

Myanmar Strengthening Community Resilience Project (SCORE) (P508006)

Stakeholder Engagement Plan (SEP)

International Committee of the Red Cross (ICRC)

March 2025

1. Introduction

The Strengthening Community Resilience (SCORE) Project builds on recent World Bank-ICRC collaboration in Myanmar (the recent MCSP and current MCLAP) and aims to continuing to strengthen community resilience in the most vulnerable townships in Myanmar. The project aims to help targeted communities to cope with and recover from the various on-going crises in the country, and to prepare for and strengthen their ability to withstand future shocks. ICRC implements Component 3 of the SCORE design, responding to urgent needs of communities that ICRC has existing contact with or the capacity to reach.

Component 3 responds to urgent needs as they are ascertained through needs assessment and in consultation with the concerned communities. Provision of agricultural inputs and essential household items, such as kitchen sets and hygiene provisions, blankets, jerrycans etc. is expected. Access to basic services is likely to include the provision of building materials, sanitation infrastructure, water filters and water supply solutions, solar lighting etc.

This Stakeholder Engagement Plan (SEP) has been prepared to comply with the World Bank Environmental and Social Standard 10 on Stakeholder Engagement and covers the interventions supported by the Project that will be implemented by the ICRC. A separate SEP has been prepared for interventions to be implemented by UNOPS.

During the preparation of activities under the SCORE, ICRC has and will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation. The SEP outlines the ways in which the ICRC has and will continue to communicate with project stakeholders and includes the description of the grievance mechanism/community feedback mechanism used by ICRC for people to raise concerns, provide feedback, or make complaints about any activities related to the project. This mechanism is essential to the success of the project to ensure smooth collaboration between the ICRC and local communities, as well as to minimize and mitigate environmental and social risks related to the proposed activities.

2. Project Description

As described in the SCORE Project Information Document (PID), the overall project has 3 components:

Component 1: Investing in Community Assets and Livelihoods (implemented by UNOPS).

Component 2: Strengthening Communities (implemented by UNOPS)

Component 3: Responding to Urgent Needs (implemented by ICRC and the focus of this SEP).

The ICRC's interventions' objective is to ensure that communities affected by armed conflict, other situations of violence and natural disasters in Myanmar are able to meet their urgent needs and to work towards resilient, long-term recovery. These activities will take place in the geographical areas in which ICRC works and in areas prioritized by ICRC according to need. Specific areas of intervention will be chosen based on the following criteria:

- Presence of conflict and resulting protection concerns and weapon contamination;
- Concentrations of IDPs;
- Areas seeing or likely to see significant numbers of IDPs or returnees;
- Areas previously affected by the conflict and which are in proximity to frontlines (high degree of volatility);
- Added value of ICRC presence (including lack of duplication with other humanitarian actors)

The component that will be implemented by the ICRC is described in more detail below:

Component 3: Responding to Urgent Needs:

- **Provision of support to farmers**, Inputs and technical assistance to increase household agricultural production to improve food security.
- **Provision of essential household items** to assist households directly impacted by the ongoing conduct of hostilities or compound shocks including climatic hazards that has had a demonstrated negative impact on their capacity to respond to their essential needs.
- **Cash-for-work** wage transfers to cover critical needs of vulnerable households that would also help to maintain or repair community infrastructure.
- **Provision of Basic Services** to support households directly impacted by the ongoing conduct of hostilities or compound shocks including climatic hazards with adequate living conditions by improving their access to clean water and shelter and ensuring that they have sanitary surrounding and can protect themselves from communicable diseases and adverse weather conditions. Interventions may include building materials for shelter construction, emergency latrines, solar lamps, water filters, water supply solutions.

3. Summary of Previous and Ongoing Stakeholder Engagement Activities

The ICRC began working in Myanmar in 1986. It responds holistically to the needs of people affected by armed conflict and other situations of violence, helping them restore their livelihoods, repairing water, health and prison infrastructure, and supporting primary healthcare, hospital and physical rehabilitation services. It conducts protection activities in favour of violence-affected communities, provides family-links services and works to ensure that the treatment and living conditions of detainees meet internationally recognized standards. It promotes humanitarian principles, both to prevent, reduce, and mitigate the physical and psychosocial impact of conflict and violence. It often works with the Myanmar Red Cross Society (MRCS) who will have limited responsibilities under this project and well as other local partners where this improved the reach of project activities.

The ICRC's long-standing operational presence in Myanmar allows it to access hard-to-reach areas and engage with conflict-affected populations. Reach to beneficiaries is extended through partnership with local community-based organisations and the Myanmar Red Cross Society (MRCS). ICRC interactions with stakeholders range from the daily to the quarterly. For example, they include regular dialogue with communities through its own staff and partners in understanding needs and assessing the support required for communities; regular meetings with local authorities, IDP camp management committees and development partners; and regular meeting other influential actors. Participatory exchanges involving community members and representatives, traditional leaders and local authorities continue to be the basis for calibrating the design and implementation of the Project within set broader parameters.

ICRC's programming in Myanmar features consultations with stakeholders at all levels as an integral part of all activities, as described below. Engagement methods to date have included: one-on-one meetings; formal and informal group presentations; focus group discussions; key informant interviews; and the sharing of information on the proposed activities. While in-person contact within communities is the preferred means, this is not always possible and access to those affected by conflict in Myanmar is extremely and increasingly challenging. Consultation with communities also takes place via telephone surveying as well as meetings in geographical locations accessible to both parties and at the ICRC sub-delegations and offices with stakeholders were able to reach the ICRC. The approach and format of the consultations take into consideration cultural appropriateness, and barriers to language, literacy, and participation. Consulted stakeholder groups include:

- **Potentially affected and beneficiary communities and their representatives:** More

specifically, this group consists of women, men, youth and elders from different ethnic groups, who live in protracted IDP camps, who have been recently displaced and live in more ad hoc arrangements, or returnees. It also includes religious and community leaders for such groups.

- **Village/Township authorities:** Representatives from General Administrative Department at different levels such as village administrator and/or village tract administrator and/or township administrator; township development committees; and local representatives of the Department of Agriculture, Livestock and Irrigation where relevant.
- **Civil society and religious leaders:** Civil society organizations and networks, youth organizations, women organizations, and human rights organizations. Religious leaders across different faiths.
- **Development partners/other humanitarian actors:** Representatives of other development partners, humanitarian actors and international NGOs who participate in relevant UN Cluster's (Food Security, WASH and NFI/Shelter) meetings, MRCS, International Federation of Red Cross and Red Crescent Societies (IFRC).

The ICRC project cycle also has specific and detailed requirements for consultation and participation, including for representation of women and inclusion of ethnic and religious minorities, as applicable, and other vulnerable groups. These include needs assessments and prioritization in consultation with communities and community leaders in each participating communities that are used to inform assistance packages and subproject designs, use of local languages for communicating project information, and requirements for minimum levels of community and female participation.

The ICRC successfully completed consultation for other projects under the World Bank – *Myanmar Community Support Project (MCSP) P179066; Myanmar Community Support Project - additional financing (MCSP- AP) P181213 and Myanmar Community Livelihood Assistance Project (MCLAP) P181475.*

Consultation for SCORE took place via the ICRC's public website and interaction with ICRC's local partners within Myanmar during March 2025, these consultations were complemented by consultation with a range of stakeholders in Myanmar included women and men with a range of ages; local actors with previous experience interacting with the ICRC on projects in agriculture and basic service provision; infrastructure contractors, and construction workers. It is underpinned by consultations since 2022 on previous and ongoing projects with the World Bank; MCSP and MCLAP. Consultations took place in a wide range of locations in Myanmar and took place in person (both groups and individuals), by telephone and via email. No remarks further to those found in this document have been received.

The SEP as well as the ESMF, its summary in Burmese language as well as the Environmental and Social Commitment Plan (ESCP) that have been prepared for the project can be found on the ICRC public website [here](#).

Stakeholder Engagement and Inclusion. Stakeholders consulted saw the value in stakeholder engagement in general and specifically the ability to give feedback, including airing grievances. Physical proximity provides the best conditions for understanding the situation and assessing people's needs based on their vulnerabilities. As is now well understood, the opportunities for physical proximity are very limited in Myanmar. All feasible opportunities were taken in 2024 to preserve physical proximity including completing community engagement and participatory assessment and monitoring work in locations accessible to ICRC staff and community members, even where the places of residence cannot be reached. Throughout 2024, ICRC Yangon delegation and sub-sites welcomed spontaneous visits of stakeholders, such visits take place in all subsites and result in the sharing of information with ICRC regarding needs in villages, towns and camps as well as conditions of detention and reports of missing relatives. Such visits result in concrete provision of assistance in many cases, such as assistance with transportation through the Safe Return Home program for released detainees and provision of cash assistance to individuals and associated households directly impacted by the conflict. As an indication of the volume of visits, ICRC's Protection team greeted approximately 2500 conflict affected people in person, at ICRC offices in Rakhine alone during 2024. The ICRC continues to capitalize on our privileged partnership with the Myanmar Red Cross Society (MRCS) and local Civil Society Organizations (CSOs) who often serve as ICRC's intermediaries to stay in contact with most people and communities, despite the difficulties in reaching them. Religious leaders have become increasingly important interlocutors for ICRC, communicating the needs of those displaced people sheltering at monasteries and churches.



In person stakeholder consultation for community-led improvements to increase living standards and improve access to basic services

During the first quarter of 2025 ICRC continued to support local partners to fully engage with the communities served, as local members of the communities themselves such partners are often best placed to understand local priorities, cultural norms and languages. Consultation revealed common aims in putting the communities first as

best advocates for their needs.

Many community members who were familiar with the ICRC recalled that the services provided had met their expectations in part because they had been consulted regarding their needs. Community members commented that they shared the view that it is necessary to obtain broad community support for project activities. The stakeholders consulted agreed on the importance of paying attention to specific obstacles that may be faced by ethnic minorities and vulnerable households or individuals, such as access challenges, language barriers, discrimination and others. Displaced women and girls raised appreciation for ICRC's attention to the provision of sustainable, reusable hygiene items avoiding disruption to education, livelihood activities and social interaction caused by the lack of affordable products. No reports were received during the consultation meetings regarding experience of discrimination or exclusion of ethnic minorities, disadvantaged or vulnerable households during past or present ICRC programming. The potential exclusion of illiterate people from information provision is mitigated via illustrated information provision. Children are also included via tailored mine awareness sessions and dedicated materials – children made up 39% of all mine awareness and safer behaviour session participants in 2024.

Community and Worker Health and Safety. The importance of health and safety was voiced in the consultations, particularly in relation to infrastructure and construction sites by both local community

members and those directly involved in construction, including the importance of safety features such as covers on water tanks and handrails for floating jetties at ponds (water catchments). Contractors and their workers commented that the local community members interacted with them occasionally on issues such as site clearings and proper drainage. Good relations regarding the upkeep of the sites were reported in both village and camp settings. In both settings, respect for controlled levels of noise or dust on exposed work sites and respect for working hours was found.

Contractors universally noted that they were aware and in full agreement that construction waste should be taken to designated dumpsites and that any hazardous waste such as sharp metal rods was segregated. Protective equipment such as boots, helmets, gloves, glasses for iron fabrication and welding works were reported provided as needed. In camp settings, warning boards were noted as important for construction sites by contractors and local community members. In community-led basic service improvements, several communities identified the need for and found solutions for effective waste disposal. During the implementation of the MCSP during 2023 and 2024 contractors followed the environmental and social mitigation measures required under the ESMF and paid good attention to the health and safety measures both of workers and community members.

Environmental Risks and Impacts. ICRC actively encourages its suppliers to prioritize environmental protection, particularly by addressing the impact of their activities on air, water and soil. In late 2024 ICRC engaged with eight suppliers in Yangon and five suppliers in Mandalay to consult on good practice, including for environmental protection in line with ICRC's Supplier Code of Conduct.



Contractors agreed on the importance of protecting soil and water from toxic substances during construction. Consultation with communities resulted in solutions for waste management being identified. In some cases, projects themselves drew on the identification of environmental risks inherent in specific topographies (flood-prone and degraded forest for example) with concerned communities and risks were mitigated through the project.

Community consultation through local partners on environmental protection project

4. Stakeholders Identification and Analysis

For the purposes of effective and tailored engagement, stakeholders of the proposed project(s) can be divided into the following core categories:

- **Affected Parties** – persons, groups and other entities within the Project Area of Influence that are directly influenced (actually or potentially) by the Project and/or have been identified as most susceptible to change associated with it, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures;
- **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 its implementation in some way; and
- **Disadvantaged and vulnerable** – persons who may be disproportionately impacted or further disadvantaged by the Project as compared with any other groups due to their vulnerable status⁷ and that may require special engagement efforts to ensure their equal representation in consultation and decision-making process.

4.1 Affected Parties

Affected Parties include local communities, community members and other parties that may be subject to direct impacts from the Project. In the context of the project-supported activities, affected parties include beneficiaries, coordinating partners and community-based organizations.

- **Beneficiaries** are considered affected parties because they directly benefit from the project. Beneficiaries have preferences and feedback on project activities and how they are implemented.
- **Implementing agencies** are affected parties because they participate in the implementation of project activities and are directly affected by project activities and implementation arrangements.
- **Community-based organizations** are considered affected parties because the project benefits, activities and implementation modalities directly affect the community members they represent.

More specifically, the following individuals and groups fall within these categories under different activities of the project.

Table 2. Affected Parties by Project Activities

Responding to Urgent Needs: Provision of support to farmers and of essential household items and cash-for-work	Responding to Urgent Needs: Access to Basic Services
<p>Beneficiaries:</p> <ul style="list-style-type: none"> - Persons affected by conflict, violence or natural disasters who will benefit from project activities - IDPs - Resident (host) communities where IDPs have settled - Returnees (people who have returned to communities following displacement) - Local businessmen, traders, producers, processors <p>Implementing Agencies:</p> <ul style="list-style-type: none"> - ICRC staff and/or local CBO partners implementing project activities <p>Community-based Organizations/Representatives:</p> <ul style="list-style-type: none"> - IDP Camp Management Committees - Community/religious leaders - Other IDP representatives such as of women, elder, ethnic minorities', people with disabilities, among other diversity factors <p>Government/Local Authorities:</p> <ul style="list-style-type: none"> - General Administration Department, Village Tract Administrators, Township Development Committees, Department of Agriculture, Livestock and Irrigation 	<p>Beneficiaries:</p> <ul style="list-style-type: none"> - Persons affected by conflict, violence or natural disasters who will benefit from project activities - IDPs - Resident (host) communities where IDPs have settled - Returnees (people who have returned to communities following displacement) - Local businessmen, traders, producers, processors - Persons whose land may be affected/who donate their land to project activities - Community workers - Persons accessing services at healthcare facilities to be supported <p>Implementing Agencies:</p> <ul style="list-style-type: none"> - ICRC staff and/or local CBO partners implementing project activities - Local contractors - Contracted workers <p>Community-based Organizations/Representatives:</p> <ul style="list-style-type: none"> - IDP Camp Management Committees - Community/religious leaders - Other IDP representatives such as of women, elder, ethnic minorities', people with disabilities, among other diversity factors - Community level committees formed for infrastructure projects <p>Government/Local Authorities:</p> <ul style="list-style-type: none"> - General Administration Department, Village Tract Administrators, Township Development Committees, healthcare facility administrators and staff

4.2 Other Interested Parties

The projects' stakeholders also include parties other than the directly affected communities, including:

- Other ICRC staff, not directly working on project activities (Management, Programme, M&E, Logistics, Security)
- UN Cluster/working group members
- Humanitarian Coordinator (HC)/Resident Coordinator's (RC) Office
- UN agencies, including OHCHR, UNHCR, UNICEF, OCHA, UN Women, UNFPA, WFP, UNOPS
- Development actors including UNDP, INGOs and local NGOs
- Health and psycho-social services personnel
- Community-based organisations, including local women's organisations
- Civil society and religious leaders
- Local and international media

4.3 Disadvantaged and Vulnerable Groups

The project identifies vulnerable groups as any persons or groups who may be disproportionately impacted or further disadvantaged by the project due to their vulnerable status, and who may require special engagement efforts to ensure their equal representation in project consultation, decision-making and access to assistance processes.

The ICRC recognizes that the socio-economic and other effects of conflict, displacement or COVID-19 pandemic are not the same for all: People who are already socially marginalized prior to conflict, displacement or COVID-19 are often rendered even more vulnerable. For instance, the travel necessitated by conflict, the accommodations due to displacement or the lockdowns necessitated by the pandemic may expose women and adolescent girls to abuse and other violence; the inability to access schools may expose schoolchildren to abuse or neglect; and conflict related safety and security issues, as well as conflict and pandemic-related movement restrictions, may make it harder for persons with disabilities, victims of violence (including sexual violence), and older people to obtain the services or the assistance they need. ICRC policies and operational modalities aim to ensure that the distinct needs of marginalized groups and people at risk – women and adolescent girls; children; the elderly; persons with disabilities; victim/survivors of sexual and gender-based violence; people with pre-existing medical conditions, among others – are actively addressed through participatory consultations and inclusive decision-making.

For activities under this project, the following groups are identified as potentially disadvantaged and vulnerable groups:

- Women and adolescent girls
- Children
- Older people
- Persons with disabilities
- People with pre-existing medical conditions and health needs
- Sexual and gender-based violence survivors
- People who do not have digital access
- People who are illiterate and/or do not speak Bamar language
- Ethnic minorities

In addition, it is worth noting that many of the target beneficiaries for project activities are IDPs. IDPs, who have been uprooted from their homes and forced to move elsewhere, are a vulnerable group as a whole, as they have lost access to their standard livelihood streams, accommodation, access to services and benefits, and possibly their social safety networks. When any of the above listed vulnerability groups intersect with the IDP status of persons or groups, this intersection increases and compounds the vulnerability of such persons and groups. For example, a person with disability who was taken care of by relatives in an accessible environment in their home will be additionally vulnerable and in need of assistance as an IDP, potentially without a support network, accessible accommodation or transportation, or local services.

ICRC seeks to ensure that its policies, approaches and practices are sensitive to gender, age and disability and that beneficiaries can access its services in an equitable manner. Through an ongoing process to develop an operational approach for addressing gender, age, disability and other diversity factors, the ICRC is strengthening its understanding of these issues and how they compound people's vulnerabilities. This approach allows the ICRC aims to better integrate these various facets in its operations and ensure that its processes are inclusive and participatory.

4.4. Ethnic Minorities

Myanmar is one of the most ethnically diverse countries in Asia. The 2008 Constitution recognizes 135 distinct ethnic groups as "national races" in which there are eight major ethnic groups: Kachin, Kayar, Kayin, Chin, Bamar, Mon, Rakhine and Shan. These 135 groups are legalized based on the origin of 135 languages and races by British Colonial Census 1931. The largest national ethnicity is the Bamar that makes up approximately two-thirds of the Myanmar population. Other national ethnic groups/minorities account for approximately one third of the population. Ethnic groups, who satisfy the criteria under World Bank's ESS7 on Indigenous People's, reside in the states and regions that will be targeted by project activities. Based on ESS7, free, prior and informed consent (FPIC) will not be required under the project as there will be no (a) adverse impacts on land and natural resources subject to traditional ownership or under customary use or occupation; (b) relocation of members of ethnic minority groups required or (c) significant impacts to cultural heritage that is material to the identity and/or cultural, ceremonial, or spiritual aspects of the affected people. While FPIC is not required, the ICRC will aim to hold culturally appropriate and gender sensitive free, prior and informed consultations with ethnic minorities.

Ethnic minority groups are considered under the disadvantaged and vulnerable groups, because certain criteria, such as lack of identification documents, exposure to conflict and displacement, restrictions of movement or inability to travel due to safety concerns, may apply to them at disproportional rates compared to the majority Bamar population. In addition, they may face discrimination or intimidation. Some ethnic minority communities may speak exclusively their own ethnic language or may understand spoken Bamar language but may be illiterate in the written form. For these reasons, and to ensure compliance with the World Bank's ESS7, additional stakeholder engagement measures are included below to ensure free, prior and informed consultation with ethnic minority communities to ensure that there is broad community support from them for project activities.

Based on ICRC's Accountability to Affected People Institutional Framework, in line with the requirements under the World Bank ESS7, and based on ICRC's existing operational practices, ICRC will conduct stakeholder engagement with ethnic groups based on the following principles:

- In identifying subproject activities and beneficiaries, ICRC conducts inclusive, accessible, culturally appropriate and gender-sensitive consultations with ethnic communities, as well as with NGOs, religious and community leaders, and community-based organizations representing ethnic minorities.

These consultations take into the specific obstacles that may be faced by ethnic minorities such as, access challenges, language barriers, discrimination, intimidation, and travel restrictions.

- These consultations enable ethnic groups to provide input to the design of project activities and priorities, as well as provide feedback on implementation of project activities, benefits and risks to ethnic group communities, with the objective of obtaining broad community support for project activities.
- ICRC provides transparent information on project activities, benefits, eligibility criteria to ethnic minority communities, through accessible and culturally appropriate channels, trusted intermediaries, in relevant ethnic languages.
- ICRC proactively identifies, consults with and reaches out to ethnic minority groups (through surveys, consultations or other means as appropriate), and includes specific culturally appropriate measures to address the potential obstacles to access for them in delivery of material and cash assistance.
- ICRC ensures that its grievance mechanism is accessible to ethnic groups and culturally appropriate for them to bring forward grievances, through raising awareness among these groups in relevant ethnic languages, providing different intake channels etc.
- ICRC and MRCS employ staff and volunteers from among the ethnic groups and who speak relevant ethnic languages, as needed and feasible. For MRCS staff and volunteers who are from outside the ethnic communities, provide awareness raising on culturally appropriate behaviour, issues related to ethnicity, religion and marginalization.

5. Stakeholder Engagement Program

The ICRC's operational approach, in which it carries out direct implementation or works through local partners as the specific environment demands, is one that facilitates an ongoing process of participation and feedback from key stakeholders.

Moreover, the ICRC's multi-sectoral approach to assistance – integrating elements of its Health, Water and Habitat (WatHab), and Economic Security (EcoSec), as well as Protection concerns, ensures that needs across sectors are taken into consideration and programs are adapted accordingly, with feedback integrated and communicated across sectors to be reflected into activities as pertinent and feasible.

The ICRC follows the principle that consultations need to be inclusive of all social/economic groups, gender, youth, and marginalized or at-risk groups. The aim of this dialogue is to inform key stakeholders of the project, obtain their feedback, obtain broad ownership of project activities and discuss how negative impact and grievances will be mitigated.

People benefiting from humanitarian action depend on the quality of the services they obtain from organizations, a process over which they can have limited influence. Humanitarian organizations have an ethical responsibility to consider affected populations' wishes, factoring in vulnerabilities, local capacities and culture, to manage resources efficiently, and to produce results maximizing beneficial effects. The ICRC thus takes pains to improve the effectiveness and efficiency of its work and to increase its accountability to affected populations, first to the people it serves, and second to external stakeholders, notably partners.

In all its stakeholder engagement, the ICRC will continue to observe the "do no harm" principle, which is at the core of its action. It works to ensure that people are provided with a safe space for expressing

their concerns, suggestions and complaints, and that their doing so will not expose them to retaliation, stigmatization or any further harm.

The ICRC, informed by its decades-long operations in Myanmar and its proximity and close interaction with violence-affected communities, has and will apply the following principles for stakeholder engagement:

- *Openness and life-cycle approach:* ICRC holds regular consultations with the community including discussions on the status of the Project during its implementation, whenever possible; discussions will be carried out openly, free of manipulation, interference, coercion or intimidation; local health authorities, community and religious leaders and others will be requested to inform community members in advance about the time, location, and frequency of these meetings.
- *Free, prior and informed consent and feedback:* Information will be provided to all stakeholders in an appropriate and accessible format, in relevant local languages, to ensure the accessibility and effectiveness of the medium and space for addressing comments and concerns; opportunities will be provided for constructive discussions of stakeholders' feedback.
- *Inclusiveness and sensitivity:* Stakeholder identification is undertaken to support better communication and build effective relationships. The participation process for the Project will be inclusive. Stakeholders will be encouraged to be involved in the consultation process, ensuring equal access to information for all. Sensitivity to stakeholders' needs will guide the selection of engagement methods. The cultural sensitivities of diverse ethnic groups will be taken into account, and special attention will be given to marginalized or at-risk groups and others with particular vulnerabilities, such as women, children, the youth, persons with physical disabilities and the elderly.

Specifically in Myanmar and for this project activities, ICRC identifies priority communities for assistance based on the humanitarian and conflict context, in consultation with other humanitarian partners, in order to target assistance to the most vulnerable populations and to avoid duplication of efforts.

Assessment and planning. Once potential communities are identified, ICRC conducts participatory needs assessments at the community level. These participatory assessments and information collected are used to identify potential assistance and/or infrastructure activities. These proposed activities are presented to and discussed with the communities to further refine and prioritize what will be funded. Community feedback is used to adapt activities as needed.

Implementation and monitoring. During the project, community volunteers help support, implement and supervise activities; they also act as facilitators for the project grievance/feedback mechanism.

Access considerations. While ICRC is steadfast in its commitment to following the principles and management cycle outlined above as rigorously as possible, it should be acknowledged that there may be barriers to doing so, many of them specific to the volatile situation in Myanmar.

- Assessment capacities may be affected by restrictions on access owing to an armed conflict or other situation of violence; the ICRC's ability to monitor and review an operation once implementation has begun may also become limited, or even no longer useful, owing to a radical change in the situation.
- Unfavourable weather conditions, such as monsoon rains, or damaged infrastructure, such as destruction of roads or bridges, may also obstruct the management cycle.

- Specific circumstances may require urgent action. Where time is of utmost importance, assessments will be kept to a minimum, to ensure that the operation can take place and benefit the target population as soon as possible. Similar constraints can also limit monitoring and review processes.

Implementing activities in conflict-and violence-affected areas of Myanmar has always been challenging, and the current situation has added a layer of complexity. Access constraints and security restrictions have considerably impacted the “normal” life cycle of ICRC interventions described above and required the EcoSec team to re-evaluate its portfolio of activities and working modalities (e.g. switching from “normal” procedures to remote programmatic modalities in some areas). The following adaptations aim to retain engagement with stakeholders:

- where ICRC direct access to operational areas is expected to be challenged, explore “remote programmatic modalities” and apply the most suitable one/s, such as: 1) reviewing and using available alternative communication channels (e.g. WhatsApp, Viber vs. suggestion boxes); 2) identifying additional key stakeholders at the time of the assessment, beyond community/camp leaders; 3) inviting community representatives to travel to areas where the ICRC has access to receive the assistance on behalf of beneficiaries (with the ICRC paying per diems for transportation/accommodation); and modifying monitoring modalities to verify that the beneficiaries have received the assistance intended for them
- constantly readjusting the activity plan/plans of action to remain reactive and flexible by: grouping, to the extent possible, activities that can be carried out in the same area when access is granted for a short period of time; reducing the timeframe between the different steps of the project cycle (e.g. between the assessment and the implementation phase or between the beneficiary registration and the distribution of assistance); mobilizing surge human resources capacities whenever access has been temporarily granted or security has improved in the target area (e.g. 90% of the team can be involved for one month in one area to carry out different activities at the same time such as provision of conditional cash grants, vaccination campaign and registration of beneficiaries for distributions of agricultural inputs, etc.)
- relying on secondary data (mainly through the different established humanitarian clusters at state level) and engaging bilaterally through coordination mechanisms with civil society organizations and local/international partners to gather additional information on an area that is temporarily off-limits, in order to help the team assess the feasibility of alternative options to deliver the assistance
- maintaining advocacy channels and continuous humanitarian dialogue with authorities on the importance of facilitating timely access to communities in need so that the planned humanitarian activities can be carried out.

For community infrastructure projects, the first, when access is not possible, community representatives report to the ICRC directly, with photos and videos, via WhatsApp/Viber. The ICRC’s WatHab team may use external consultants to conduct engagement and supervision. These alternative and complementary methodologies are well established, and the ICRC continues using the same methods to ensure the quality of its projects. Nevertheless, it is important to acknowledge that shifting circumstances can lead some projects to vary from the standardized step-by-step approach outlined above and described in more detail in the stakeholder engagement tables below.

Based on ICRC’s policies, operational procedures, and experience in Myanmar, the stakeholder engagement table 3 outlines the stakeholder engagement plan for this project and the activities **responding to urgent needs** whether through the **provision of support to farmers or provision of essential household items, cash-for-work activities or access to basic services**. In cases where the security situation and access opportunities deteriorate, ICRC may vary the engagement activities listed in the tables below to avoid putting beneficiaries, its workers and its volunteers at risk.

Table 3. Stakeholder Engagement Plan for Responding to Urgent Needs

Assessment and Planning Stage			
Target Stakeholders	Indicative Information Disclosure and Engagement Methods	Indicative Topics of Engagement	Responsible Party
Location: Community level			
Affected parties: <ul style="list-style-type: none"> - Potential beneficiaries - IDPs - Host communities - Returnees - Smallholder farmers affected by conflict, violence or natural disaster - Local businessmen, traders, producers, processors - Community workers - IDP Camp Management Committees - ICRC and MCRS staff and volunteers implementing activities - Community / religious leaders - Local authorities - Local businessmen, traders, producers, processors 	<ul style="list-style-type: none"> - Community meetings - Small gatherings/focus group discussions - Participatory needs assessment - Social media - Radio - Banners - Loudspeakers with messages in local languages - Through community leaders/committees 	<ul style="list-style-type: none"> - Project activities, eligibility criteria, project processes, timing, implementation arrangements - Protection from SEA, COVID-19 risks, other potential risks to community members - Stakeholder engagement plan and grievance mechanism - Labor risks (including basic OHS risks and mitigation measures for community workers and landmine risks and procedures) 	ICRC Staff ICRC local partner staff
Affected parties: <ul style="list-style-type: none"> - Disadvantaged and vulnerable groups, such as: <ul style="list-style-type: none"> • Women and adolescent girls • Children • Older people • Persons with disabilities • People with pre-existing medical conditions and health needs • Sexual and gender-based violence survivors • People who do not have digital access • People who are illiterate and/or do not speak Bamar language 	<ul style="list-style-type: none"> - Targeted and segregated small gatherings/focus group discussions - Participatory needs assessment - Social media - Radio - Working with community and NGO partners who are trusted intermediaries - Banners - Loudspeakers with messages in local languages - Through community leaders/committees <p><i>Respecting confidentiality</i></p>	<ul style="list-style-type: none"> - Project activities, eligibility criteria, project processes, timing, implementation arrangements - Potential barriers to access to consultations/access to benefits, preferences for consultation and delivery modalities - Protection from SEA, COVID-19 risks, other potential risks to community members - Stakeholder engagement plan and grievance mechanism - Labor risks (including basic OHS risks and mitigation measures for community workers and landmine risks and procedures) 	ICRC Staff Community intermediaries Community based organizations/service providers
Affected parties: Ethnic minorities	<ul style="list-style-type: none"> - Targeted and segregated small gatherings/focus group discussions - Participatory needs assessment - Social media - Radio - Working with community and NGO partners who are trusted intermediaries - Banners - Loudspeakers with messages in local languages - Through community leaders/committees <p><i>Consultations will be done in a culturally appropriate and gender-sensitive manner, in relevant ethnic minority</i></p>	<ul style="list-style-type: none"> - Project activities, eligibility criteria, project processes, timing, implementation arrangements - Potential barriers to access to consultations/access to benefits, preferences for consultation and delivery modalities - Protection from SEA, COVID-19 risks, other potential risks to community members - Stakeholder engagement plan and grievance mechanism - Labor risks (including basic OHS risks and mitigation measures for community workers and landmine risks and procedures) 	ICRC Staff Community intermediaries Community based organizations/service providers

	<i>languages, and preferably by staff and volunteers hired from within the ethnic groups</i>		
Interested parties: <ul style="list-style-type: none"> - Civil society - Health and psycho-social services personnel - Local businessmen, traders, producers, processors 	<ul style="list-style-type: none"> - Focus group discussions - Key informant interviews - Social media - Internet based meeting platforms - Regular e-mail updates - Project pamphlets 	<ul style="list-style-type: none"> - Project activities, eligibility criteria, project processes, timing, implementation arrangements - Protection from SEA, COVID-19 risks, other potential risks to community members - Stakeholder engagement plan and grievance mechanism 	ICRC Staff
Location: State/region level			
Interested parties: <ul style="list-style-type: none"> - Cluster/working group members - Other humanitarian partners, INGOs, NGOs, civil society - Military authorities - Non-state armed groups - Ethnic minority organizations 	<ul style="list-style-type: none"> - Meetings - Key informant interviews - Internet based meeting platforms - Regular e-mail updates 	<ul style="list-style-type: none"> - Coordination/non-duplication of efforts - Project activities, eligibility criteria, project processes, timing, implementation arrangements - Protection from SEA, COVID-19 risks, other potential risks to community members - Stakeholder engagement plan and grievance mechanism - Risks to project workers, safety, security (including landmine risks) 	ICRC Staff
Location: National level			
Interested parties: <ul style="list-style-type: none"> - Cluster/working group members - Other humanitarian partners, INGOs, NGOs, civil society - Military authorities 	<ul style="list-style-type: none"> - Meetings - Internet based meeting platforms - Regular e-mail updates 	<ul style="list-style-type: none"> - Coordination/non-duplication of efforts - Project activities, eligibility criteria, project processes, timing, implementation arrangements - Stakeholder engagement plan and grievance mechanism - Risks to project workers, safety, security 	ICRC Staff
Implementation and Monitoring Phase			
Target Stakeholders	Information Disclosure and Engagement Methods	Topics of Engagement	Responsible Party
Location: Community level			
Affected parties: <ul style="list-style-type: none"> - Potential beneficiaries - IDPs - Host communities - Returnees - Smallholder farmers affected by conflict, violence or natural disaster - Community workers - IDP Camp Management Committees - ICRC and MCRS staff and volunteers implementing activities - Community / religious leaders - Local authorities 	<ul style="list-style-type: none"> - Community meetings - Small gatherings/focus group discussions - Social media - Radio - SMS - Banners - Loudspeakers with messages in local languages - Through community leaders/committees - Monitoring/perception surveys - Grievance/feedback mechanism 	<ul style="list-style-type: none"> - Project progress - Protection from SEA, COVID-19 risks, other potential risks to community members - Fertilizer and Pest Management Plan/Practices - Sustainable farming practices - Grievance mechanism - Satisfaction with/perception of project assistance 	ICRC Staff
Affected parties: <ul style="list-style-type: none"> - Disadvantaged and vulnerable groups, such as: <ul style="list-style-type: none"> • Women and adolescent girls • Children • Older people • Persons with disabilities 	<ul style="list-style-type: none"> - Targeted and segregated small gatherings/focus group discussions - Social media - Radio 	<ul style="list-style-type: none"> - Project progress - Potential barriers to access to benefits, preferences for delivery modalities - Protection from SEA, COVID-19 risks, other potential risks to community members 	ICRC Staff Community intermediaries Community based organizations/service providers

<ul style="list-style-type: none"> • People with pre-existing medical conditions and health needs • Sexual and gender-based violence survivors • People who do not have digital access • People who are illiterate and/or do not speak Bamar language 	<ul style="list-style-type: none"> - Working with community and NGO partners who are trusted intermediaries - Banners - Loudspeakers with messages in local languages - Through community leaders/committees - Monitoring/perception surveys - Grievance/feedback mechanism <p><i>Respecting confidentiality</i></p>	<ul style="list-style-type: none"> - Fertilizer and Pest Management Plan/Practices - Sustainable farming practices - Grievance mechanism - Satisfaction with/perception of project assistance 	
Affected parties: Ethnic minorities	<ul style="list-style-type: none"> - Targeted and segregated small gatherings/focus group discussions - Social media - Radio - Working with community and NGO partners who are trusted intermediaries - Banners - Loudspeakers with messages in local languages - Through community leaders/committees - Monitoring/perception surveys - Grievance/feedback mechanism <p><i>Consultations will be done in a culturally appropriate and gender- sensitive manner, in relevant ethnic minority languages, and preferably by staff and volunteers hired from within the ethnic groups</i></p>	<ul style="list-style-type: none"> - Project progress - Potential barriers to access to benefits, preferences for delivery modalities - Protection from SEA, COVID-19 risks, other potential risks to community members - Fertilizer and Pest Management Plan/Practices - Sustainable farming practices - Grievance mechanism - Satisfaction with/perception of project assistance 	ICRC Staff Community intermediaries Community based organizations/service providers
Interested parties: - Civil society - Health and psycho-social services personnel	<ul style="list-style-type: none"> - Focus group discussions - Key informant interviews - Social media - Internet based meeting platforms - Regular e-mail updates - Project pamphlets - Grievance/feedback mechanism 	<ul style="list-style-type: none"> - Project progress - Protection from SEA, COVID-19 risks, other potential risks to community members - Grievance mechanism - Feedback on project impacts 	ICRC Staff
Location: State/region level			
Interested parties: - Cluster/working group members - Other humanitarian partners, INGOs, NGOs, civil society - Government/military authorities - Non-state armed groups - Ethnic minority organizations	<ul style="list-style-type: none"> - Meetings - Key informant interviews - Internet based meeting platforms - Regular e-mail updates - SMS 	<ul style="list-style-type: none"> - Coordination/non-duplication of efforts - Project progress - Protection from SEA, COVID-19 risks, other potential risks to community members - Grievance mechanism - Risks to project workers, safety, security - Feedback on project impacts 	ICRC Staff
Location: National level			
Interested parties: - Cluster/working group members - Other humanitarian partners, INGOs, NGOs, civil society - Military authorities	<ul style="list-style-type: none"> - Meetings - Internet based meeting platforms - Regular e-mail updates 	<ul style="list-style-type: none"> - Coordination/non-duplication of efforts - Project progress - Risks to project workers, safety, security - Feedback on project impacts 	ICRC Staff

6. Grievance Mechanism / Beneficiary Feedback System

The main objective of a grievance mechanism is to resolve complaints in a timely, effective and 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 consultation that facilitates corrective actions. Moreover, it supports the institutional commitment to recognize affected people as experts of their own situation and one of the keys to ensure participation. Specifically, the grievance mechanism:

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

In alignment with the ICRC's approach to Accountability to Affected People (AAP), effective two-way communication channels should consider the diversity of groups within a community (e.g. mothers with young children, older men or women with mobility impairment) and recognize that they have different communication and information needs and may trust different sources of communication. The ICRC selects the appropriate combination of channels based on the preferences of people, communities and groups to interact with, the purpose of the channel and the context following adequate consultation with different community members, the type of feedback required by ICRC and raised by the community, the intended users of the channel and their specific requirements, organizational resources and capacity that are required, and the effective management of any risks.

For activities supported under this project, ICRC will use its existing grievance mechanism in Myanmar. ICRC's grievance mechanism fulfils the key elements of the grievance mechanism described in paragraph 2, Annex A of World Bank's ESS10, as summarized below:

Stakeholder feedback/Grievance intake: Stakeholder feedback including grievances is collected and managed in a Community Contact Centre (CCC) application allowing systematized and timely follow-up from the teams, ensuring the closure of the feedback loop. CCCs use Microsoft Dynamics CRM software, have a Belgrade-based technical team for global support and training, 17 ICRC Delegations globally have a CCC. This system is now online in Myanmar and replaces the more localized hotline system that pre-dated CCC and overlapped with it during the integration of the CCC. Currently, aside from English and Burmese, CCC Operators have the capacity to interact with callers in both main languages in Rakhine, Karen, Sakaw, Kachin Jinghpaw recruitment is ongoing to increase capacity for Shan languages.

At the CCC operators identify CCC cases from the total call load (CCC cases are those calls related to ICRC and its operations) and classify them into Simple/Transferred/Escalated. Simple cases are the majority and can be resolved by the operators. Transferred cases require specialist knowledge from one of the ICRC departments for resolution. Escalated cases are serious cases referred to Management, if identified as a grievance, including a possible breach of the ICRC's Code of Conduct such as incidences of sexual exploitation and abuse/sexual harassments or fraud, the case is referred to and handled by ICRC's Ethics, Risk and Compliance Office (ERCO) at ICRC's Geneva HQ in accordance with the rules and procedures set out in the Code of Conduct Operational Guidelines, including the rules of confidentiality and discretion.

Local solutions for contacting ICRC in Myanmar are available to stakeholders and are widely used. Stakeholders may give feedback including raising grievances by visiting the offices around the country,

making face-to-face contact with ICRC staff or the staff of ICRC partners at project sites or other meeting points, passing on their concerns to community or religious representatives who communicate with ICRC on their behalf, ICRC also regularly receives written correspondence and communication via social media and messaging platforms.

Database of grievances: Community Contact Centre (CCC) application includes digital intake of feedback which captures the type of feedback received, when, by whom (location, ethnicity, sex, age, disability, among other relevant diversity factors), related to which program. Personal data and case detail is protected within the database, this detail has restricted access.

Procedures and decision making. ICRC grievance mechanism procedures set out the length of time stakeholders can expect to wait for the response and resolution of their grievances. The maximum time to resolve grievances is currently set at 10 working days. The current intake of grievances and feedback in Myanmar shows many cases that can be resolved by the call operators or ICRC field staff within a short period of the information being received. After a grievance is resolved or closed, this is communicated to the complainant through the same channel of grievance submission, with date of completion recorded.

An appeals process (including the national judiciary): If grievances cannot be resolved and/or closed at the ICRC field staff or call operator level, it will be referred to ICRC State and Region/Sub-Delegation Offices or the ICRC National Level Delegation Office for review and resolution. Complainants always preserve their right to take their grievances to national judicial channels.

Documentation and reporting. The Community Contact Centre (CCC) received 653 total calls relevant to the ICRC during 2024, the CCC operators resolved 38% of the cases during the call itself and referred the remaining cases to the relevant specialist departments. 57% of callers were female, 6% of callers reported a disability. The majority of calls received were requests both regarding the restoration of family links, where families have been separated due to conflict, detention or otherwise missing and requests for food and other economic assistance.

Amongst the feedback to ICRC between January 2023 and end of September 2024 and directly relating to the MCSP, largely requests for assistance, a total of 18 **grievances associated with the project** were recorded and shared with the World Bank. All are resolved. None of the grievances were associated with incidents or accidents at project sites. None were raised by workers on MCSP sub-projects. No allegations of SEA/SH were made. No allegations of misconduct associated with the MCSP were reported to the *ICRC Ethics, Risk and Compliance Office (ERCO)* and therefore none were passed on to the World Bank.

Grievances related to sexual exploitation and abuse/harassment (SEA/SH). In any case where reported allegations involved improper behaviour of ICRC staff that may constitute a violation of the Code of Conduct, including grievances related to SEA/SH, the case would be escalated to the Investigation Unit at Ethics, Risk and Compliance Office (ERCO) at ICRC's HQ where established procedures would be followed. This applies to any information of this nature however received in Myanmar, as with all ICRC delegations globally. ERCO can also be reached directly by any members of the public to report incidents that are believed to violate applicable laws, ICRC's Code of Conduct or any ICRC policy or rule. The ICRC Integrity Line is accessible via the ICRC website, is protected and secured independent of the ICRC website by EQL IntegrityLine.

The grievance mechanism is also open to receiving SEA/SH related complaints within the project scope more broadly beyond the conduct of ICRC staff, such as those that may be related to the behavior of contractors, workers or other relevant stakeholders. These will be treated as high priority, with

confidentiality, and respecting the wishes of the complainant. Such complaints, upon receipt, will be escalated to the ICRC National Level Delegation Office AAP Focal Points for consideration, response and referrals to service providers, as needed. If these allegations are ascertained to be linked directly to the WB project, they will be escalated to ERCO for onward reporting.

အပြစ်ပြစ်ဆိုင်ရာကြက်ခြေနီကော်မတီ (အိုင်စီအာရ်စီ) ကို ဆက်သွယ်ရန်နည်းလမ်းများ

(ကျွန်ုပ်တို့သည် သင့်ကို လေးလေးစားစားနှင့် ဂုဏ်သိက္ခာရှိစွာ ဆက်သွယ်ပါမည်။)



လိုအပ်ချက်အပေါ်မူတည်၍ ဝမ်းသာ ကျွန်ုပ်တို့၏ ဝန်ဆောင်မှုများနှင့် အထောက်အပံ့များသည် အခမဲ့ဖြစ်ပါသည်။



ကျွန်ုပ်တို့၏ ဝန်ဆောင်မှုလုပ်ငန်းများ သို့မဟုတ် အမြဲအမှုများနှင့် ပတ်သက်၍ ပြဿနာတစ်ခုခု ရှိပါက သို့မဟုတ် မေးခွန်းများ ရှိပါက



အိုင်စီအာရ်စီ၏ လူထုအခြေပြု ဆက်သွယ်ရေးဌာနသို့ ဆက်သွယ်နိုင်ပါသည်။

09 77 666 2555
Mon - Fri 8:30AM to 4:30PM

လာဘ်မလောဘ်ပစ္စည်းများ၊ လိင်ပိုင်းဆိုင်ရာ အမြတ်ထုတ်မှုများ၊ မလေဘ်ကန်သည့် အမြဲအမှု အခြေအနေအထားများ နှင့်ပတ်သက်၍ တိုင်ကြားလိုသည်များရှိပါက အထက်ပါ ဖုန်းနံပါတ်အပြင် အောက်ဖော်ပြပါ ဝက်ဘ်ဆိုက် သို့မဟုတ် အီးမေးလ်မှတစ်ဆင့်လည်း (ကျွန်ုပ်တို့၏ မျှော်လင့်ချက်) တိုက်ရိုက်ဆက်သွယ်နိုင်ပါသည်။

<https://icrc.integrityplatform.org/>

code_of_conduct@icrc.org

အပြစ်ပြစ်ဆိုင်ရာကြက်ခြေနီကော်မတီ

၂(က) ကမ္ဘာ့အေးချမ်းရေးလမ်း၊ ခုန့်ရိုင်း၊ မရမ်းကွင်းမြို့နယ်၊ ရန်ကုန်၊ မြန်မာ။

ရရှိလာသည့် သတင်းအချက်အလက်များအားလုံးကို အတွင်းရေးတိရစ္ဆာန်အဖြစ် ထိန်းသိမ်းထားရှိမည် ဖြစ်ပါသည်။



WE ARE COMMITTED TO TREATING YOU WITH RESPECT AND DIGNITY



We provide free services and assistance based on need



If you have a problem or questions regarding our services or behavior



You can contact our ICRC's Community Contact Centre

To report any form of misconduct such as fraud and corruption or sexual exploitation, abuse or harassment, you can contact us via above phone number or directly to the headquarters via below website or email.

IntegrityLine, a confidential and secure reporting platform:
<https://icrc.integrityplatform.org/>

code_of_conduct@icrc.org

International Committee of the Red Cross (Yangon Delegation)

2(c), Kaba Aye Pagoda Road, 8th Mile, Mayangone Township, Yangon, Myanmar

All information received will be treated confidentially



7. Resources and Responsibilities

ICRC has its delegation (national head office) in Yangon, with sub-delegations and offices in Rakhine, Shan, Kachin States and the Mandalay Region (covering implementation in Chin State, and Magway and Sagaing Regions) from where it will directly oversee implementation of the project, as well as the implementation of the stakeholder engagement activities. The Yangon delegation also hosts a 'mobile sub-delegation' which serves the south-east of the country. The AAP Focal Point in the delegation level in Myanmar, together with the AAP Focal Points at the sub-delegation level, will support the implementation of the stakeholder engagement activities for this project. EcoSec, WatHab and AAP are under the responsibility of the Head of Programmes, AAP under the Analysis and Evidence Coordinator in Yangon.

The budget for the SEP is an integral part of the project and the ICRC Myanmar wider activities as supported by other partners. Under ICRC programming, many elements of stakeholder engagement activities are already integral to the wider operations and programmes. Support costs of ICRC's activities under MCLAP include funds used for the implementation of this SEP and contributions to broader AAP objectives, such as the effective functioning of the hotlines and the CCC, and the capacity building and effective working of AAP and E&S focal points.

The Economic Security (EcoSec) department, and the Water and Habitat (WatHab) departments, will have primary technical responsibility for the project implementation. EcoSec is responsible for their provision support to farmers and of essential household items as well as cash-for-work activities while the WatHab department is responsible for basic service provision and community infrastructure. Both the EcoSec and the WatHab departments have technical teams / ICRC technical field officers at the sub-delegation offices, in the States and Regions. AAP focal points embedded in the ICRC technical field teams at the State and Region level will support the broader technical teams and coordinate with and be supported by the AAP Officer in Yangon.

8. Monitoring and Reporting

The SEP will be periodically revised and updated as necessary during project implementation by the AAP Focal points to ensure that the information presented is consistent and reflects the evolving nature of information required at different stages of the project, and that the identified methods of engagement remain appropriate and effective in relation to the project context and contextual developments. Any major changes to project related activities or schedule will be reflected in the SEP.

Quarterly summaries and internal reports on grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions, will be collated by ICRC and shared with the World Bank. Quarterly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the project's ability to address those in a timely and effective manner.