**GOVERNMENT OF SIERRA LEONE**

# SIERRA LEONE PRODUCTIVE SOCIAL SAFETY NETS AND YOUTH EMPLOYMENT PROJECT – FIRST ADDITIONAL FINANCING (P180035)

## STAKEHOLDER ENGAGEMENT PLAN

**August 2026**



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## ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| ACC | Anti- Corruption Commission |
| CERC | Contingent Emergency Response Component |
| CfW | Cash for Work |
| CIC | Community Identification Committee |
| COC | Community Oversight Committee |
| CSO | Civil Society Organization |
| E&S | Environmental and Social |
| EI | Economic Inclusion |
| EIA | Environmental Impact Assessment |
| EPA | Environmental Protection Agency |
| ERM | Emergency Response Manual |
| ESCP | Environmental and Social Commitment Plan |
| ESF | Environmental and Social Framework |
| ESIA | Environmental and Social Impact Assessment |
| ESMF | Environmental and Social Management Framework |
| ESS | Environmental and Social Standards |
| GBV | Gender-based Violence |
| GoSL | Government of Sierra Leone |
| GPW | *Green Public Works* |
| GRM | Grievance Redress Mechanism |
| IAF | Inter-agency Forum |
| IEC | Information, Education and Communication |
| IT | Information Technology |
| LIPW | Labour-Intensive Public Works |
| M&E | Monitoring and Evaluation |
| MAFFS | Ministry of Forestry and Food Security |
| MDA | Ministries, Departments and Agencies |
| MWHID | Ministry of Works, Housing, and Infrastructural Development |
| MIS | Management Information System |
| MoF | Ministry of Finance |
| MoGCA | Ministry of Gender and Children Affairs |
| MoSW | Ministry of Social Welfare |
| MoYA | Ministry of Youth Affairs |
| NaCSA | National Commission for Social Action |
| NaYCOM | National Youth Commission |
| NCPD | National Commission for Persons with Disability |
| NDMA | National Disaster Management Agency |
| NGO | Non-governmental Organization |
| NSPS | National Social Protection Secretariat |



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|---|---|
| NYS | National Youth Service |
| PAD | Project Appraisal Document |
| PDO | Project Development Objective |
| PIM | Project Implementation Manual |
| PIU | Project Implementation Unit |
| PSSNYE | Productive Social Safety Net and Youth Employment Project |
| RPF | Resettlement Policy Framework |
| SCfW | Sustainable Cash for Work |
| SEA/SH | Sexual Exploitation and Abuse/ Sexual Harassment |
| SEP | Stakeholder Engagement Plan |
| SGBV | Sexual and Gender-based Violence |
| SLUDI | Sierra Leone Union for Disability Issues |
| SP | Social Protection |
| SSN | Social Safety Net |
| Stats SL | Statistics Sierra Leone |
| WB | World Bank |



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## 1. INTRODUCTION AND PROJECT DESCRIPTION

### Introduction

Sierra Leone's economic growth over the last two decades has not translated into marked poverty reduction, and poverty is expected to increase further because of the COVID-19-induced economic slowdown. Economic growth between 2003 and 2014 added few jobs to Sierra Leone's economy. The country has some of the lowest human capital outcomes in the world, as COVID-19-induced lockdowns and closures threaten to reverse limited progress made in recent years. Sierra Leone faces a range of covariate and idiosyncratic shocks, including health and climatic shocks that adversely affect economic activity, food security, and human capital outcomes.

Climate-induced natural hazards are increasingly putting both urban and rural areas in Sierra Leone at risk, and the country is unprepared to face climate threats. Poor households in Sierra Leone reside in rural areas and are disproportionately affected by climate-induced disasters due to overexposure, vulnerability, and lower ability to cope and recover, with investments in social protection interventions presenting among the largest potentials for impact. The GoSL, through the Medium-Term National Development Plan 20192023 (MTNDP 2019-2023), recognises the need to protect the poor and generate critical, sustainable jobs for youth by driving economic growth.

Social protection (SP) is a critical policy instrument in Sierra Leone to address the multiple risks and vulnerabilities faced by citizens. In 2014, the GoSL launched its flagship cash transfer program, called the *Ep Fet Po*, meaning "Help to Fight Poverty," also known as the Social Safety Nets cash transfer program, to provide consumption support to extremely poor households. Cash transfers have been effective at (i) reducing poverty and helping to improve human capital outcomes of beneficiary households and (ii) reaching the population most likely to be vulnerable to climate change. In recent years, the GoSL has amassed a rich history of implementing Labour-intensive Public Works programs (LIPW) to provide temporary employment opportunities for youth, but coverage and sustainability remain critical issues.

Despite the government's efforts in recent years, gaps in SP coverage remain a concern, with COVID-19 further contributing to stagnation in poverty reduction. Several government and donor agencies are working to advance youth employment. Several World Bank-supported complementary projects are also supporting the SP, youth, inclusion, and climate change-related agenda in the country. The Productive Social Safety Net and Youth Employment (PSSNYE) Project was approved by the World Bank in March 2022 and became effective June 27, 2022. The Project is financed through an International Development Association (IDA) grant of US$40 million.

The PSSNYE Project builds on the successes of the existing Social Safety Nets (SSN) Project that has established the key building blocks for a basic national safety net system in Sierra Leone. The PSSNYE Project will support the government: (i) scale up the existing cash transfers support to extreme poor households; (ii) introduce an integrated package of livelihood services to help build a foundation for transiting extreme poor households out of poverty; (iii) provide productive public works opportunities to the growing number of youth, including women and persons with disabilities in the country that not only support them with immediate employment opportunities but also cater to the needs of the environment and help in climate change mitigation and adaptation; (iv) introduce support to the educated youth in urban areas to support creation of new enterprises; (v) establish a platform that connects youth with employment and training opportunities; and (v) continue to build the capacity of implementing agencies for future implementation of social protection and jobs related programs in the country.



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The proposed Additional Financing (AF) of the Project is provided by the Global Risk Financing Facility (GRiF) in the amount of US$2 million to continue to strengthen the social protection system's responsiveness to shocks, building on activities carried out under the SSN Project. Activities to be financed through the AF include: (i) piloting of a digital public works (DPW) program, which aims to offer youth in urban areas short term employment to collect actionable climate risk data through mobile devices; (ii) operationalization of data-driven triggers to inform preparedness and faster response to disaster; (iii) expansion of the social registry of potential beneficiaries - building on data collected through the disaster-prone area registration of 2022; and (iv) continued improvement in overall coordination between NaCSA and key agencies involved in shock response. The Project will also be restructured to reallocate a total of US$6.1 million due to the activation of the Contingent Emergency Response Component. The restructuring will reallocate: (i) US$4 million from Disbursement Category (3) and (ii) US$2.1 million from Disbursement Category (1) to Disbursement Category (4).

This Stakeholder Engagement Plan (SEP) will guide the project to engage stakeholders who are likely to be affected by its activities and those who are interested on the project. Stakeholders include persons or groups that are affected or likely to be affected directly or indirectly by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholder engagement is an inclusive process to be carried out throughout the project life cycle. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation. Where intelligently designed and implemented, stakeholder engagement supports the development of strong, constructive, inclusive, and responsive relationships that are important for successful management of a project's environmental and social risks. This (SEP) is designed to establish an effective platform for productive interaction with stakeholders including potentially affected parties and others with interest in the implementation and outcomes of the PSSNYE Project throughout the project cycle. The SEP is also prepared in compliance and with the application of the World Bank Environmental and Social Standard 10 on stakeholder engagement and information disclosure. In September 2022, an SEP was prepared in fulfilment of ESF requirements for the PSSNYE; this SEP supersedes the previous and covers both the parent project and the additional financing.

## Project Description

### Description of Parent Project

The Project Development Objective (PDO) of the parent project is "*to improve access to social safety nets and income-generating opportunities for targeted beneficiaries".* The five components of the parent project are described below.

**Component 1. SSN Cash Transfers and Provision of Economic Inclusion Support (US$21 million)**

This component aims to provide cash transfers, including during emergencies, and to pilot a program of activities for economic inclusion to deliver an integrated livelihood package to extreme-poor households in the country. It will also scale up the social safety nets program emergency cushion cash transfers to beneficiaries in the event of an emergency. With extreme-poor households more likely to reside in areas disproportionately affected by climate-induced disasters that are also being threatened by recent increases in high food insecurity, this component in its entirety aims to foster adaptation to climate change



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among communities most likely to face the largest negative consequences of climate change Component 1 of the PSSNYE will comprise the following three subcomponents:

*Subcomponent 1A: SSN Cash Transfers to Extreme-Poor Households (US$12 million):* The objective of this subcomponent is to provide quarterly cash transfers to the remaining 40 percent of the extreme-poor households in localities that have not yet received cash transfer support through the existing *Ep Fet Po* program and are vulnerable to rising food insecurity levels in the country. Through this component, the GoSL aims to expand the cash transfer support to new extreme-poor households in Sierra Leone.

*Subcomponent 1B: Provision of Economic Inclusion (EI) Support (US$5 million)*: The objective of this subcomponent is to pilot a program of activities for economic inclusion to deliver an integrated livelihood package to extreme-poor households to provide them with a foundation to carry out activities with income generating potential. This package will include (a) a start-up capital grant, (b) training and mentoring, (c) support for behavior change, (d) links to existing government and nongovernment program in agriculture, and (e) links to markets. Building on the foundations provided by the SSN Project, this component will aim to provide an integrated livelihood support package, with a proven track record of raising the income of the poorest households.

*Subcomponent 1C: Provision of Emergency Cash Transfers (US$4 million):* The objective of this subcomponent is to scale up the SSN emergency cushion cash transfers to beneficiaries in response to an eligible crisis or emergency. This subcomponent supports the government to scale up financial assistance to households after disasters, including climate-induced shocks. As a disbursement condition for this subcomponent, a dual approach successfully applied to the ECTs under the SSN Project will be considered. This includes a soft condition, the declaration of a national or a local emergency or issuance of an order or directive after an emergency. A second condition would be the updating of the ERM by the government to adapt to the nature of the emergency. While the current design of the project includes both the CERC and this subcomponent, a mid-term review will determine the progress of this subcomponent and assess whether to continue with the current design. The funds from this subcomponent will be channeled to the households using the existing targeting and payment mechanisms designed under the *Ep Fet Po* program.

**Component 2. Productive Labor-Intensive Public Works and Life Skills Support for Youth (US$6 million)**

This component will support community-driven participatory program of activities (Labor-intensive Public Works Program or LIPWP subprojects) to engage youth in rural and urban areas in productive public works and life skills training. Specifically, it will provide vulnerable youth (ages 18–35) in rural and urban areas with short-term employment opportunities through productive public works and life skills training. The interventions will focus on activities related to climate change mitigation and adaptation in both urban and rural areas. While the activities of this component are geared toward supporting youth with productive LIPW activities, they are of short-term nature and will be targeted toward vulnerable communities.

*Subcomponent 2A: Sustainable Cash for Work (SCfW) in Rural Areas (US$3 million):* The objective of this subcomponent is to provide youth with short-term employment opportunities in rural areas of Sierra Leone through the provision of sustainable cash for work and carrying out associated activities. This subcomponent will aim to target inactive and underemployed rural youth, particularly female youth, to provide or supplement their livelihoods with environmentally sustainable CfW opportunities. This



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subcomponent is expected to reach 7,000 rural youth ages 18–35 with productive public works opportunities through the course of program implementation.

*Subcomponent 2B: Green Public Works (GPW) in Urban Areas (US$3 million):* The objective of this subcomponent is to provide youth in urban areas with short-term employment opportunities under green public works LIPWP subprojects to improve environmental and sanitary aspects of urban areas of Sierra Leone. This subcomponent will target inactive and unskilled youth, women, and persons with disabilities from poor and vulnerable households for participation in the LIPW activities and is expected to reach 6,000 urban youth ages 18–35 with productive public work opportunities through the course of program implementation. This subcomponent will complement and learn from the ongoing implementation of the IDA-financed Resilient Urban Sierra Leone Project (RUSLP, P168608).

**Component 3: Employment and Entrepreneurship Support for Youth (US$6 million)**

The objective of this component is to support urban youth to enable them to contribute more productively to the economy. This will be done by supporting youth-owned enterprises in getting access to business grants and training opportunities and creating a platform that allows youth to access livelihood, training, and empowerment opportunities in the labor market.

*Subcomponent 3A: Support to Youth-led Household Enterprises (US$5 million):* The objective of this subcomponent is to support existing or new youth group-owned small-scale entrepreneurship in urban areas. Youth enterprise initiatives are limited in Sierra Leone. Youth operating in household enterprises are constrained by several factors including lack of capital and inadequate skills, among others. In response to these constraints, this subcomponent will aim to (a) help youth-owned enterprises access grants through a competitive process and (b) provide training and counseling to improve business-related practices among youth-owned enterprises. Implementation will begin with piloting in five regional headquarter towns (Bo, Kenema, Makeni, Port Loko, and Freetown) to allow learning and gathering of lessons to inform scaling up to other urban towns.

*Subcomponent 3B: Establishment of an information technology platform to support Youth Employment (US$1 million):* The objective of this subcomponent is to establish an IT platform where youth can access information that will enhance their employability and empowerment. This subcomponent will enable the collection and dissemination of information on jobs, training and livelihood programs, policies, and empowerment opportunities for youth in urban areas and provide a common outreach mechanism through which opportunities and interventions can be communicated to the youth appropriately.

**Component 4: Systems Development, Institutional Strengthening and Project Management Support (US$7 million)**

*Subcomponent 4A: Systems Development and Coordination (US$4.5 million):* This subcomponent will finance activities with the objectives of strengthening the existing delivery systems including data intake and registration systems, electronic systems for registration, attendance verification, electronic payment, and management information system (MIS). In addition, this subcomponent will fund the following activities: (a) development of an M&E system; (b) impact evaluation including baseline and end-line surveys, midterm reviews, and tracer studies; (c) beneficiary feedback surveys; (d) full operationalization of the social registry; (e) strengthening of the payment mechanism; (f) technical assistance for planning of disaster and risk financing; (g) policy and social protection coordination activities; and (h) staff- and



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equipment-related costs. Capacity-building sessions on analytics for disaster risk assessment and South-South knowledge exchange sessions through which countries with more advanced adaptive social protection systems can share experience can also be financed through this subcomponent.

*Subcomponent 4B: Project Implementation and Management Support (US$2.5 million):* The objective of this subcomponent is to enhance institutional capacity support to NaCSA, MoYA, NAYCOM, ACC and other implementing agencies of this project. Through technical advisory services, training, and acquisition of goods, this subcomponent will enhance: (a) NaCSA operational and project staff costs and operational costs for NaYCOM, MoYA, and the ACC; (b) overall Project supervision and monitoring; (d) monitoring and evaluation; (e) fiduciary aspects (i.e., procurement and financial management), carrying out of audits; (f) commitments made through the Environmental and Social Commitment Plan (ESCP); (g) third-party monitoring; and (h) attendance of approved internal and external knowledge sharing events (in and outside country).

**Component 5: Contingent Emergency Response Component (CERC) (US$0 million)**

This is a provisional zero-allocation CERC, to allow for rapid disbursement and reallocation of uncommitted funds from other project components during a large-scale shock or disaster. While the earmarked contingency finance (Subcomponent 1C) would only support cash transfers, CERC can be used to reallocate funds to other social protection interventions identified in the ERM, such as public works. The modality of scale-up (vertical or horizontal scale-up) and target beneficiaries will be kept flexible so that the project will decide depending on the nature of the shock. These aspects will be updated in the ERM before the contingency funds will be disbursed.

### Description of the Additional Finance Project

The AF and restructuring update the PDO to *"to improve access to social safety nets and income-generating opportunities for targeted beneficiaries and to provide an immediate and effective response to an eligible crisis."* The AF will enable the Government of Sierra Leone (GoSL) to continue to strengthen the social protection system's responsiveness to shocks, building on activities carried out under the Social Safety Net (SSN) project (P143588). The AF will scale up component 2 (Labor-Intensive Public Works and Life Skills Support to Youth), whereby a new subcomponent 2C (*Provision of digital public works (DPW) in urban areas*) will be piloted. With NaCSA as the implementing agency, this subcomponent will provide youth in urban areas with short-term employment opportunities to collect and digitize information to improve post-disaster needs assessment and emergency response in disaster-prone urban areas, expansion of the social registry of potential beneficiaries - building on data collected through the disaster-prone area registration of 2022; operationalization of data-driven triggers to inform preparedness and faster response to disasters. This subcomponent will target 2,000 semi-skilled urban youth, including women, and persons with disabilities.

## 2. OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN

The objective of the Productive Social Safety Nets and Youth Employment (PSSNYE) project's SEP is to provide stakeholders with timely, relevant, understandable, and accessible information, and to ensure consultations with stakeholders are conducted in a culturally appropriate manner, free of manipulation,



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interference, coercion, discrimination, and intimidation throughout its project cycle. The scope and level of detail of this SEP reflects the nature and scope of the project and its impacts on stakeholders. This SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people are informed about the project, can raise concerns, provide feedback, or make complaints about the project and other activities related to the project. The involvement of all stakeholders is essential to the success of the PSSNYE Project. It will ensure smooth collaboration between project staff, contractors, sub-contractors, and local communities and will help minimize and mitigate environmental and social risks and impacts related to the PSSNYE Project activities.

The specific objectives of the SEP are to[1]:

(i) Establish a systematic approach to PSSNYE Project stakeholder engagement that will help the Government identify stakeholders and build and maintain constructive relationships with them.
(ii) Assess stakeholders' interest and support for the project to ensure their views are considered in project design and environmental and social performance.
(iii) Promote and provide means for effective and inclusive engagement with project-affected and interested parties throughout the project life cycle on issues that could potentially affect them.
(iv) To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format.
(v) To provide project-affected and interested parties with accessible and inclusive means to raise issues and grievances and allow the Government to manage and respond to such grievances.

This SEP applies to all components and subcomponents supported by the PSSNYE Project, both the parent and the AF, under the Bank's Investment Project Financing. To fulfil the objectives and requirements of Environmental and Social Standard (ESS) 10, the GoSL will engage with stakeholders as an integral part of the project's environmental and social assessment and project design and implementation, as outlined in ESS10.

### ESS10 Requirements

As part of its ESS10 requirements fulfilment, the GoSL, under this SEP, is required to:

- Engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful

  consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.
- Engage in meaningful consultations with all stakeholders. The GoSL will provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally

[1] Environmental & Social Framework for IPF Operations ESS10: Stakeholder Engagement and Information Disclosure: https://documents1.worldbank.org/curated/en/476161530217390609/ESF-Guidance-Note-10-Stakeholder-Engagement-andInformation-Disclosure-English.pdf



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appropriate manner, which is free of manipulation, interference, coercion, discrimination, and intimidation.

- The process of stakeholder engagement will involve the following, as set out in further detail in this ESS: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders.
- Maintain and disclose, as part of the environmental and social assessment, 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.
- The AF is not adding new stakeholders to the PSSNYE; however, stakeholder engagement for the parent project did not cover local universities, the potential source of trainers and partners to provide applicants for the DPW activities. The SEP is thus being updated to reflect, at minimum, stakeholder consultations conducted as part of the AF preparation.

## 3. POLICY AND LEGAL REQUIREMENTS

### Policy and Legal Requirements

The national laws, regulations, and policies that are related to stakeholder engagement and information disclosure are as follows:

**The Constitution of Sierra Leone**

Section 3 of the Sierra Leone Constitution guarantees the fundamental human rights and freedoms of the individual without regard to his race, tribe, place of origin, political opinion, colour, creed, or sex, which must be exercised in consonance with the rights and freedoms of others and for the public interest. Paragraph 25 of Section 3 states that no person shall be hindered in the enjoyment of his freedom of expression, including the freedom to hold opinions, receive and impart ideas as well as information without interference, which is consistent with the provisions of ESS10, which admonishes for full disclosure of project information to all stakeholders.

**The Local Government Act (2004) as amended in 2017**

The Local Government Act, 2003 has several areas where stakeholder consultation is required. For example, Section 23 makes provision for local councils to be consulted by central government ministries, departments, agencies, NGOs (Non-governmental organizations) etc., in development projects; and Section 85 (4) notes that "A local council shall, before approving or reviewing a development plan, consult residents of the locality, agencies of Government and non-governmental and international organizations that have interest in working in the locality".

**The Environment Protection Agency Act, 2008 (as Amended in 2010)**

The EPA Act is the legislation governing the protection of the environment in Sierra Leone. The Third Schedule (under Section 26) of the Act describes the content of Environmental Impact Assessment (EIA) and states that the EIA must report on the communities, interested parties and Government ministries consulted and by extension issues consulted on. In terms of information disclosure, a requirement of



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ESS10, Section 27 (1) of the Environment Protection Agency Act, 2008 stipulates that the Agency upon receiving the draft EIA report shall circulate it to professional bodies, associations, ministries, and governmental organizations for their comments. Under Section 27 (2) the Agency is also required to openly display the EIA report in two consecutive issues of the Gazette as well as in the newspapers to allow for public viewing. The proponent is expected to address the comments from the public as received through the Executive Director within fourteen (14) days upon receipt of the comments.

**The Town and Country Planning 1976 (Amendment) Act 2001**

The Town and Country Planning Act mandates the Minister of Housing and Country Planning to consult the various Local Councils and Paramount Chiefs in the planning and management of cities and towns in Sierra Leone. The Act also requires the Minister to conduct location specific public hearings and consultations on issues related to the planning and management of the towns and cities. The Minister is also mandated by this Act to direct for the posting of all relevant information such the surveyed maps, layout, the value of any building or land in the planning area which is intended to guide any compensation in case of project land take.

**The Sierra Leone Local Content Agency Act, 2016**

The Local Content Act is aimed at promoting growth and development of the domestic private sector by creating linkages with the large domestic and foreign firms through the utilization of local resources and products, and to promote the integration of Sierra Leoneans in all economic activities. It also requires sectoral policies and projects to promote the utilization of locally available Sierra Leonean goods in the industrial and manufacturing sectors as well as support the growth of small and medium enterprises through targeted Government procurement and promote a culture of local ownership and participation in aspects of productive work. The PSSNYE project will use skilled and unskilled labor from local and surrounding communities.

**Regulation of Wages and Industrial Relations Act 1971 (No 18)**

Clause 29 of the Act explicitly outlines a seven-step process for redressing employee grievances. The process begins with a verbal discussion of the grievance with the employee's immediate supervisor and may escalate to petitioning the Minister of Labour and Social Security if the workplace grievance redress measures fail to resolve the grievance.

**Sexual Offences Act, 2012**

The Sexual Offences Act of 2012 criminalizes non-consensual sex between persons, including spouses. The Act is gender neutral, technically including sexual acts between same sex individuals. The Act guarantees the confidentiality of victims (survivors) during the investigation and prosecution of offenders. The Act also provides for medical assistance for survivors. The Act explicitly sets out sanctions for offenders, including jail terms.

**The Persons with Disability Act, 2011**

This Act establishes the National Commission for Persons with Disabilities (NCPD) to ensure the well-being of persons with disabilities. It grants privileges, including free education up to the tertiary level and free medical care for persons with disabilities. Sections 20 and 21 of the Act make it an offence to deny a person contracts, employment opportunities, or access to education based on disability; this provision meets the non-discriminatory requirement outlined in ESS10. In addition, establishing NCPD under this Act provides



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a platform for persons with disabilities seeking redress for work-based or work-related grievances to access and meet the requirements of ESS 10.

**The Right to Access Information Act, 2013**

Being an Act to provide for the disclosure of information held by public authorities or by people providing services for them and to provide for other related matters. This implies that the PIU is mandated by this Act to disclose all the relevant information about the project to affected and interested stakeholders and that failure to supply information to stakeholders is tantamount to an offense which is liable on conviction to a fine not exceeding ten million Leones in the case of an individual and one hundred million leones in the case of a body corporate or to a term of imprisonment not exceeding six months or to both the fine and imprisonment.

**The National Policy on the Advancement of Women, 2000**

The National Policy on the Advancement of Women provides a conducive environment that allows women to improve their status and participation, empowering them and enhancing their capacities as agents of change and beneficiaries of political and economic development, thus ensuring the full use of human resources for national development. It provides integrated guidelines for evaluating the activities of government departments/institutions, civil society organisations, donor agencies, and NGOs engaged in implementing Women in Development programs.

**National Policy on Gender Mainstreaming, 2000**

The overall goal of the policy is to mainstream gender concerns in the national development process to improve the social, legal, political, economic, and cultural condition of the population, particularly marginalized groups. Its aim is to provide policymakers and other actors in the development field with reference guidelines for identifying and addressing gender concerns, particularly when taking policy decisions to redress imbalances which arise from existing inequalities; to promote access to and control over economically significant resources and benefits, or to ensure the participation of both women and men in all stages of development.

**The Gender-Based Violence Referral Protocol, 2019**

The GBV Protocol is a technical guidance document that aims to ensure that all survivors/victims of GBV receive a prompt and comprehensive response from service providers that meets their needs from the first point of contact onwards.

### World Bank Standards for Stakeholder Engagement

The Environmental and Social Framework (ESF) provides accepted benchmarks for good practice for environmental and social risk management in Bank-supported IPF. The ESF requires clients to engage with affected and interested communities through disclosure of information, consultation, and informed participation, commensurate with the risks and impacts of the Project on people and the environment.

The development of this SEP is guided by Environmental and Social Standard (ESS) 10, Stakeholder Engagement and Information Disclosure, which recognizes the importance of open and transparent engagement between the GoSL and project stakeholders as an essential element of good international practice.

The World Bank requires the GoSL to engage with stakeholders throughout the PSSNYE Project's life cycle, commencing engagement as early as possible in the project development process and within a timeframe that enables meaningful consultations on project design. The project is required to provide stakeholders with timely, relevant, understandable, and accessible information and consult with them in a culturally appropriate manner, free of manipulation, interference, coercion, discrimination, and intimidation.

## 4. BRIEF SUMMARY OF PREVIOUS ENGAGEMENT ACTIVITIES

The design and implementation of the PSSNYE parent Project have been guided by stakeholder consultations carried out at the local, regional, and national levels in September 2021. Project preparation followed the ESS 10 stakeholder consultative processes and will continue to be deepened. Stakeholder engagement was further deepened during the preparation of the original SEP, ESMF and RPF. A summary of previous stakeholder engagements is presented in Table 1 below.

Table 2 summarizes key issues and concerns that were raised by each stakeholder group as well as responses and clarifications provided by the project proponents during previous stakeholder engagement activities.

**Commented [OB1]:** Include a dedicated section summarizing AF-specific consultations undertaken in 2026, participants consulted, issues raised, and how feedback influenced project design



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**Table 1: Stakeholder Engagement Activities Undertaken During Project Preparation (including SEP, ESMF and RPF preparation)**

| Stakeholder Group | Institutions | Interest | Topic of consultations | Method of engagement |
|---|---|---|---|---|
| **Government Agencies** | - MoF<br>- NaCSA<br>- MoYA<br>- NaYCOM<br>- Statistics Sierra Leone (Stats SL)<br>- ACC<br>- National Disaster Management Authority (NDMA) | Project Implementing partners, implementing agencies, beneficiaries | Project objective, scope, preparation timelines, implementation arrangement, costing, and budgeting<br><br>Environmental and social risk and preparation of ESMF, RPF, ESCP, SEP using the ESF, roles and responsibilities of the agencies and preparation timelines | Project preparation mission, meetings and workshops<br><br>Technical Review Meetings |
| | - Ministry of Technical and Higher Education<br>- Ministry of Social of Welfare (MoSW)<br>- Environmental Protection Agency (EPA)<br>- Local and City Councils<br>- Ministry of Works, Housing and Infrastructural Development (MWHID)<br>- National Commission for Persons with Disabilitiy (NCPD)<br>- Sierra Leone Union on Disability Issues (SLUDI) | Project Implementing partners, implementing agencies, beneficiaries | Project design and implementation of interventions of LIPW, EI, Youth IT Platform, youth digital public works, and Youth Group business support<br><br>Environmental and social risk and preparation of ESMF, RPF, ESCP, SEP using the ESF, roles and responsibilities of the agencies and preparation timelines | Consultation Workshops |



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| **Beneficiary Communities** | - SSN Beneficiary communities (Sendugu, Magbeni, Konabu, Blama Town, Masuba, Looking Town<br>- Paramount Chiefs<br>- Mami Queens<br>- District Youth Chairpersons<br>- Youth<br>- Town Chiefs | Project Beneficiary | Consultations and engagement to inform the design of the EI, LIPW,DPW, and Youth Group business support and Youth IT Platform<br><br>SSN implementation successes, challenges of SSN Project and recommendations for improvement of implementation of PSSNYE<br><br>Project environmental and social risk and proposed mitigation measures and to obtain input to the preparation of the ESMF, RPF, SEP, clarify roles and | Project sensitization meetings<br><br>Focus Group Discussions |
| **Stakeholder Group** | **Institutions** | **Interest** | **Topic of consultations** | **Method of engagement** |
| | | | responsibilities of the agencies and preparation timelines<br><br>COVID-19 pandemic prevention protocols for the project<br>Case management/GRM | |
| **Vulnerable Groups** | - Persons with disabilities | Affected by unforeseen shocks/disasters | SSN project implementation successes and challenges, recommendations for improvement of implementation of PSSNYE<br><br>COVID-19 Pandemic prevention protocols for the project Case management/GRM | Focus Group Discussions |
| **Academic Institutions** | - Ernest Bai Koroma University<br>- Ngala University | Project Design | Project research, design, scope and implementation | Consultation Workshops |
| **Private sector Actors** | - Payment service provider | Implementing Partners/Beneficiaries | Project research, design, scope and implementation | Consultation Workshops |



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| **Development Partners** | - United Nations Children's Fund (UNICEF)<br>- Foreign, Commonwealth and Development Office of the UK (FCDO)<br>- World Food Programme (WFP)<br>- European Union (EU)<br>- International Labor Organization (ILO)<br>- Food and Agriculture Organization (FAO) | Project design | Project objective, scope, implementation modalities and research | Meetings |
| **CSOs/ NGOs** | - Sierra Leone Association of Non-Governmental Organizations (SLANGO)<br>- Sierra Leone Social Aid Volunteers<br>- Women's Forum<br>- Women's Wing<br>- Sierra Leone Association of Little People<br>- Amputees and War Wounded Association | Project Design | Project objectives, scope and implementation | Consultation Workshops |

**Table 2: Summary of Issues and Concerns Raised During Stakeholder Consultations and Responses**

| Stakeholder Groups | Topic | Issues/ Concerns Raised | Response |
|---|---|---|---|
| Local Councils<br>Pujehun District Council<br>Tonkolili District Council<br>Falaba District Council<br>Kenema District Council<br>Western Area Rural District Council | Component 1 | The stakeholders agreed that the proposed activities for component 1 are relevant and expressed the importance of conducting impact evaluation to determine the extent to which the Project will have graduated beneficiaries from poverty. | Component 4 of the Project will fund tracer studies and impact evaluation |



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| NCPD<br>SLUDI<br>Academic Institutions<br>Youth Representatives<br>CSOs and NGOs<br>Local Authorities | Component 1 Beneficiaries | Stakeholders suggested that priority be given to beneficiary households that have not previously benefited from existing SSN programs.<br><br>Stakeholders also suggested that beneficiary households that have exited the SSN Project should be considered given the impact COVID-19 pandemic. | PSSNYE Project will give priority to potential beneficiaries that have not previously benefitted from the SSN Project. |
| | Sub-component 1b (EI package) Beneficiaries | There was a consensus amongst stakeholders that the EI package targets new beneficiaries as well as those that have exited the SSN Project. | This was accepted and noted for inclusion in the project design. |
| | Percentage of female participation in sub-components 1a & 1b | The participants suggested the percentage of female participation range from 70% to 90% | This was accepted and noted for inclusion in the project design. |

| | | | |
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| Bo City Council<br>Kenema City Council<br>Koidu New Sembehun City Council<br>Bonthe Municipal Council | Prioritization of the menu of activities in component 2 Green Public Works for Provincial Cities | LIPW sub projects should be the same in rural and urban areas | The reason for difference in the menu of sub-projects in rural and urban areas was explained to participants and there was common understanding. |



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| Port Loko City Council<br>Makeni City Council | Daily Wage | LIPW should be divided into sections/plots for roads/agricultural combined with the quality of the job done.<br><br>Daily wage should also be linked to plot/section completed | Clarification was provided that tasks will be rated based on days worked and participants will be rated by performance in order to avoid reward being paid to workers that do not attend on a daily basis. |
| | | | |
| Beneficiary Communities | Prioritization of LIPW subprojects | Most feeder road projects in the past have not been sustainable due to poor implementation hence priority should be given to agricultural activities.<br><br>The newly formed districts, Karene and Falaba should prioritize feeder roads for LIPW sub-projects. | The team noted differences in priority among various districts and addressed them accordingly. For instance, newly formed districts prioritized feeder roads and assurance was given that sub-projects would be demand driven within each district. |
| | Grievance Redress Mechanism | There are low levels of grievance uptake within some communities due to lack of awareness of the GRM system | The NaCSA District team and ACC District and Community Monitors were reminded about their responsibility to improve on GRM sensitization and community uptake. The communities were also informed of the need to cooperate with the district teams and utilize the existing channels for grievance uptake. |



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| | Resettlement | It was suggested that relocation must be avoided at all costs as it can be costly | The project will avoid resettlement as much as possible and where unavoidable, assurance was provided that compensation will be paid in accordance with the PSSNYE RPF/RAPs. |
| Vulnerable Groups | Participation of women and PWD | Structures for organizing PWDs only exist at district level but not the community level.<br><br>Community members who cannot participate in labor intensive work to serve in childcare service role in LIPW sites | The existing SSN Project will carry out a mass registration exercise to identify and locate PWDs within communities nationwide. NCPD and SLUDI will be engaged to provide further engagement with PWDs to establish relevant structures for support systems. |
| | Sexual and Gender Based Violence (SGBV) | Persons with disabilities often suffer from SGBV especially in the hands non-disabled persons which are reported without any action taken by relevant authorities | Assurance was given by representatives from MoSW that future occurrence would be followed up when channeled through the Ministry. NCPD and SLUDI were required to utilize the GRM platform to report such cases that will be followed up by the ACC to ensure that action is taken by the MoSW and MoGCA. The beneficiaries were also sensitized to the available channel for reporting SGBV cases through the GRM. |



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| Government Agencies | Component 2 Menu of Activities | Agricultural sub-projects must consist of sustainable agricultural activities and environmental best practices | The project will promote the use of organic fertilizers and discourage bad farming practices involving slashing and burning. |
| | | Forest cover in Western Area Urban (WAU) has been depleted making the city prone to landslides and drought<br><br>Practice of cutting trees is rampant in WAU | The sub-projects on reforestation will include tree Planting exercises in disaster prone areas<br><br>Tree planting exercises will focus on fruit trees that would benefit communities |
| | Participation of youth | How will the project be designed to ensure participation of youth with low skill and education level? | Sub-projects in rural areas will deliberately target youth with low skills and education levels whilst those in urban areas will target youth with relatively higher skills and education levels.<br>Components 1, 2 and 3 consist of life skills and business training for youth. |



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## 5. STAKEHOLDER IDENTIFICATION AND ANALYSIS

Project Stakeholders are individuals, groups or other entities who are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (Affected parties). Another category of people may have an interest in the project (interested parties). They include individuals or groups whose interests may be affected by the project and who may influence its outcomes in any way.

For the purposes of effective and tailored engagement, stakeholders for the PSSNYE Project will be divided into the following core categories:

- **Affected Parties** – persons, groups and other entities that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be actively engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management of their present conditions.

- **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.

- **Vulnerable Groups** – persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their state of vulnerability and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with PSSNYE.

**Table 3: List of Identified Stakeholders**

| Project Proponents | Affected Parties | Other Interested Parties | Vulnerable Groups |
|---|---|---|---|
| - NaCSA<br>- MoYA - NaYCOM –<br>- Bo City Council<br>- Kenema City Council<br>- Koidu New Sembehun City Council<br>- Bonthe Municipal Council<br>- Port Loko City Council | - Poor and vulnerable households/individuals<br>- Poor communities in rural and urban areas<br>- Community leaders and members of poor communities Poor and<br>- vulnerable youth Youth Organizations<br>- Youth Councils<br>- Persons with<br>- Disabilities<br>- Inhabitants of<br>- disasterprone areas/Informal Settlements | - MoF<br>- Statistics Sierra Leone (Stats SL)<br>- ACC<br>- Local and City Councils<br>- Parliament of Sierra Leone<br>- Politicians<br>- Development partners<br>- NGOs<br>- CSOs<br>- Media (national, | - Women<br>- Persons with Disability<br>- Elderly people<br>- People living with HIV/AIDS<br>- Households severely affected by Ebola/COVID-19<br>- Inhabitants of disaster-prone areas/informal settlements<br>- People living in remote areas |



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| - Makeni City Council | | local and social)<br>- Ministry of Gender and Children Affairs | |
| | | (MoGCA)<br>- MoSW<br>- NCPD<br>- SLUDI<br>- National Disaster Management Agency (NDMA)<br>- Sierra Leone Meteorological<br>- Chiefdom and Local Authorities<br>- Religious leaders<br>- Inter-Agency Forum (IAF)<br>- Environmental Protection Agency<br>- Ministry of Local Government and Rural Development<br>- Ministry of Works, Housing and Infrastructural Development | |



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| | | - Ministry of Agriculture, Forestry and Food Security (MAFFS)<br>- Ministry of Labour and Social Security<br>- Academic Institutions<br>- Payment Service Provider<br>- Independent Monitors | |

NaSCA and the National Social Protection Secretariat engaged and will continue to engage with the Ministry of Finance (MoF), Environmental Protection Agency (EPA), local councils, Civil Society Organizations (CSOs), academic institutions and SSN beneficiary communities amongst other stakeholders during project implementation phases for inputs into the Project Paper of the parent project and the AF and into E&S instruments throughout the project cycle as outlined in Table 3. Stakeholder consultations will continue throughout the project cycle including engagement with project affected persons, vulnerable groups and other parties through meetings, key informant interviews, focus group discussions etc., to ensure smooth preparation and implementation of the sub-project component activities. The Grievance Redress Mechanism (GRM), which exists and is in use for the SSN Project has been described in chapter 8 of the revised SEP. Relevant staff will continue to be trained by experienced GRM staff of the ACC and NaCSA with technical support of IDA in the use of the GRM.

### Principles for Engagement

The following principles for stakeholder engagement under PSSNYP shall be applied to ensure best practices are followed in the engagement with stakeholders.

**Openness and life-cycle approach**: Public consultations for the PSSNYE project will be arranged during the whole project life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.

**Informed participation and feedback:** Adequate information will be provided to and widely distributed among all stakeholders in an appropriate format. Opportunities will be provided for communicating stakeholders' feedback as well as analyzing and addressing their comments and concerns.

**Inclusiveness and sensitivity:** Stakeholder inclusivity will be given adequate attention to build effective relationships and trust. All stakeholders would always 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. Vulnerable groups as well as the excluded such as women, youth, elderly, and persons with disability are to be given special attention within the context of the appropriate cultural sensitivities of those concerned.



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## Stakeholder Analysis

A comprehensive analysis of stakeholder groups is crucial to the SEP preparation process, as it helps identify stakeholder groups likely to influence or be affected by project activities and sort them according to their interest and influence on the project, as well as the impacts and benefits the project activities will have on them. It also helps in shaping the design of stakeholder consultation activities by specifying the role(s) of each stakeholder group thereby helping in determining which stakeholders to engage, when and where. With the AF, the process has been reviewed and updated to include engagement with local universities, the potential source of trainers and partners to provide applicants for the DPW activities.

**Table 4: List of Stakeholders and Level of Interest and Influence**

| Stakeholder | Role in Project | Interest | Influence |
|---|---|---|---|
| **Project Proponents** | | | |
| NaCSA/NSPS | - Government Implementing Agency<br>- Management of project fiduciary activities<br>- Consultation and coordination on policy issues<br>- Management of project Environmental and Social activities.<br>- Enrolment of beneficiaries and management of data.<br>- Develop and maintain the social registry.<br>- Resolve administratively related grievances from the GRM | High | High |
| MoYA | - Implementing sub-component 3B<br>- Cooperate in project fiduciary activities | High | High |
| NaYCOM | - Implementation of sub-component 3A<br>- Corporate in project fiduciary activities | High | High |
| **Affected Parties** | | | |
| Poor and vulnerable households and individuals (target beneficiaries) | - Participate in the project activities Receive<br>- benefits and comply with the project conditions<br>- Assist in managing project environmental and social risks | High | High |
| Poor communities in rural and urban areas (nonbeneficiaries) | - Assist in managing project environmental and social risks<br>- Participate in project activities | Moderate | High |
| Youth (Target beneficiaries of Component 2 and 3) | - Participate in the project activities Receive<br>- benefits and comply with the project conditions<br>- Assist in managing project environmental and social risks | High | High |



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| District and Chiefdom Youth Councils | - Support implementation of Component 2 and 3<br>- Assist in managing project environmental and social risks | High | Moderate |
| Community Oversight Committee | - Manage the implementation of the subprojects under the LIPW activities of Component 2<br>- Facilitate access to land (in case of rural youth in agric sub-project) or workspace (in case of urban youth)<br>- Facilitating smooth dialogue between communities and the implementing partners<br>- Participating in assessments, supervision and monitoring the implementation of the sub-projects | High | High |
| Private Sector Actors | - Participate in bidding process and execute contracts awarded | High | High |

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| | - Enforce E&S safeguards in their project sites<br>- Users of the Youth IT Platform | | |
| **Other Interested Parties** | | | |
| MoF | - Donor coordination<br>- Implementation support to agencies<br>- Fiduciary responsibilities | High | High |
| Stats SL | - Data collection for the project, including for planned impact evaluations and targeting of beneficiaries including administering the Proxy Means Test. | High | High |
| ACC | - Implementing the Grievance Redress and Anti-Corruption measures<br>- Receiving grievances and resolving them through the GRM platform and Call Centre.<br>- Referring SEA/SH related grievances reported through the GRM platform to the relevant authorities for further action | High | High |
| Local Councils and City | - NaCSA will lead the implementation of Component 2 in collaboration with local councils Freetown and Provincial Councils | High | High |



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| IAF | - Provide strategic oversight, policy dialogue, and broader coordination for SP and youth programs in Sierra Leone<br>- Ensure inter-ministerial and interagency coordination and cooperation Oversee<br>- the implementation of SP programs<br>Provide advice on implementation<br>- challenges and possible solutions | High | Moderate |
| NGOs | - Support implementation of project activities<br>Hold government accountable during<br>- project implementation | Moderate | Moderate |
| NDMA | - Provide NaCSA with a list of disaster-prone areas to aide geographical targeting of subcomponent 2C<br>- Provide oversight of the data collection in disaster-prone areas | High | Moderate |
| CSOs and media | - Hold government accountable during project implementation<br>- Assist in public education and sensitization about the project<br>- Provide feedback from and to beneficiaries and the public<br>- Provide platform for the government to engage the public on project status, processes and procedures | High | High |
| MoGCA | - Provision of support and guidance on GBV/SEA/VAC issues emanating from the project | Moderate | Moderate |
| MoSW | - Provision of support and guidance on PWD | Moderate | Moderate |

| | | | |
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| | issues | | |
| NCPD/SLUDI | - Voice issues of concern for persons with disability in project design and implementation<br>- Support project activities relating to people with disabilities<br>- Mobilize Persons with disabilities during project implementation<br>- Provide information on Persons with disabilities<br>- Relate with institutions/agencies supporting persons with disabilities | High | High |
| EPA | - Provide environmental regulatory oversight and guidance on project implementation<br>- Conduct environmental assessment | Moderate | Moderate |



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| Ministry of Local Government and Rural Development | Provide advisory policy guidance on project implementation and lead reform where necessary. | Moderate | Moderate |
| Chiefs and local authorities | - Provision of land for implementation of sub-projects<br>- Assist in ensuring community ownership of the project<br>- Support community mobilization efforts<br>- Involved in and facilitate the resolution of community conflicts and land disputes at community level | Moderate | High |
| Academic Institutions | - Potential source of applicants for subcomponent 2C<br>- Provides independent critique and consultancy services to whole project | High | Low |
| Independent Monitors | - Provide an independent view on project implementation.<br>- Conduct process evaluation | High | High |
| Ministry of Agriculture, Forestry and Food Security | - Provide agricultural extension services<br>- Provide technical advice on agricultural practices<br>- Provide linkages to Farmer Free Schools | High | Moderate |
| Ministry of Labour and Social Security | - Provide guidance on labor related issues of the project | Moderate | Moderate |
| City/local Councils | - Represent community members at key decision taking platforms and or meetings.<br>- Ensure compliance to safeguard instruments at council/city level. Facilitate<br>- community mobilization initiatives to support the project | High | High |
| Community leaders and religious leaders | - Ensure compliance to safeguard instruments at council/city level.<br>- Represent community members at key decision taking platforms and or meetings.<br>- Facilitate community mobilization initiatives to support the project | Moderate | Moderate |
| Members of Parliament | - Support sensitization on the Project | High | High |

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| | - Support community mobilization<br>- Intervene in provision of land for subprojects<br>- Participating in IAF meetings | | |
| Development Partners | - Provide funding<br>- Participating in IAF meetings<br>- Provide technical input for project design<br>- Relate with GoSL on fiduciary issues | High | High |



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| Vulnerable Groups | | | |
|---|---|---|---|
| Women | - Engage women groups on project and explain impacts on women<br>- Recipients of benefits and information on PSSNYE<br>- Adhere to conditions to participate in project activities<br>- Peer group influence/education on SGBV<br>- | High | High |
| Persons with Disabilities | - Engage associations of people living with disability to factor their needs into project design<br>- Recipients of benefits and information on PSSNYE<br>- Provide information to aid delivery of projects to people with disabilities Adhere<br>- to information, rights, and responsibility of persons with disabilities in project implementation | High | High |
| Inhabitants of disaster-prone areas/Informal Settlements | - Recipients of benefits and information on PSSNYE<br>- Participate as residents of slums in project activities<br>- Provide and receive information to aid project implementation<br>- Adhere to information, rights, and responsibility of inhabitants of disasterprone areas in project implementation<br>- | High | High |
| Aged Persons | - Provide information to aid delivery of project to aged persons<br>- Adhere to information pertaining to the implementation of project | High | Moderate |
| Households severely affected by Ebola/COVID-19 | - Recipients of benefits and information on PSSNYE<br>- Provide information to aid delivery of project to affected persons Adhere to<br>- information, rights, and responsibility of beneficiaries in project implementation | High | High |
| People living with HIV/AIDS | - Recipients of benefits and information on PSSNYE<br>- Provide information to aid delivery of project to affected persons | High | High |
| | - Adhere to information, rights, and responsibility of beneficiaries in project implementation | | |



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| People living in remote areas | - Recipients of benefits and information on PSSNYE<br>- Provide and receive information to aid project implementation<br>- Adhere to information, rights, and responsibility of inhabitants of disaster-prone areas in project implementation | High | High |

### Summary of varying degrees of stakeholders Interests and influences

| No. | Interest and influence | Number of stakeholders | % As total of stakeholders |
|---|---|---|---|
| 1 | High Interest and High Influence | 30 | 60.5 |
| 2 | High Interest and Moderate Influence | 5 | 13.2 |
| 3 | High Interest and Low Influence | 1 | 2.6 |
| 4 | Moderate Interest and High Influence | 2 | 5.3 |
| 5 | Moderate Interest and Moderate Influence | 7 | 18.4 |
| | Total | 45 | 100.0 |

### Proposed Strategy for Maintaining and Engaging Stakeholders with Varying Interest and Influence in the Project

**High Interest and High Influence**

These are stakeholders that are either project proponents or direct beneficiaries of the project. Expectedly, these stakeholders have a high level of interest, which will result in higher participation from potential beneficiaries and improved institutional success for project proponents. The project largely depends on this group of stakeholders. They will receive firsthand updates on project progress. Any changes effected by project proponents in the duration of the project will be communicated to stakeholders individually. Engagement with this group of stakeholders will be consistently managed.

**High Interest and Moderate Influence**

These stakeholders are not direct beneficiaries or project proponents but may have a high interest in the progress of project activities and potential avenues for collaboration. Any changes occurring during the project implementation will also be communicated to these stakeholders individually. Engagement with these stakeholders will be consistently managed.

**Moderate Interest and High Influence**

These stakeholders are not direct beneficiaries of the project interventions. However, they play critical roles in the successful implementation of the project, hence their high-level of influence. These stakeholders will provide support to the project proponents during implementation of project activities.



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This group of stakeholders will be engaged during project sensitization activities, public and focus group discussions.

**Moderate Interest and Moderate Influence**

These stakeholders benefit indirectly from the project, and since they are not directly involved, their influence is moderate. They may be consulted by project proponents on the project design. They will participate in complementary project activities. This group of stakeholders will also be engaged during project sensitization activities, public discussions, and focus groups.

**Low Interest Low Influence**

These are stakeholders with some interest in project activities through research and studies. The project proponents will be obliged to provide relevant information, and beneficiaries will be encouraged to comply with requests for information from these stakeholders.



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Table 5: Characterization of Vulnerable Groups

| Stakeholder group | Key Characteristics | Language needs/communication Format | Preferred notification | Specific needs |
|---|---|---|---|---|
| **Persons with disabilities** | Hearing impairment (Hearing loss)<br><br>Visual impairment (Low vision or blindness)<br><br>Physical impairment (Mobility disabilities)<br><br>Speech impairment, amongst others | Braille, audio, sign language | Written information, community announcement, focus group meetings, TV, Radio etc. | Accessible training venues, including use of sign-language translators/ interpreters, braille formats/ large prints |
| **Persons Living with HIV/AIDS** | Ill health<br><br>Socially at risk | Local language as appropriate | Verbal | House visits<br><br>Gender sensitive teaching and learning environments<br><br>Accessible grievance redress system |
| **Women** | Consultation times and location will have to align with their needs. May require childcare for meetings or other additional support and resources to enable them to participate in consultations. | Local language as appropriate | Verbal, community announcement, focus group meetings, public address systems etc | Meetings in close-by locations within communities<br><br>Gender sensitive teaching and learning environments<br><br>Accessible grievance redress system |

| | | | | |
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| **Inhabitants of Disasterprone Areas/Informal Settlements** | Limited voice<br>Deprived | Preferred language | Focus group meetings, Verbal, community announcement, TV, radio, public address systems etc. | Address special needs to support them to understand the pandemic, project impacts and benefits, emphasis on the |



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| | | | | need to collect data on disaster-prone areas and inhabitants |
| **People living in remote areas** | Limited/lack of access to information and communication<br><br>Deprived | Local language as appropriate | Verbal, posters, delivery workshops | Gender sensitive teaching and learning environments<br><br>Accessible grievance redress system<br><br>Accessible meeting places |

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## 6. STAKEHOLDER ENGAGEMENT PROCESS

### Purpose and Timing of the Stakeholder Engagement Program

Stakeholder Consultation under the Project shall be done in accordance with the guidance provided by the World Bank on stakeholder consultations on the prevalence of COVID-19 and thereafter.

**Commented [OB2]:** Consultation methods still contain references to COVID-19 restrictions. These are outdated in 2026.

Table 6 below summarizes key project activities relating to stakeholder engagement, including goals, target stakeholders and the period within the PSSNYE Project life cycle.

**Table 6: Summary of Stakeholder Engagement Program**

| Activity | Goal of the Activity | Target Stakeholders | Period |
|---|---|---|---|
| Stakeholder Consultative Meeting | - Solicit feedback to inform project design, implementation, monitoring and evaluation<br>- Sensitization about project | - Elderly<br>- Youth representatives<br>- Beneficiary Communities<br>- Potential Beneficiaries<br>- Persons with disabilities<br>- LCs/DCs<br>- MDAs<br>- Development Partners<br>- CSOs/NGOs/Media/CICs/COCs | Third quarter following commencement of PSSNYE |
| Project Sensitization Activities | - Continuous clarification of project objectives, scope and manage expectations | - Beneficiary Communities<br>- Potential Beneficiaries<br>- CSOs/NGOs/Media/CICs/COCs<br>- The Public | Fourth quarter following commencement of PSSNYE and throughout project life cycle |
| Environmental and Social Impact Assessment | - Assess and mitigate project environmental and social risks | - Project Proponents<br>- EPA<br>- Ministry of Environment<br>- PAPs<br>- Other related parties | Fourth quarter after commencement and throughout project life cycle |
| Monitoring and Oversight | - Enhance project outcomes and benefits | - Project Proponents<br>- Other related parties<br>- Beneficiary communities<br>- Potential beneficiaries | Regularly during period of implementation of the projects/subproject activities |



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| Community Identification, Targeting and Enrolment | - Build constituencies, collaboration and beneficiary selection | - Project Proponents<br>- COCs and CICs<br>- Beneficiary Communities<br>- Local Councils<br>- Community and District Youth Councils | Regularly during period of Implementation of the subprojects activities |
| Beneficiary Workshops and Information Dissemination Campaigns | - Disseminate project information/ materials | - Beneficiary Communities<br>- Potential Beneficiaries<br>- Development Partners<br>- CSOs/NGOs/Media/CICs/COCs<br>- The Public<br>- Relevant MDAs<br>- PAPs | Regularly during period of implementation of projects/subproject activities |
| GRM Activities | - Raising awareness on the grievance redress mechanism | - Beneficiary Communities<br>- Potential Beneficiaries<br>- PAPs | Regularly during period of implementation of projects/subproject activities |

### Stakeholder Engagement Methods

A variety of engagement techniques will be used to engage, consult, and disseminate information to the various stakeholders. The selection of any medium of consultation or engagement will be based on the stakeholder's level of formal education, inherent needs, and other cultural sensitivities so that the purpose of each engagement will be achieved. The selection of an engagement method will also be influenced by relevant government regulations in effect at the time of engagement. When necessary, the engagement process will adhere to the WHO health and safety guidance and to the Bank's protocols on COVID-19 and will be guided by the following when selecting channels of communication:

- Avoid public gatherings (considering national restrictions or advisories), including public hearings, workshops and community meetings.
- Consultations can be held in small-group sessions, such as focus group meetings.
- Diversification of means of communication and rely more on social media and online channels especially for urban and youth related activities. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders.
- Employment of traditional and innovative channels of communications (TV, newspaper, radio, dedicated phone-lines, and mail) when stakeholders do not have access to online channels or do not use them frequently. Traditional channels can also be highly effective in conveying relevant information to stakeholders and allow them to provide their feedback and suggestions.
- Assessment and deployment of alternative tools to engage stakeholders such as the use of community radio, use of key community influencers and peer groups, visual aids, and social media.



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The techniques to be used for the different stakeholder groups are summarized in Table 7 below:

**Table 7: Stakeholder Engagement Methods**

| Engagement Method | Description and use | Target audience |
|---|---|---|
| Websites | The Project PAD and PIM, as well as the ESMF, RPF, ESCP, and SEP will be published on the official websites of NaCSA, MoYA and NaYCOM | MDAs, academic community, CSOs and media, independent monitors etc. |
| Media announcements | Advance announcements on the commencement of major project activities, project Grievance Redress Mechanism, and other outreach needs of the project e.g., sensitization and enrolment activities; media announcement will include sign language interpreters | All implementing actors at national, regional and district levels, projectaffected stakeholders and communities |
| Community Information Boards/Town hall meetings | Use Notice Boards for announcement of commencement and progress for major project activities. IEC materials on COVID-19 will also be displayed on these boards. | Project-affected communities |
| Sensitization and enrolment meetings | These meetings will be held at the community level to orient potential beneficiaries on the project's eligibility criteria and planned activities. These community sensitization meetings and consultations will include discussions around potential environmental risks and impacts of project activities and proposed mitigation measures.. | Project -affected communities |
| Grievance Redress Mechanism Platform/Call Centre | The existing GRM Platform will continue to be used by the public to send complaints and grievances, obtain information, make enquiries, or provide feedback on the project. | Project affected persons, communities, and other stakeholders and interested parties |
| Inter-agency Forum Meetings | These meetings will track implementation progress of the project and ensure adherence to project operational guidelines | All implementing actors at national, regional and district levels, projectaffected stakeholders and communities |
| Correspondence by phone/ email/ written letters | Distribute project information to government officials, organizations, agencies and companies and invite stakeholders to meetings | Government officials, NGOs, CSOs, CBOs, Development Partners |
| Printed media advertisement | This will be used to disseminate and disclose project documents intended for general readers and audience (e.g., ESMF, RPF, ESCP)<br>Advertising project procurements, as applicable | The Public |



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|---|---|---|
| Distribution of printed public materials: Project information leaflets, brochures, fact sheets and other IEC materials | This will be used to convey general information on the Project and to provide regular updates on its progress to local, regional and national stakeholders. There will be materials printed in large font print to cater for visually impaired | The public |
| Internet/ Digital Media | The official websites of NaCSA, MoYA, NaYCOM and related implementing agencies will be used to promote various information and updates on the overall Project, impact assessment and impact management process, procurement, as well as the Project's engagement activities with the public. | Project stakeholders and other interested parties that have access to internet resources. |
| One-on-one interviews | This will be used to solicit views and opinions on project activities, challenges, solutions and impacts. | Project beneficiaries and non-beneficiaries, other vulnerable individuals, |
| **Engagement Method** | **Description and use** | **Target audience** |
| | | CSOs, NGOs, Development Partners etc. |
| Workshops | This channel will be used to: (i) Present project information to stakeholders; (ii) Allow stakeholders to provide their views and opinions; (iii) Design participatory exercises to facilitate group discussions, brainstorm issues, analyze information, and develop recommendations and strategies; and (iv) Record and share results of recommendations and actions to be taken. | Government, NGOs, CSOs, Development Partners, Private Sector organizations, Disability Associations |
| Focus group meetings | This will be used to facilitate discussion on specific issues such as GBV, disability inclusion, displaced persons resulting from natural disaster, that merit collective examination with various groups of stakeholders. | Vulnerable groups |
| Phone Surveys/ Independent evaluations | Phone Surveys will be used to gather beneficiary opinions and views about project interventions and processes. CSOs would also be engaged to support citizen feedback surveys for the project. | Project beneficiaries |

### Proposed strategy to incorporate the views of vulnerable groups

As stated, the principle of inclusiveness will guide stakeholder engagements, particularly with respect to vulnerable individuals and groups. If vulnerable status leads to reluctance or physical incapacity to participate in large-scale community meetings, the project will hold separate small-group discussions at an easily accessible venue. This way, the project will reach groups that, under normal circumstances, may be insufficiently represented at general community gatherings. Regarding GBV/SEA, the SEP will recognise the gender power and social dynamics within a community and how they may inhibit participation. It is key to ensure that convenient spaces are made available for disabled people, the elderly, women, men,



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and children affected by the project to participate in consultations. Some strategies to be adopted to reach out to these groups and to ensure inclusiveness include:

- Identifying vulnerable and marginalized groups, their location, and leaders to reach out to these groups
- Maintaining information flow through existing disability associations and maintaining a database of Persons with disabilities
- Including disability in the establishment of beneficiary selection and targeting criteria
- Providing disability friendly task schedules on cash-for-work activities and disability friendly tasks for DPW and other similar activities
- Ensuring easy and safe access to sub-project sites and training venues
- Providing disability friendly training materials
- Ensuring SGBV codes of conduct and monitoring mechanisms are in place
- Engaging community leaders, CSOs and NGOs working with vulnerable groups
- Organizing face-to-face focus group discussions, accompanied by sign language interpreters, with these populations.

### Proposed strategy for information disclosure

As part of its commitment to ensure meaningful consultation, the GoSL is required to disclose project information to allow stakeholders to understand the risks and impacts of the PSSNYE project and potential opportunities. The GoSL is required to provide stakeholders with access to the following information, as early as possible before the Bank proceeds to project appraisal, and in a timeframe that enables meaningful consultations with stakeholders on project design:

- The purpose, nature, and scale of the PSSNYE project.
- The duration of PSSNYE project activities.
- Potential risks and impacts of the PSSNYE project on local communities, and the proposals for mitigating these, highlighting potential risks and impacts that might disproportionately affect vulnerable and disadvantaged groups and describing the differentiated measures taken to avoid and minimize those risks and impacts.
- The proposed stakeholder engagement process highlighting the ways in which stakeholders can participate.
- The time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported.
- The process and means by which grievances can be raised and will be addressed.

Table 8 below presents the project phase strategy for information disclosure.



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**Table 8: PSSNYE Project Strategy for Information Disclosure for the PSSNYE (both the Parent Project and AF)**

| Project stage | List of information to be disclosed | Method proposed | Timeline | Target Stakeholders | Topic of consultation | Responsibility |
|---|---|---|---|---|---|---|
| **Preparation/ Design phase** | Project Appraisal Document (PAD) | Official websites of the project implementing agencies and WB Documents & Reports site | March 21, 2022, upon World Bank Board approval | International, National, Regional and district stakeholders | Project design, benefits, and impact | NaCSA, NSPS MoYA, NaYCOM, MoF |
| | ESMF, RPF, SEP, ESCP | Newspaper publications, Official websites of the project implementing agencies and WB Documents & Reports site | December 10, 2021, prior to appraisal | National, Regional and district stakeholders | Environmental and Social Management, Procurement, stakeholder engagement | NaCSA, NSPS MoYA, NaYCOM, MoF |
| | | Workshops | December 10, 2021, prior to appraisal | Regional, District and community level | Project concept, Mode of selection of sub-projects, benefits, impacts | NaCSA, NSPS MoYA, NaYCOM, |
| | | Consultation with affected parties | December 10, 2021, prior to appraisal | Community Level stakeholders | Project concept, Mode of selection of sub-projects, benefits, impacts | NaCSA, NSPS MoYA, NaYCOM, |
| | | Distribution of printed documents in relevant institutions | December 10, 2021, prior to appraisal | National, Regional and district stakeholders Community level | Project concept, benefits, and impacts | NaCSA, NSPS MoYA, NaYCOM, |



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| Project stage | List of information to be disclosed | Method proposed | Timeline | Target Stakeholders | Topic of consultation | Responsibility |
|---|---|---|---|---|---|---|
| **Implementation Phase** | Project design and implementation | Project inception stakeholder meetings | After project effectiveness | Project staff, beneficiary communities | Project concept and implementation modalities | NaCSA, NSPS MoYA, NaYCOM, |
| | Communicating Project interventions | Community meetings, Newspaper publications Radio | Quarterly, Throughout project implementation | All stakeholders Beneficiary communities | Project concept and implementation modalities | NaCSA, NSPS MoYA, NaYCOM, |
| | Sensitization on project interventions | Community meetings | Throughout project implementation | Beneficiary communities | Key information on project activities | NaCSA, NSPS MoYA, NaYCOM, |
| | GRM System | Community meetings, Newspaper publications Radio | Throughout project implementation | All stakeholders, Beneficiary communities | Purpose of the GRM and reporting channels, | NaCSA, NSPS MoYA, NaYCOM, ACC, |
| | ESIA/ESMP, Labor Management Plans, Occupational Health and Safety Plan Emergency preparedness and response RAPS GBV Action plans Project monitoring and safeguard compliance report Etc. | Official websites<br><br>Community Information Centres<br><br>Community meetings | Throughout project implementation, prior to each sub-project implementation | International, National, Regional and district stakeholders | Sub-projects benefits, impacts (Community health and Safety, Occupational health and Safety, Labor Management Procedures, Security, GRM, GBV issues and mitigation | NaCSA, NSPS MoYA, NaYCOM, |



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|---|---|---|---|---|---|---|
| | Project progress reports | Stakeholder meetings, IAF Progress Review Meetings, National, | Mid and end of year | All stakeholders Beneficiary communities | Project progress | NaCSA, NSPS MoYA, NaYCOM, IAF |
| **Project stage** | **List of information to be disclosed** | **Method proposed** | **Timeline** | **Target Stakeholders** | **Topic of consultation** | **Responsibility** |
| | | regional and districts levels | | | | |
| **Completion Phase** | Project Completion Report | Institutional completion reports | 6 months after Project completion date | All Stakeholders | Project results | PCU / Implementing Ministries |



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### Meaningful Consultation

The GoSL must undertake meaningful consultation in a manner that provides stakeholders with opportunities to express their views on project risks, impacts, and mitigation measures, and allows the GoSL to consider and respond to them. Meaningful consultation will be carried out on an ongoing basis as the nature of issues, impacts and opportunities evolves. While carrying out meaningful consultation, the GoSL is required to:

a. Begin early in the project planning process to gather initial views on the project proposal and inform project design.
b. Encourage stakeholder feedback, particularly to inform project design and stakeholder engagement in identifying and mitigating environmental and social risks and impacts.
c. Conduct the consultation on an ongoing basis, as risks and impacts arise.
d. Ensure prior disclosure and dissemination of relevant, transparent, objective, meaningful and easily accessible information in a timeframe that enables meaningful consultations with stakeholders in a culturally appropriate format, in relevant local language(s) that is understandable to stakeholders.
e. Consider and respond to feedback provided by stakeholders.
f. Support active and inclusive engagement with project-affected parties.
g. Ensure consultation that is free of external manipulation, interference, coercion, discrimination, and intimidation.
h. Ensure that the project documents and discloses consultation.

## 7. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING PLANNED ACTIVITIES

This section provides estimates of the resources required to implement the SEP and the responsible agencies for activities.

Table 9 below details the stakeholder engagement activities that will be implemented throughout the project and the responsible agencies.

**Table 9: Stakeholder Engagement Activities and Responsible Agencies**

| Stakeholder Engagement Activities | Responsible Agencies |
|---|---|
| Community Sensitization meetings on PSSNYE targeting and enrolment | NaCSA |
| Sensitization and Training of Field and other Office Implementation Teams on the LIPW & EI package | NaCSA, NaYCOM, local councils |
| Community sensitization meetings on targeting and enrolment for LIPW | NaCSA, local councils, city councils |
| Sensitisation on Data Collection exercise in disaster-prone areas and targeting | NaCSA, NDMA, local councils, city councils, academic institutions |



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|---|---|
| Consultation for Preparation of the RAP | NaCSA (environmental and social specialists consultant) |
| Monitoring and Oversight | NaCSA, NaYCOM, MoYA |
| Independent Monitoring | Consultants |
| Safeguards Training for NaCSA/NaYCOM/MoYA Staff | NaCSA (Environmental and Social Specialist) |
| Communication activities with various stakeholders on Employment & entrepreneurship benefits | NaYCOM |
| Sensitization of Women and Persons with disabilities on participation in youth employment | NaYCOM |
| Consultation on setting up of the IT platform | MoYA |
| Assessment meeting on business competition for employment & entrepreneurship support | NaYCOM |
| Sensitization on Grievance Redress Mechanism | NaCSA, NaYCOm MoYA, ACC |
| Consultation with stakeholders on SEA/SH/GBV | NaCSA, NaYCOm MoYA, ACC |

Funding for implementation of the SEP will be included as part of project cost under each component. The budget for implementing activities under the SEP is estimated at US$600,600. Table 10 below presents a detailed breakdown of the activities to implemented and the planned budget.

**Table 10: Estimated Budget for Implementation of Stakeholder Engagement Activities**

| **Stakeholder Engagement Plan - Estimated Budget (5 Years) Productive Social Safety Net & Labour Intensive Public Works** | | | | | |
|---|---|---|---|---|---|
| ***Stakeholder Engagement Activities*** | **Quantity** | **Unit Cost (USD)** | **Times/Years** | **Total Cost (USD)** | **Remarks** |
| Community Sensitization meetings on PSSNYE targeting and enrolment | 24 | 8,500 | 2026 | 56,000 | 1 meeting per district |
| Sensitization and Training of NaCSA Field and NaYCOM Office Implementation Teams on the LIPW & EI package | 6 | 15,500 | 2026 | 31,000 | 2 meetings of 8 districts offices |
| Community sensitization meetings on targeting and enrolment for LIPW | 10 | 15,000 | 2026 | 48,000 | 4 regional meetings |
| Sensitization meeting with youth who are neither in education, employment, nor training (NEETs) | 6 | 25,000 | 2026 | 60,000 | 4 regional meetings |
| Sensitization of Community Oversight Committees, Local Councils and other stakeholders on implementation of LIPW | 16 | 8,000 | 2026 | 32,000 | 4 regional meetings |



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|---|---|---|---|---|---|
| Consultation for Preparation of the RAP | 1 | 35,000 | 2026 | 35,000 | |
| Internal Monitoring | 20 | 4,500 | 2026 - 2028 | 90,000 | Quarterly |
| Safeguards Training for NaCSA/NaYCOM/MoYA Staff | 4 | 8,500 | 2026 | 34,000 | 4 regional meetings |
| Contingency (10%) | | | | 32,600 | |
| ***Sub-Total*** | | | | **418,600** | |
| **Stakeholder Engagement Plan - Estimated Budget (5 Years) Employment and Entrepreneurship Support for Youth** | | | | | |
| ***Stakeholder Engagement Activities*** | **Quantity** | **Unit Cost (USD)** | **Times/Years** | **Total Cost (USD)** | **Remarks** |
| Communication activities with various stakeholders on Employment & entrepreneurship benefits | 4 | 4,500 | 2026 | 18,000 | 4 regional |
| Sensitization of Women and Persons with disabilities on participation in youth employment | 4 | 3,000 | 2026 | 12,000 | 4 regional |
| Consultation on setting up of the IT platform | 4 | 2,500 | 2026 | 10,000 | 4 regional |
| Assessment meeting on business competition for employment & entrepreneurship support | 10 | 2,000 | 2026-2028 | 20,000 | half yearly over 5 years |
| Contingency (10%) | | | | 6,000 | |
| ***Sub-Total*** | | | | **66,000** | |
| **Grievance Redress Activities** | | | | | |
| ***Stakeholder Engagement Activities*** | **Quantity** | **Unit Cost (USD)** | **Times/Years** | **Total Cost (USD)** | **Remarks** |
| Sensitization on Grievance Redress Mechanism | 16 | 6,000.0 | 2026 | 96,000 | 1 meeting per district |
| Consultation with stakeholders on SEA/SH/GBV | 4 | 16,000 | 2026 | 64,000 | 4 regional consultations |
| Contingency (10%) | | | | 16,000 | |



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|---|---|---|---|---|---|
| ***Sub-Total*** | | | | **176,000** | |
| **Total** | | | | **600,600** | |

## Project Implementation Arrangements

NaCSA assumes the overall responsibility of ensuring the effective implementation of the Project. There are six implementing agencies – NaCSA, MoYA, NAYCOM, ACC, Stats SL and Councils- each of which is responsible for implementing specific components or sub-components. The IAF facilitates overall project coordination, and NSPS provides support. Project implementation is aligned with the existing SP and Youth policies and coordination mechanisms in Sierra Leone.

**NaCSA:** provides fiduciary functions for the entire project and has the primary responsibility of ensuring effective implementation of the project in partnership with MoYA, NaYCOM, NSPS, ACC and in collaboration with NCPD, SLUDI, National Commission Registration Authority, Ministry of Technical and Higher Education (MTHE), Stats SL and councils as well as NGOs and other non-governmental actors such as CSOs, COCs and private sector organizations for the implementation of the project**.** Where feasible NaCSA will sign MOUs with implementing partners for the duration of the project. NaCSA Regional and District Coordinators lead project implementation at the regional and district levels, respectively**.** The environmental and social specialists within NaCSA facilitates implementation of the SEP as well as organizes and conducts safeguards trainings for field and other staff of the project. They are also responsible for liaising with implementing partners and other relevant institutions on environmental and social issues. The Information, Education and Communication (IEC) Officer at NaCSA also collaborates with the environmental and social specialists and implementing partners in conducting project sensitization campaigns.

**MoYA:** responsible for implementing sub-component 3B which aims to establish a youth platform to enhance youth employability and empowerment. The project supports a technical team of national and international experts to develop the platform and a liaison officer who will report to MoYA and provide a link between the implementing agencies and other relevant stakeholders. Prior to developing the youth platform, MoYA will lead stakeholder consultations and sensitization in urban areas for the design of the platform.

**NaYCOM:** is the Government institution mandated, through the 2010 National Youth Commission Act, to implement policies of GoSL (MoYA) and other youth programs in Sierra Leone**.** Thus, NaYCOM is responsible for the implementation of sub-component 3A in partnership with the National Youth Service, Youth Councils, NaCSA, NSPS, Stats.SL, ACC, MTHE and the private sector under the supervision and oversight of MoYA. NaYCOM leads stakeholder consultations and sensitization on the design and implementation of sub-component 3A prior to the commencement of activities.

**ACC:** is responsible for implementing the Grievance Redress and Anti-Corruption measures and will conduct extensive public campaigns to promote Citizens Engagement and the GRM platform of the PSSNYE Project. The Commission is responsible for receiving grievances and resolving the corruptionrelated grievances through the GRM platform and Call Centre. The ACC will forward administrative-related complaints to NaCSA, NaYCOM and MoYA for resolution. Among several functions (to be detailed in the



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PIM), ACC is responsible for referring SEA/SH related grievances reported through the GRM platform to the relevant authorities for further action. The project supports GRM Coordination Unit, District and Community Monitors and the Call Centre.

**Stats SL:** is responsible for the data collection for the PSSNYE project, including for planned impact evaluations and targeting of beneficiaries. Community targeting will be supported by Community Identification Committees, as operated under the SSN project.

**NSPS:** The NSPS was established in 2012 and included in the 2018 revised National Social Protection Policy which was launched in January 2020. The NSPS provides technical support to the IAF and coordinates the SP sector. The NSPS is semi-autonomous and supports coordination of SP interventions at the technical level across MDAs and other agencies, and development of SP systems, including for the SSN Project. NSPS has dedicated staff with different skill sets to support the project systems development and institutional strengthening activities.

**IAF:** The Inter-Agency Forum (IAF) established under the SSN project and chaired by the Vice President will provide strategic oversight, policy dialogue, and broader coordination for SP and youth programs of the Government and ensure inter-ministerial and interagency coordination and cooperation, identify financial resources, oversee the implementation of SP programs, and provides advice on implementation challenges and workable solutions. The NSPS and TSC established under the SSN project will support the IAF in fulfilling its coordination mandate. The IAF will conduct periodic progress reviews, ensure adherence to project operational guidelines; ensure inter-ministerial and inter-agency coordination and cooperation. When necessary, DTCs, comprised of Local Technical Planning Committees and Youth Councils will support the coordination forum at that level. At the sub-district level, the existing chiefdoms, Ward Committees and Youth Groups will be directly involved in coordinating the project, particularly by communicating with communities during key implementation processes. These will be instrumental in ensuring that there is coherence between policy and implementation among all key stakeholders in the entire SP and youth sectors.

### Organizational Capacity and Commitment

NaCSA has overall responsibility for implementing the Project and provides oversight and supervision of the implementation of the ESF instruments. NaCSA has recruited a social specialist and has almost completed the recruitment of an environmental specialist, who would be supported by an officer under the existing SSN Project and will be maintained throughout the implementation of the PSSNYE Project. The social and environmental specialist, together with the IEC officer, are responsible for coordinating the stakeholder engagement and communication activities for the project. The environmental and social specialists will train the NaCSA district teams to monitor and report on ESF activities. The Project will have dedicated budgets for implementation of the SEP as well as the other ESF instruments. Engagement and communications activities to ensure the implementation of this SEP and outreach activities are envisaged. The Project will contract environmental and social consultants for the environmental and social assessments of sub-projects and development of the Resettlement Action Plans and the Environmental and Social Management Plans.

## 8. GRIEVANCE REDRESS MECHANISM (GRM)

The main objective of a Grievance Redress Mechanism (GRM) is to ensure that the project reaches the intended beneficiaries and to assist in resolving complaints and grievances in a timely, effective, and



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efficient manner that satisfies all parties involved. Specifically, it provides a transparent and credible process for fair, effective, and lasting outcomes. It also builds trust and cooperation as an integral component of broader community/citizen engagement that facilitates corrective actions. The project will provide a GRM that gives all direct and indirect beneficiaries, service providers, and other stakeholders the opportunity to raise concerns and/or request information. Stakeholders will be informed of the GRM in place, as well as the measures put in place to protect them against any reprisal for its use. This will be done during sensitisation activities and other interactions with stakeholders.

### The Grievance Redress Mechanism

**Commented [OB3]:** No worker grievance mechanism described.

The GoSL is required to create a GRM, operationalise it, and respond to concerns and grievances from project-affected parties related to the project's environmental and social performance in a timely manner. For this purpose, the GoSL will ensure and implement a grievance mechanism to receive and facilitate resolution on E&S performance.

1. To fulfil the GoSL obligation under ESS10, the Project will continue to utilise and strengthen the existing GRM established by the SSN Project to ensure transparency and accountability at all stages of implementation. ACC is responsible for the GRM and independent monitoring of the project implementation. The GRM provides channels for complaints, including walk-ins to local councils and NaCSA district offices, a toll-free hotline (8515) managed by the ACC's call centre, a web-based platform, or email. Additionally, through the SSN project, ACC has established a community-level structure to increase presence and enable immediate grievance resolution by appointing independent community monitors under ACC supervision. Once complaints are received, a determination is made as to whether they are corruption-related or administrative/project management issues. The ACC investigates corruption-related cases, while NaCSA takes up administrative and project management issues for investigation and resolution. Both the ACC and NaCSA have dedicated GRM focal persons who work exclusively on resolving grievances. Additionally, MoYA and NAYCOM appointed a GRM focal person within their project teams and will be given access to the GRM platform managed by ACC. Through the GRM toll-free line, SEA/SH/GBV complaints will be received at the ACC platform. The ACC will verify and categorise the types of cases and make referrals to appropriate authorities for further action.

**Commented [OB4]:** GRM is generally strong; however, SEA/SH procedures are not sufficiently detailed. Therefore Include survivor-centered SEA/SH protocol, referral pathways, confidentiality procedures, and timelines.

### Recommended Grievance Redress Time Frame

**Table 11: Proposed GRM Time Frame**

| Step | Process | Time frame |
|---|---|---|
| 1 | Receive, register & classify grievance | Within 2 Days after receiving the grievance from Complainer |
| 2 | Acknowledge | 2 days after the Grievance has been registered on the GRM Database |
| 3 | Assess grievance & Assign responsibility | Within 2 days after Classification |
| 4 | Development of response | Within 5 Days after Assignment |



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|---|---|---|
| 5 | Implementation of response if agreement is reached | Within 14 - 60 Days after Development of response |
| 6 | Provide Feedback | 2 days after implementation of response |
| 7 | Close Grievance | 1 day after feedback |
| 8 | Initiate grievance review process by the next GRC (Government Reform Commission) if no agreement is reached at the first instance or if complainers are not satisfied with the resolution provided up to step (7) above. | Within 5 days after feedback |
| 9 | Implement review recommendation by the next GRC and close grievance | Within 30 Days after initiating grievance review |
| 10 | Grievance taken to court by complainant | Within 5 days after response is reached to take Complaint to Court |

### Grievance Documentation and Reporting

Complaints and concerns gathered via different channels are stored in a GRM database and made directly accessible to personnel in charge of the resolution. Reports can also be generated on the platform for dissemination of various stakeholders.

## 9. MONITORING AND REPORTING

### Involvement of stakeholders in monitoring activities

The implementing agencies responsible for each project component oversee SEP implementation. The project's Environmental and Social Specialists will monitor the SEP in accordance with the requirements of the legal agreement, including the Environmental and Social Commitment Plan (ESCP). The team will monitor and document any commitments or actions agreed during consultations, including any changes resulting from changes to the project design or the SEP.

Data for monitoring of beneficiaries, contractors, Client Supervisors, Community Facilitators, Facility Management Committees, Training Service Providers, and all other persons with project implementation roles will be collected through a schedule using standardized forms and procedures. In addition to the monitoring responsibilities of the respective ministries and agencies, independent third parties will also be engaged periodically to monitor project progress and performance.

Affected Persons will be sensitized to their role in social accountability of the project. The Project will build the capacity of Community Oversight Committees on the project's environmental and social issues. COCs will be encouraged to participate in the monitoring of the project and the ESSs. Extensive sensitization on the GRM will be strengthened during the PSSNYE Project.



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### Reporting back to stakeholder groups

The IAF meetings will serve as platforms for reporting back to stakeholders' findings from the field. Through the project's planned knowledge sharing events and communication channels, results of the project will also be disseminated to stakeholders at the national and sub-national levels.



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## 10. ANNEXES

### Annex 1: Sample PSSNYE Stakeholder Engagement Activities



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**Consultations in North West & Western Regions with Key stakeholders from the entire eastern region.**

| Outcomes on consultation with Stakeholders in the Northwest & Western Regions | |
|---|---|
| Region & District | NorthWest/West – Port Loko District |
| Venue | Port Loko District Council Hall |
| Date | 20th September 2021 |
| Introduction & Major issues of concern raised/ discussed | |

**Commented [OB5]:** Consultation records are incomplete and largely historical.

**Commented [OB6]:** Add AF consultation minutes, attendance sheets, photographs, stakeholder feedback matrix, and disclosure records.



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On the 20th September 2025, a stakeholders consultative meeting was held in the Port Loko District Council Hall. The objective of the meeting was to consult and get the views of stakeholders on the design of the Productive Social Safety Net and Youth Employment (PSSNYE) project. The meeting brought together District Council Chairmen, Paramount Chiefs/Section Chiefs, youth group representatives, women group representatives, Local NGOs, and Community Based organizations.

**Major issues, concerns raised and discussed were: Component 1:**

- People who did not benefit in the previous SSN should be allowed to benefit from new PSSNYE project (Subcomponent 1a).
- An assessment should be carried out, such that those whose lives have changed should be graduated from the SSN program and those who are still vulnerable should be allowed to continue in the PSSNYE project.
- Beneficiaries who previously benefited from the regular SSN project and are no longer receiving should be included in the sub-component 1b Package of service for economic inclusion.
- NaCSA and Stats SL to carry out a research to determine the vulnerability rate of both men and women for the recipients of the PSSNYE packages.
- At least 70% of women to benefit from the subcomponents, in collaboration with the male counterparts.
- A good percentage of women with disability to be considered within the project- not less than 70% women to benefit from the subcomponents.

**Component 2:**

**Menu of Activities in Rural Areas:**

- Proposed menu is relevant
- We must be careful with feeder road activities, as most of the feeder rood project in the past have not been sustainable because of the way they are implemented; the priority will be placed on agricultural activities. However, feeder road is a priority for Karene, one of the newly established district in the Northwest region
- Encourage farmers to cultivate cash crops such as cacao and coffee in the Northern region
- Fish farming and Poultry to be added to agricultural activities
- Avoid the use of artificial fertilizers, and encourage organic fertilizer with support from MAFFS. **Menu of Activities in Urban Areas:**
- Menu very relevant for urban areas.

**Women's & PWD Participation**

- Women and Persons with disabilities should be encouraged to participate in community sensitization • Conducive work activities
- Working conditions and hours of work should be considered to encourage women and persons with disabilities which includes on-site childcare services.

**How should wages be set?**

- Wages will be paid per day based on attendance
- In the PSSNYE project design, it should be noted that time keepers within the COC structures should not allow representation of workers who are absent; the rooster to be called before and after the work for the day
- The Chinese employment policy to be researched to learn their temporal employment strategy and how to manage determine workers daily wages and payment

**What should be the targeting mechanism?**

- Targeting should be based on willingness to work (self-targeting) and open up to every youth in the community

**Roles of local Government, private sector, NGOs, & CSOs**

- Paramount chiefs should be ready to give out their lands for the PSSNYE project activities as custodians of the land (Issue of access and use of Land).
- Always observe the entry protocols in every project process which include land acquisition processes.
- Local councils to play an oversight role in the PSSNYE project implementation.
- Afforestation activities is highly needed in depleted areas within the communities.
- Local Government to play a lead role in all phases of the PSSNYE project implementation.
- Private sector to be encouraged to embark on afforestation project to cushion the impact of deforestation.
- NGOs to engage in sensitization about the PSSNYE project.
- CSOs to be more robust/accurate in monitoring and evaluation of the project process.
- Community Oversight Committees (COCs) are very important in the implementation of the PSSNYE project, but they must be supervised by the chiefdom authorities.

**Component 3:**

- Scaling up of existing skills training structures for youth to enhance sustainability.
- Create rehabilitation centres for the treatment and counselling of drug addicted youth.

**Proposed menu of fundable activities in Component 3**

Proposed menu of activities very relevant, however additional activities were suggested. It was suggested that the following activities be added to the menu:

- Weaving
- Tailoring
- Carving
- Painting and decoration
- Assistive devices/technology
- Welding
- Pot flower production & Horticulture

**How do we ensure use and practicality of the IT youth platform?**

- Establish easy to use and access IT platforms



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**How do we ensure participation of women and Persons with disabilities?**

- Establishment of livelihood institutions as capacity building centres for women at district levels



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- Establish centres for persons with disability to produce assistive technologies, which will also create jobs for Persons with disabilities.
- Further capacitate existing DPOs that will help other Persons with disabilities in livelihood activities
- The Kambia model can be imitated on how the Councils supported DPOs to capacitate both Persons with disabilities and non-Persons with disabilities with regards economic livelihood sustainability activities.

**Grievance Redress Mechanism**

- It was recommended that suggestion boxes be established at community level to record complaints which can be managed by an established village grievance redress committee.

**Resettlement Policy Framework**

- Obtaining land acquiring agreement from land owners, and there should be an established relationship between the land owner and the users.
- The Paramount chiefs should be informed about the land agreement to avoid future misunderstanding/Legal documentation should be involved.
- Land users to maintain a good relationship with land owners/stakeholders.
- In case of freehold land acquisition, the Paramount chiefs should be involved in all documentation.
- The land should be surveyed to produce the site plan and the cost indicated in the land agreement form; the document is taken to the treasury clerk at the local level to get the building permit. The land agreement has to be signed by three tribal authorities (Councilors) to ensure authenticity. The Paramount chief will then sign to validate the documents and then the council will produce land conveyance.
- There should a prior planning to prevent land problem (5Ps).

| Participants | Designation | |
|---|---|---|
| Leslie V Whenzle | Headman- WAR | |
| Mabinty Mansaray | Women's Wing- Karene | |
| Princess Yambasu | Coordinator Women's wing- WAR | |
| Isata I.B S Kamara | Kambia Women's Coordinator | |
| Rev Hannah M Gllien | Women's Forum Coordinator | |
| Elizabeth M Charles | District Monitor- WAU | |
| Mohamed Kargbo | District Youth Chairman- WAR | |
| Mohamed Alim Kamara | District Youth Leader- Kambia | |
| Finda Koroma | Admin Assistant | |
| Sento Kargbo | DC- Bombali | |
| Lyndon Baines-Johnson | Environmental Specialist | |
| Isata M Blake | Social Development Specialist | |
| Salifu Kamara | District Monitor Port Loko | |
| Osman Kargbo | CSO- Karene | |
| Fatmata Bangura | District Youth Chairperson- Karene | |



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|---|---|---|
| Tejan Z. Kellah | Youth President- Freetown | |
| Mohamed Y Bangura | District Council Chair- Kambia | |
| Philip P Lansana | Programme Manager- CSO | |
| Abu Kemoh Sesay | District Youth Sec- Port Loko | |
| Ya Koya Kamara | Women's Rep program manager- Port Loko | |
| Lovette I Sesay | CSO Coordinator – Port Loko | |
| Jonathan Conteh | NCPD Regional Coordinator | |
| Foday Kamara | PA –NCPD | |
| Santigie Kargbo | SLUDI President | |
| Mohamed S Mansaray | Deputy CA- Port Loko | |
| Alfred Dumbuya | SLAV- TSC | |
| Nasiru Bah | Driver- SLAV | |
| Mohamed L Kamara | Driver – SLUDI | |
| Alimamy C Kargbo | CIFD-SL -Director, Port Loko | |
| Brima Lahai | Driver Kambia District Council | |
| Mohamed Fofanah | Driver Karene District Council | |
| John Ditto Kamara | Karena District Chairman | |
| Morris Ayodele Peacok | EBK University- Port Loko | |
| Ibrahim S Bangura | Port Loko District Chairman | |
| Mamoud T Kamara | Karene Youth Chairman | |
| Dr. Nabie Yaryah Yillah | HON PC Rep- Kambia | |
| Gibril Gortoh | Civil Society Chairman- Kambia | |
| Foday S Kanu | Regent Chief- Port Loko | |
| PC Pa Alimamy Konteh | Section Chief- Port Loko | |
| Sullaiman Kargbo | DIO- Ministry of Youth- Karene | |
| Sorie G Sillah | Karene District Council-CA | |
| Hussianatu Jalloh | MOYA Port Loko | |
| Ibrahim Daramy | MOYA- Kambia | |
| Morlai K Bangura | CA Rep- Port Loko | |
| Marion Bangura | CSO- Sec, WAR | |
| Hassan Bangura | Driver – NCPD | |
| Daniel Davies | District Council Rep- WAR | |
| Abu Kargbo | Disable Rep- Port Loko | |
| Joseph Kamara | Driver- WAR District Council | |
| Kadie Jackson | District Coordinator, NaCSA Port Loko | |
| Richmond K Thoronka | Finance and Admin Assistant- Port Loko | |
| Amadu Sesay | Driver- PC Karene | |



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|---|---|---|
| Abdul Kamara | Driver- PC Kambia | |
| Abraham G Kailie | GRM Officer | |
| Jonathan Kamara | Driver – Nacsa, Freetown | |
| Idris Turay | Director- NSPS/NaCSA | |

| FOCUS GROUP DISCUSSION FOR POTENTIAL BENEFICIARIES – PERSONS WITH DISABILITY (Persons with disabilities) | |
|---|---|
| Region & District | NorthWest/West – Port Loko District |
| Community | Sendugu, Port Loko City |
| Date | 21st September 2025 |
| Introduction & Major issues of concern raised by Community | |



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On the 21st September 2021, there was a focus group discussion with Persons with disability as potential beneficiaries on the Productive Social Safety Net and Youth Employment (PSSNYE) project. The aim is to get the views/ input of the potential beneficiaries on the project design, Social and Environmental Safeguards (ESS). In his statement, the President of the Sierra Leone Union on Disability Issues, confirmed that they have been working closely with the NaCSA on project relating to disability issues, because they believed that everything that is meant for disable must include disables in the planning and implementation stages.

Major issues raised and comments are as follows:

- Agriculture should be prioritized in the rural areas because of the need for food security.
- People who did not benefit in the previous SSN should be allowed to benefit from new PSSNYE project (Subcomponent 1a).
- Beneficiaries who previously benefited from the regular SSN project and are no longer receiving should be included in the sub-component 1b Package of service for economic inclusion.
- Prioritizing women for more support is not much of a concern among persons with disability, as both men and women are considered equal in terms of vulnerability.
- The menu of activities to carry out in both the rural and urban are relevant;
- PERSONS WITH DISABILITIES can easily participate in agricultural activities like groundnut farming, animal husbandry (conducive work activities).
- Persons with disabilities can participate in sensitization activities in the implementation phase.
- The hours of work for Persons with disabilities women should be considered especially when they have children to take care of.
- Wage target should not go below the minimum wage, and also avoid high wage rate to prevent the issue of wage distortion.
- Local government to play monitoring role in project implementation.
- CSOs to assist ACC to ensure transparency in the selection of beneficiaries willing to work and the payment of those who actually worked.
- The COCs are relevant, but they should be well coordinated and supported by NaCSA in terms of procurement and capacity building.
- The COC structure should not include politically active persons, to avoid bias selection and community conflict.
- Create rehabilitation centres for the treatment and counselling of drug addicted youths.
- Persons with disabilities can be involved jobs like: Construction, Cosmetology, Tinmestry, Blacksmithery, Tailoring, Metal work, Upholstery, electronic mechanics, shoe making/Cobbling etc.
- Establish a national workshop for PWD training, and capacitate existing DPOs that will help other Persons with disabilities in livelihood activities.
- Engagement method for grievance reporting is little known among Persons with disabilities in urban communities; public education/sensitization needs improvement on PWD engagement method and the ACC 515 toll-free line.
- Proposed Strategy to incorporate the views of vulnerable groups is relevant.
- Increasing the inclusivity and participation of Persons with disabilities by providing sign languages interpreters, hearing aid for hearing impaired, and brail materials for the visually impaired.

- Persons with disabilities believed that the Social Welfare Ministry and National Commission for Persons with Disability can be the preferred channel for grievance reporting, though their response time is poor/weak; Complaints about sexual exploitation regarding disable women are normally not treated with seriousness by the institution that are supposed to act in a timely manner (National Commission for Persons with Disability, and the Police).
- ACC to support Persons with disabilities in terms of grievance redress
- Land should be leased for project with longer durations and, the owner of the land should have a clear understanding of the details of the project including the duration.
- Community members including the Paramount Chiefs should be involved in land acquisition processes for agricultural project with short or long durations.
- The PSSNYE has the ability to promote inclusion of Persons with disabilities; to be added as one of the positive social impact of the PSSNYE.

| **Participants** | **Designation** | |
|---|---|---|
| Elizabeth M Charles | District Monitor – ACC WAU | |
| Idris Turay | Director- NSPS/NaCSA | |
| Abraham G Kailie | GRM Officer, NSPS/NaCSA | |
| Finda Koroma | Admin Assistant, NSPS/NaCSA | |
| Salifu Kamara | District Monitor- Port Loko | |
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| Amadu Wurie Jalloh | Vice Chairman- SLUDI, Port Loko | |
| Memuna Conteh | Member- SLUDI | |
| Manso Bangura | Vice Sec Gen- SLUDI | |
| Osman Tarawallie | PRO- SLUDI | |
| Fatmata Y Kanu | Women's Leader | |
| Ibrahim B Kabia | Treasurer | |
| Elvis A Banggs | Sec. Gen | |
| Mohamed J Kamara | Youth Leader | |
| George Sankoh | Sec Gen | |
| Lovetta Bangura | Member | |
| Sento Conteh | Member | |
| Abubakarr Turay | Member | |
| Ramatu Bangura | Member | |
| Momoh Fallah | Member | |
| Abass Conteh | Community Development Specialist | |
| Santigie Kargbo | President, SLUDI | |
| Abdulai Kamara | Member | |
| Foday Conteh | Member | |
| Emmanuel C Momoh | Member | |
| Yusufu Conteh | Member | |



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| Faith M Kamara | Member | |
| Marie Koroma | Member | |








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