PIUs, in collaboration with relevant ministries (e.g., gender, ICT, social welfare, youth) and local civil society organizations (CSOs), will identify VMGs such as women, youth, persons with disabilities, cross-border traders, displaced persons, and rural populations within their respective jurisdictions.
- COMESA, through the IDEA Program Coordination Unit (PCU), will consolidate this data into a regional VMG engagement register to ensure consistent tracking and reporting.

4.5.2.2 Targeted Consultations

- PIUs will coordinate focus group discussions, community dialogues, and digital outreach (radio, SMS, WhatsApp, etc.) using local languages as well as use of local liaison officers to reach groups with limited access to digital platforms.
- Consultations will be gender-responsive, inclusive of persons with disabilities, and sensitive to local contexts.

4.5.2.3 Inclusive Capacity Building

- National training and sensitization activities will integrate digital literacy and awareness programs for VMGs.
- Partnerships with Women organizations and youth and disability networks will be leveraged to ensure inclusive participation.

4.5.2.4 Feedback and Grievance

- The GRM will be simplified and made accessible via toll-free lines, WhatsApp, SMS, or community focal points, allowing anonymous or verbal reporting.
- VMG-related grievances will be handled confidentially and reported through the PIUs to COMESA.

4.5.2.5 Monitoring and Reporting

- PIUs will collect sex-, age-, and disability-disaggregated data on VMG engagement.
- COMESA will consolidate data into its regional M&E framework to track inclusion indicators and inform SEP updates.

4.6 Review of Comments and Feedback Communication

The PCU will maintain open lines of communication with all stakeholders to encourage information flow-including feedback, understanding of the program and its key documents and strengthen working relationships.

Comments from stakeholders will be gathered through email, social media, during meetings- both formal and informal- and included in periodic program reports as necessary. Response to the comments will be made directly to the individual(s) or through email, meetings or reports. Multiple methods for capturing feedback will be employed. These include regular stakeholder satisfaction surveys, stakeholder meetings, feedback channels, interviews and focus groups, project reviews among others.

A systematic analysis of feedback will be put in place. This includes quantitative analysis, qualitative analysis, root cause analysis, reporting and prioritization.

The feedback will be used to inform project decisions (i.e. integration into project planning, communication of actions, continuous improvement, decision making, monitoring and follow-up.

The PSC and TWG should review the feedback reports and make decisions on necessary adjustments. This systematic approach ensures that stakeholder feedback is not only collected but also effectively analyzed and used to drive project improvements and decisions.

5 Resources and Responsibilities for Implementing Stakeholder Engagement Activities

5.1 Resources

The PCU for IDEA at COMESA Secretariat will oversee all stakeholder engagement activities. The estimated budgets are as outlined below.

5.1.1 Update and Sensitization Meetings on the IDEA Project

This will be carried out as part and parcel of the PSC and TWG meetings which will be held at least bi -annually and quarterly respectively. The costs will be embedded in the budgets of these statutory Committee meetings.

5.1.2 Training Workshops for GRM and LMP for Internal and External Stakeholders

For internal stakeholders training workshops will be held locally on an annual basis. The budget for 15 participants for three days will be around USD 4 500. These costs will cover Conference package, fuel and transport etc.

For External stakeholders, training will be done during TWG and PSC Meetings. As such the costs will be embedded in the budgets of these meetings.

There is also a lump sum budget of USD 50,000 which is to produce IEC materials, processing, investigation, and resolution on filed grievances, meetings, investigation and communication costs.

5.1.3 Consultation and Validation Meetings

For each key activity in the approved Work Plan, consultation and validation meetings will be held allowing for two-way communication with key stakeholders to the Project. The costs for this type of stakeholder engagement are embedded in the approved Work Plan budgets.

5.1.4 Stakeholder Consultative Meetings and Capacity Building Workshops

- (i) Consultation meetings (prior effectiveness) – the assumption is that COMESA will hold at least 1 meeting with different stakeholders to disclose the contents of the SEP. The \$50,000 caters for IEC materials, refreshments, travel and other costs incurred when organizing the meeting; and
- (ii) Consultation meetings (after effectiveness) – 1 meeting annually for six years with stakeholders to disclose any new information on the SEP and report on the progress implementation of the project. The \$50,000 caters for training stakeholders in the SEP/SH (to ensure two-way communications between project and its stakeholders (i.e. not just one-way public relations messages), and to ensure SEP-related activities, including GM, will receive necessary funding in annual budgets, production of IEC materials, refreshments and other costs incurred when organizing the meetings.

Table presents a list of proposed cost-effective activities for the implementation of the SEP and an estimated budget.

Table 5: Estimated Stakeholder Engagement Budget as per 2026 Work Plan

No.	Objective of Activity	Expected Outcome	Cost (US\$)	Number of times per year	Total costs
1.	Training Workshops for Internal Stakeholders on GRM & LMP	Internal stakeholders trained	4500	At least 1 training workshop per year	4,500.00
2.	*Consultation & Validation Meetings (PSC & TWG) – Training for External Stakeholders on GRM and LMP	Training of external stakeholders achieved	94000	At least 2 training workshops per year	188,000.00
3.	Updating SEP and monitoring	SEP updated	Lumpsum	Annually	20,000.00
4.	Stakeholder Consultative Meeting (Prior Effectiveness)	Prior consultative meeting held	lumpsum	1 annually	50, 000.00
5.	Stakeholder Consultative Meeting (Post Effectiveness Meeting)	Post effectiveness meeting held	Lumpsum	1 annually	50, 000.00
6.	Grievance mechanism	Cases on GRM resolved	Lumpsum	At least 5 annually	50,000.00
	Total				170,000.00

*The figure is not included in this as it has been budgeted for in PSC and TWG Meetings.

5.2 Responsibilities

All program staff will play a key role in the consultation processes through their interaction with the different stakeholders. However, with supervision from the Project Coordinator, the Social Safeguards Specialist, the Environment Specialist and Stakeholder Engagement/Communication Officer will have the lead responsibility for implementing this SEP and updating it as needed.

5.2.1 RACI Chart for SEP Implementation

Activity	Project Coordinator	Social Safeguards Specialist	Environment Specialist	Stakeholder Engagement/Communication Officer	All Program Staff
Develop SEP	A	R	C	R	I
Update SEP	A	R	C	R	I
Plan stakeholder consultations	C	R	C	R	I
Conduct consultations	I	C	C	R	R
Document feedback and issues	I	R	C	R	R
Analyze feedback and report	C	R	C	R	I
Grievance mechanism implementation	C	R	C	R	I
Communication material development	I	C	C	R	I
Monitoring and reporting SEP progress	A	R	C	R	I

Legend:

- **R** = Responsible (does the work)
- **A** = Accountable (final decision/approval)
- **C** = Consulted (provides input)
- **I** = Informed (kept updated)

6 Grievance Mechanism

6.1 Introduction

IDEA MPA will adopt and adapt the ASCENT Grievance Redress Mechanism (GRM). The GRM which comprises a set of arrangements will enable all stakeholders to raise grievances and seek redress when they perceive a negative impact arising from the program activities including cases linked to sexual exploitation and abuse and sexual harassment (SEA/SH). It is a keyway to mitigate, manage, and resolve potential or realized negative impacts, as well as fulfill obligations under international laws and contribute to positive relations with all stakeholders.

The draft GRM (manual and brochure) is currently under review by both ASCENT and IDEA before finalization by the WB for adoption. Once adopted it will be taken to both internal and external key stakeholders for sensitization and training. The GRM will also be put on the website of IDEA where the related documents (i.e. the Complaints form, SHE/SH Intake and Referral form among others) will also be accessed.

6.2 GRM Objectives

The GRM is intended to:

- (i) To receive, log, analyze and address complaints and grievances and enhance conflict resolution arising during project implementation, while keeping complainants informed of the progress being made to resolve the grievances.
- (ii) Ensure transparency, accountability and non-discrimination throughout the implementation of program amongst the relevant stakeholders including project beneficiaries.
- (iii) Resolve any emerging ESHS grievances in the project.
- (iv) To promote relations between the program implementers, executors and beneficiaries; and
- (v) Provide avenue for vulnerable groups and survivors of SEA/SH to have equal access to grievance redress, while ensuring that SEA/SH grievance response mechanisms are survivor centred.

6.3 Awareness

GRM will be widely publicized among internal and external stakeholder groups such as the affected parties, e.g., COMESA member states, MDAs, COMESA staff, RICTAs, IGAD, EAC, SADC, etc.

6.4 Implementing Steps

The process of implementing GRM shall involve the following steps:

- (i) The complaint submitted to Project Coordinator or designated Grievance Management Focal Point:
 - a) By email.
 - b) By cellphone.
 - c) By letter.
 - d) Face-to-face person; and
 - e) Anonymously.
- (ii) The PCU through Focal Point will register the complaint and acknowledge receipt. An anonymous complaint should be investigated and handled in a confidential manner.

- (iii) The PCU will review the complaints and decide whether they will be processed.
- (iv) The complainant will be notified of the case status.
- (v) The PCU will request additional information if required.
- (vi) The complaint(s) will be assessed, and a response will be formulated.
- (vii) The proposed solution will be communicated to the complainant within 15 working days from receipt of the complaint.
- (viii) If the solution is acceptable to the complainant, then PCU will implement the solution(s) and settle the issue(s); and
- (ix) If the solution is not acceptable to the complainant, then the PCU will escalate raised the issue to management within COMESA. Should the matter remain unresolved, the complainant may further escalate it directly to the World Bank's Grievance Redress Service.

6.5 GRM Evaluation System

PCU will assess the overall effectiveness and the impact of the mechanism annually and the results will contribute to improving the performance of the GRM and provide valuable feedback to program management. The following questions can be addressed in such evaluations:

- (i) How many complaints have been raised? How many complaints were raised by women and men? What is the gender of the alleged perpetrators?
- (ii) What types of complaints have been raised?
- (iii) What is the status of the complaints (rejected or not eligible, under assessment, action agreed upon, action being implemented, or resolved)?
- (iv) How long did it take to solve the problems?
- (v) How many aggrieved parties have used the grievance redress procedure? and
- (vi) What were the outcomes?

6.6 GRM Handling and Training System

The process for SEA/SH complaints will be survivor centered and confidential and all IDEA staff will be trained in handling sensitive cases.

7 Monitoring and Reporting

7.1 Monitoring

Monitoring the stakeholder engagement activities is important to ensure that consultation, disclosure, and grievance management efforts are effective and that stakeholders have been meaningfully consulted throughout the process. Monitoring also allows the Program to improve its strategies by using information acquired from the monitoring activities. Results of monitoring will be integrated into the overall IDEA Program M&E framework enabling disaggregation by country, gender, disability status, and stakeholder category, and reported through PCU's program progress reports. Stakeholder feedback will also be analyzed, documented, and communicated back to stakeholders.

The Program will monitor the stakeholder engagement activities and in particular:

- (i) The implementation of the SEP coupled by the Communication, Visibility, Promotional and Publicity Plan.
- (ii) The effectiveness of the engagement process in managing impacts and expectations by tracking responses received from engagement activities.
- (iii) Consultations and disclosure activities conducted with stakeholders.
- (iv) Satisfaction ratings collected after each major engagement (quantitative + qualitative).

- (v) Stakeholder feedback, comments by issue/topic, and documented actions taken in response; and
- (vi) All grievances received and resolved whether anonymous or non-anonymous.

Performance will be evaluated bi-annually by tracking:

- (i) Place and time of formal engagement events and level of participation by specific stakeholder categories and groups with due consideration for gender disaggregated (e.g., participation in engagement events, etc.);
- (ii) Numbers and type of grievance and the nature and timing of their resolution.
- (iii) Materials disseminated, i.e., type, frequency, and location. Percentage of engagement events accessible to VMGs (interpretation services, accessibility formats);
- (iv) Number/proportions of comments by issue/ topic and type of stakeholders, and details of feedback provided; and
- (v) Community attitudes and perceptions towards the Program based on media reports and stakeholder feedback.

Data Sources and Collection Methods: Effective monitoring of stakeholder engagement requires timely and reliable data from multiple sources. Standardized tools and digital processes led by the PCU will ensure consistency and comparability across Member States, enabling accurate reporting, trend analysis, and timely feedback for adaptive implementation of the SEP.

Data will be sourced through the following mechanisms:

- Stakeholder engagement logs and digital attendance capture
- Structured stakeholder feedback mechanisms
- Grievance Redress Mechanism (GRM) dashboard analytics
- Stakeholder satisfaction surveys

Media monitoring systems and social listening

7.2 Reporting

The Stakeholder Engagement Expert, on behalf of the PCU, will develop on behalf of COMESA regular reports (typically quarterly) which will typically be required by the World Bank. The report will present all activities, including stakeholder engagement activities, for the period and summarize the issues. The report and its annexes will also detail the measures taken to address the issues, timeline of responses, as well as corrective and mitigation measures to address grievances and analysis of trends.

Data reported will include the following activities:

- (i) Information distribution of disclosure materials. (Disaggregated by type, quantity and channel used);
- (ii) Public announcements and engagement of media; and
- (iii) Disclosure and consultation meetings; and collection and incorporation of comments and feedback.
- (iv) Percentage of grievances responded within agreed standards

Quarterly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventive

actions will be collated by responsible staff and referred to the senior management of the program.

The quarterly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the program's ability to address those in a timely and effective manner. The program team will conduct surveys on World Bank supported components at the entry, mid-point and end of the program. The results from these surveys will be used to inform the World Bank of the necessary steps to take towards meeting the SEP objectives and program goals.

A detailed Stakeholder Engagement Monitoring Framework outlining indicators, data sources, frequency, and responsibilities is provided in Annex 2.

7.3 Learning and Adaptive Management

Learning will be embedded into the reporting cycle to ensure stakeholder engagement remains effective, inclusive, and responsive to emerging needs. Quarterly and bi-annual reporting will analyze stakeholder feedback trends, survey results, participation patterns, and GRM performance to identify gaps and good practices.

Adaptive management actions may include:

- Adjusting engagement methods based on participation levels (e.g., increasing virtual or language-specific options).
- Enhancing accessibility measures for VMGs where barriers are identified.
- Revising communication frequency or channels when awareness gaps emerge.
- Updating training, messaging, or facilitation approaches based on stakeholder satisfaction findings.

Modifying the SEP and associated implementation plans annually to reflect lessons learned.

7.4 Revision and Disclosure

The SEP is prepared in line with the World Bank standard and will be periodically revised and updated as necessary to ensure that the information and the methods of engagement remain appropriate and effective in relation to the program context. Any major changes to the program related activities and to its schedule will be duly reflected in the updated SEP.

Annexes

Annex 1: Template to Capture Consultation Minutes

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of PCU	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
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Annex 2 Stakeholder Engagement Monitoring Framework

Indicator	Definition / What is Measured	Data Source	Disaggregation	Frequency	Responsibility
Number of stakeholder engagement activities conducted	Measures coverage and planned vs. actual engagement delivery	Stakeholder engagement logs, attendance registers	Country	Quarterly	PCU Stakeholder Engagement Specialist
Participation rate in engagement activities	% of invited stakeholders participating	Digital attendance capture	Gender, age, disability, stakeholder group, country	Quarterly	PCU + Member State Focal Points
Satisfaction score from stakeholder engagement	Average satisfaction rating from post-event surveys	Survey forms, digital feedback tools	Gender, age, disability	Bi-annual	PCU M&E Expert
% of engagement events with identified accessibility measures	Extent to which VMG needs are addressed	Engagement documentation	Country, stakeholder group	Bi-annual	PCU + Social Safeguards Specialist
Number and type of issues raised during engagement	Tracks emerging concerns/themes	Feedback records, meeting minutes	Stakeholder group, issue type	Quarterly	PCU Stakeholder Engagement Specialist
% of grievances resolved within 15 working days	Response effectiveness of GM	GRM dashboard analytics	Gender, age, disability; grievance type	Quarterly	PCU GRM Focal Point

Indicator	Definition / What is Measured	Data Source	Disaggregati on	Frequen cy	Responsibilit y
Number of grievances received	Level of concerns reported	GRM register	Gender, age, disability; country	Monthly for dashboard; Quarterly for reporting	PCU GRM Focal Point + MS Focal Points
% of grievances related to SEA/SH managed via survivor-centered protocol	Protection and safeguarding compliance	GRM SEA/SH system	Gender	Quarterly	PCU Social Safeguards Specialist
% of stakeholder groups actively engaged (as per SEP mapping)	Inclusiveness across categories	Stakeholder engagement records	Stakeholder category	Bi-annual	PCU + TWG
Public awareness of program and GRM availability	Measures outreach effectiveness	Media monitoring, surveys	Country	Annually	PCU Communications Officer
Extent to which SEP/GRM improvements are implemented	Adaptive management effectiveness	Annual review reports	N/A	Annually	PCU + PSC

Annex 3: Complaints form

1. Identity & Contact Details

		Complainant	Representative (If Applicable)
	Title (Mr/Ms/Mrs)		
	Name		
	Age		
	Marital Status		
	Education level		
	Organization		
	Address		
	Country		
	Province/District		
	Telephone		
	Email		
	Language		
	Should we send correspondence to you or your representative?	☐	☐

2. Are you requesting confidentiality for the information?

☐ Yes ☐ No

3. Is there any fear/risk of retaliation or attack or victimization?

☐ Yes ☐ No

4. Which institution or officer/person are you complaining about?

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5. Have you reported this matter to any other COMESA institution?

☐ Yes ☐ No

6. If yes, which one?

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7. Has this matter been the subject of court of justice proceedings?

☐ Yes ☐ No

8. Please give a summary of your complaint and attach all supporting documents [Note to indicate all the details of *what* happened, *where* it happened, *when* it happened and by *whom*]

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9. What action would you want to be taken?

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Signature _____

Date _____

Annex 4: SEA/SH Intake and Referral Form

Name of complainant:
Nationality:
Address/Contact Details:
Position (if applicable): Age: Sex:

Name of victim/survivor (if different from complainant):
Address/Contact Details:
Age: Sex: Nationality:

Name (s) & address of parents/legal guardian, if under 18:
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Has survivor given consent for completion of this form? ☒ YES ☐ NO:

Is the victim/survivor a beneficiary/receiving any type of humanitarian assistance? (Name the organization/agency aiding):
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Location of alleged incident (s):

Date: Time:

Physical and emotional state of the victim/survivor (Describe any cuts, bruises, lacerations, behavior and mood, etc.):
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Witness' Name & Contact Information:

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Description of incident (Please use separate sheets of paper if necessary):

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Briefly describe service provided to survivors:

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Briefly describe if there will be need for medium and long-term victim assistance:

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Any other pertinent information provided during interview? (Including contact made with other organizations if any):

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Signature/thumbprint signaling that the complainant has been informed about organizations procedures for dealing with complaints:

Name of Accused Person (s): Job title:

Organization Accused Person (s) Works for:

Address of Accused Person:

Age: Sex:

Physical Description of Accused Person:

.....
Is the perpetrator a continuing threat to the safety of the survivor, complainant, staff or any beneficiary? Please explain any safety concerns:

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Has any disciplinary action been taken by the agency responsible? (Describe):

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Report Completed by: Date/Time:

Position/Organization:

Location:

Date Report forwarded to relevant management structure:

.....
Date received relevant management structure (Name/Position/Signature):

Annex 5: Grievance Monitoring and Tracking Log (for non-SEA/SH Complaints)

C as e n o.	Date Clai m Rec eiv ed	Nam e of Pers on Rece iving Com plain t	Whe re/h ow the comp laint was recei ved	Name & conta ct detail s of compl ainant (if know n)	Type of Claim Add conte nt of the claim (inclu de all grieva nces, sugge stions ,	Was Receipt of Compla int Acknow ledged to the Compla inant? (Y/N – if yes, include date, method	Exp ecte d Deci sion Date	Outco me Decisi on (inclu de name s of partic ipants and date of decisi on)	Was Decisio n commu nicated to complai nant? Y/N If yes, state when, by whom and via	Was the compl ainant satisfi ed with the decisi on? Y/N State the decisi	An y foll ow up act ion (an d by wh om , by wh
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Annex 6: IDEA Key Stakeholder List (Internal and External)

These include the following among others:

SN	Affected Stakeholders	Other Interested Stakeholders (ie RICTAS, Development Partners)	Vulnerable and Marginalized Groups
1	Angola	ARICEA	COMFWB
2	Burundi	CRASA	COMESA Cross Borders Traders Associations
3	DRC	EACO	EAWiB
4	Comoros	SAPOA	
5	Kenya	SATA	WTA
6	Djibouti	EU	
7	Egypt	AUC	
8	Eritrea	AfCTA	
9	Lesotho	GIZ	
10	Zimbabwe	AfDB	
11	Uganda	UN Agencies	
12	Tunisia	WB PIUs at National level related to ICT digitalization issues	
13	Sudan		
14	Eswatini		
15	Madagascar		
16	Ethiopia		

SN	Affected Stakeholders	Other Interested Stakeholders (ie RICTAS, Development Partners)	Vulnerable and Marginalized Groups
17	Libya		
18	Malawi		
19	Somalia		
20	Seychelles		
21	Mauritius		
22	Madagascar		
23	Sao Tome		
24	Rwanda		
25	South Sudan		
26	Tanzania		
27	Zambia		
28	COMESA Secretariat and other participating RECs – EAC, SADC, IGAD, IOC), IDEA PSC and TWG		

- i) The Member States will have under them Ministries of ICTs, Justice and Gender, Operators (state and private), Ministries Departments Agencies (MDAs) in charge of ICTs and digitalization, CSOs related to ICT and digitalization etc;
- ii) COMESA will encompass The Authority, Council of Ministers, COMESA Institutions (i.e. COMESA Business Council, COMFWB), COMESA Divisions, COMESA IDEA PSC and TWG structures, IDEA PCU structure, Regional CSOs related to ICTs and digitalization; and
- iii) The list of key stakeholders is a moving target.

Annex 7 Contact Details of Stakeholders

Country	Name	Position / Title	Email(s)
Angola	Mr. Anuarite Kassongo	Deputy Director General	anuarite.kassongo@ima.gov.ao
Angola	Mr. Mario Domingo	Department Head, Digital Transformation & Application Development	mario.domingos@ima.gov.ao
Burundi	Ms. Esperance Niyonzima	Chef de Service des Politiques TIC, Ministère de la Communication, des Technologies de l'Information et des Médias	niyoesperance@yahoo.fr

DRC	Mr. Blaise Azitemina Funji	Minister Senior Advisor, Telecommunication & Digitalisation	blaise@yahoo.fr ; blaise.azitemina@ptntic.gouv.cd
DRC	Mr. Steve Tshimpe	Government Focal Point, Ministry of Post, Telecommunication & Digitalization	steve.tshimpe@ptntic.gouv.cd
Lesotho	Mapale Matsela	Senior Economic Planner, Ministry of Information, Communications Science, Technology & Innovation	contact.information@gov.ls ; mapale.matsela@gov.ls
Lesotho	Khiba Masiu	Director ICT	khiba.masiu@gov.ls
Madagascar	Mamisoa Ratratranirina	Project Director, Ministry of Digital Development	scomesa.mae@gmail.com ; dirmae@diplomatie.gov.mg
Malawi	Mr. Stephen Lloyd Mjuweni	Principal Secretary for e-Government, Ministry of Information and Digitization	stephen.mjuweni@ict.gov.mw
South Sudan	Mr. Henry Owera Bakata	Deputy Director for ICT Policy and Strategy, Ministry of Information, Communication & Postal Service	henry.owera@gmail.com
Sao Tome	Ms. Ester Afonso	Director, Minister's Office, Ministry of Infrastructure, Natural Resources & Environment	gobinele.min.stp@gmail.com ; daniel.vaz@afap.st ; ndiass13@hotmail.com
Tanzania	Mr. Nicholas Merinyo Mkapa	Deputy Permanent Secretary, Ministry of ICT	ps@mawasiliano.go.tz ; nicholas.mkapa@mawasiliano
Kenya	Ms. Mary N. Kerema, OGW	Secretary ICT, e-Government & Digital Economy, State Department for ICT & Digital Economy	ps@ict.go.ke ; mkerema@ict.ke

ZAMBIA

Organization / Office	Name	Position / Title	Email(s)
Ministry of Technology and Science	Dr. Brilliant Maimbo Habeenzu	Permanent Secretary	nkula.mwanza@mots.gov.zm ; khumbuzo.nkunika@mots.gov.zm
Ministry of Technology and Science	Mr. Khumbuzo Nkunika	Assistant Director, Communications and Digital Technology	khumbuzo.nkunika@mots.gov.zm
Office of the President, Cabinet Office (Gender Division)	Mr. Henry Nkhoma	Director, Gender Division	henry.nkhoma@gender.gov.zm

Office of the President, Cabinet Office (Gender Division)	Ms. Emma Phiri	Principal Gender Officer & 50AMWASP National Focal Point for Zambia	emma.phiri@gender.gov.zm
National Youth Development Council	Waana Kankinza Kapina	—	waana.kankinza@misa.gov.zm
Zambian Association for Women and Youth in Trade	Ms. Sylvia Banda	Chief Executive Officer	scbanda44@gmail.com

OTHER COMESA MEMBER STATES CONTACT DETAILS

For other COMESA Member States not listed above, the contact details of the Coordinating Ministries in the COMESA data base will be used for communication and updated accordingly.

RECs

Organization	Name	Position / Title	Email(s)
IGAD	Fiseha Moges	Director for ICT	igad@igad.int ; fischa.moges@igad.int
AUC	Regis Tade	Innovation Expert	tader@africa-union.org
World Bank	Ms. Cecilia Paradi-Guilford	Senior Digital Development Specialist, Washington DC, USA	cparadiquilford@worldbank.org
World Bank	Mehnaz Safavian	Practice Manager	msafavian@worldbank.org

REGIONAL ICT ASSOCIATIONS (RICTAs) REPRESENTATIVES

Organisation	Name	Position / Title	Email(s)
ARICEA	Mr. Leonard Chitundu	Telecommunications Officer / ARICEA Focal Point	ichitundu@comesa.int
EACO	Dr. Ally Simba	Executive Director	asimba@eaco.int ; management@eaco.int
SAPOA	Janras Kotsi	Executive Director	janras.kotsi@outlook.com
CRASA	Brian Mwansa	Acting Executive Secretary	bmwansa@crasa.org
SATA	Jacob Munodawafa	Chief Executive Officer	jacob.munodawafa@sata-sec.net ; jmunodawafa@gmail.com

COMESA SECRETARIAT, BEN BELLA ROAD, P.O. BOX 30051, LUSAKA, TEL : +260 211 229726/32

Name	Position / Title	Email
Ambassador Dr. Mohamed Kadah	Assistant Secretary General – Programmes	mkadah@comesa.int
Dr. Bernard Dzawanda	Director, Infrastructure & Logistics	bzawanda@comesa.int

Mr. Leonard Chitundu	Telecommunications Officer	lchitundu@comesa.int
Mr. David Sabiti	Project Coordinator, IDEA	dsabiti@comesa.int
Ms. Lydia Mulenga	Administrative Assistant, Infrastructure & Logistics	lmulenga@comesa.int
Ms. Prudence Kaunda	Senior Administrative Assistant, Office of Assistant Secretary General – Programmes	pkaunda@comesa.int
Mr. Innocent Makwiramiti	Stakeholder Communications Expert, IDEA	imakwiramiti@comesa.int
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Annex 8 First PSC Meeting Report .

The comments from the First PSC Meeting (8 -9 April 2025) in relation to the above among others are as follows:

- (i) Member States should be advised on upcoming project activities to ensure national ownership (buy-in);
- (ii) That coordination among all stakeholders needs to be enhanced, including clarifying the membership and structure of the PSC and technical working groups;
- (iii) Dissemination of the project's coverage, activities and benefits should be enhanced;
- (iv) The Work Plan to be approved subject to amendments as suggested by the PSC; and
- (v) The recast Work Plan to be circulated to the PSC within two weeks.

On the Way Forward:

- (i) The frequency of PSC meetings shall be two physical meetings per year with others being virtual on a need basis. However, the holding of biannual meetings may be reviewed by the PSC;
- (ii) A high-level document highlighting project rationale, overview of key activities and deliverables, and impacts be developed and circulated to Member States by two weeks.
- (iii) The Technical Working Group should be set up;
- (iv) The PSC shall consider reports from the TWG and any other outputs from technical meetings.
- (v) Members participating in this PSC Meeting were nominated by their respective countries as permanent members of the PSC. For countries that have not yet nominated their PSC members they should do so; and

- (vi) The composition and size of the PSC could be revised at a later stage to ensure its efficiency and effectiveness.