

NOOR Boujdour 15 MW Photovoltaic Power Project and 22 kV Power Line Boujdour Province



Stakeholder Engagement Plan

Prepared for:



ACWA Power

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LIST OF ABBREVIATIONS

Abbreviation	Meaning
AC	Alternate Current
ACWA Power	Arabian Company for Water and Power
AGCE	Autorite Gouvernementale Charge de L'Environnement
CLO	Community Liaison Officer
CNEIE	Committee National de EIE
CSP	Concentrated Solar Power
DC	Direct Current
EHS	Environmental, Health and Safety
EIE	Etude de l'Impact Environmental
EMS	Environmental Management System
EPC	Engineering, Procurement and Construction
EPFIs	The Equator Principle Financial Institutions
EPs	Equator Principles
ESMP	Environmental and Social Management Plan
FESIA	Framework Environmental and Social Impact Assessment
ha	Hectares
IFC	International Finance Corporation
IFI	International Finance Institution
LC	Local Council
MASEN	Moroccan Agency for Solar Energy
MEMEE	Moroccan Ministry of Energy, Mines, Water and Environment
O&M	Operation and Maintenance
OECD	The Organisation for Economic Co-operation and Development
ONE	Office National d'Electricité et de d'Eau Potable
PCOD	Project Commercial Operation Date
PS	Performance Standards on Environmental and Social Sustainability
PV	Photovoltaic
SEP	Stakeholder Engagement Plan
SESIA	Specific Environmental and Social Impact Assessment
SF	Solar Field
TOR	Terms of Reference
WB	World Bank
WHO	World Health Organisation
5 Capitals	5 Capitals Environment and Management Consultancy

1 INTRODUCTION

The Moroccan Government plans to develop a 15 MW photovoltaic (PV) power plant in Boujdour, south Morocco. The Moroccan Agency for Solar Energy (MASEN), the public company that sponsors solar energy in the Kingdom of Morocco, has declared ACWA Power as the preferred bidder for the 15 MW Boujdour PV Project (henceforth the Project). ACWA Power will be responsible for the design, engineering, procurement, financing, construction, permitting, completion, start-up, testing, commissioning, operation and maintenance of the Project for a 25-year period.

The proposed site for the Project is a greenfield desert area located 13 km northeast from Boujdour City and 3 km from the N1 road. The specific plot for the project has a total area of 58 ha and will be connected to the N1 road by a ~2.8 Km road. The Project includes the construction of a 22 kV power line (PL) to connect the PV to an existing substation located in Boujdour.

ACWA Power aims to manage the Environmental and Social (E&S) aspects of the Project in accordance with the World Bank/International Finance Corporation (IFC) Performance Standards (PS) on Environmental and Social Sustainability (2012), which require to implement a meaningful stakeholder engagement process during the lifetime of the project. This document is the Stakeholder Engagement Plan (SEP) for the SESIA of the NOOR Boujdour Project.

5 Capitals Environmental and Management Consulting (5 Capitals), an independent environmental and social consultancy, has been commissioned by ACWA Power to undertake the Specific Environmental and Social Impact Assessment (SESI) and prepare an SEP for the proposed Project in line with IFC standards.

1.1 Objectives of the Stakeholder Engagement Plan

Stakeholders are persons or groups of communities who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, or other businesses.

Stakeholder engagement is an on-going process that starts at the SESIA phase and should extend through the lifetime of the project. Stakeholder engagement involves a range of activities such as public disclosure of appropriate information, consultation with stakeholders, and mechanisms by which people can make comments and raise grievances.

This Stakeholder Engagement Plan has been prepared with the aim of:

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- Identify the stakeholder engagement requirements;
 - Outline a systematic approach to build and maintain a constructive relationship with the project stakeholders; and
 - Set up a system to appropriately manage and responding to grievances from the local communities and other stakeholders.

2 REGULATIONS AND REQUIREMENTS

This chapter aims to give an overview of the regulatory requirements applicable to the Project for stakeholder engagement. A more complete review of all the applicable environmental and social legislation of Morocco and all applicable international environmental and social requirements for the project is provided in the regulatory review of the SESIA Vol.2.

2.1 National Requirements

The requirements for public information as part of the environmental and social impact studies are established by Decree No. 2-04-564 of 5 Kaada 1429 (November 4th 2008) that "establish the procedure for organizing and holding the public inquiry for projects subject to environmental and social impact studies" under Law No. 12-03 related to environmental impact studies and promulgated by Dahir No. 1-03-60 of 10 rabii I 1424 (May 12th 2003).

The main provisions of this decree are:

The request to open a public inquiry is filed by the petitioner accompanied by a file including the following documents in Arabic and French languages:

- a fact sheet highlighting the main technical characteristics of the project submitted to a public inquiry;
- a non-technical summary of the draft impact assessment, i.e. a clear and comprehensible document for the public including the information and main data contained in the EIA, specially including those related to the positive and / or negative impacts of the project on the environment and the measures envisaged to eliminate, reduce or offset any adverse effects of the project on the environment;
- a site plan indicating the limits of the expected impact zone of the project.

The public inquiry is opened by order of the prefecture or province's concerned governor within a period not exceeding ten (10) working days from the date of the request.

The conduct of the public inquiry is entrusted to a committee chaired by the local administrative authority of the place where the project will be implemented and is composed of:

- president (s) of the municipality or municipalities concerned or the representative;
- representative of the government authority responsible for the environment (MEMEE);
- representative or governmental authorities (s) responsible for the sector concerned by the project at national or regional level, as appropriate;

- any person invited by the president to help the commission in its work, including an expert, if deemed necessary, for particular aspects.

The public inquiry opening order must specify:

- the nature of the project, its consistency and its location;
- the population affected by the public inquiry within the limits of the project impact area subject to EIA;
- the opening and closing dates of public inquiry;
- the place or places of consultation as well the place (s) where public comments and proposals will be collected;
- the names and positions of the President and Members of the Committee referred to in Article 4 above, that are responsible for the implementation of the public inquiry

The order with the opening of the public inquiry is brought to public knowledge at least fifteen days before the opening date through publication in at least two daily newspapers, of which one must be in Arabic, authorized to receive legal notices, and displayed in the premises of municipalities concerned. This display is maintained throughout the duration of the public inquiry. Furthermore, the Commission may use any other appropriate means of communication, including audio-visual means, ensuring that the necessary information on the public inquiry reaches the population.

For the duration of the inquiry, the president of the Commission must take all necessary steps to enable the population concerned to access the consultation file, making it available at least at the headquarters of the municipalities concerned.

The president also makes public a registry in order to record observations and suggestions about the project.

The duration of the public inquiry is twenty (20) days. Upon expiry of this deadline, the Commission shall formulate the public inquiry report on the basis of the observations contained in the registry and summarizing the comments and proposals made by the population concerned about the project.

The public inquiry report and registry shall be forwarded by the President to the chairman of the National Committee on EIA (CNEIA), or to the president of the Regional Committee of the impacted study area within eight (8) days from the closing date of the public inquiry.

In summary, Moroccan law requires a public inquiry of 20 days, during which the population, previously informed by the regional ministry by means of press publication is invited to consult the Project environmental and social documentation (including a non-technical summary), and provide their observations in a registry, which will then be taken into account in the final

report of the commission. Note that the regulation does not specifically require public meetings, but it also does not proscribe it. In practice, most large projects do not just provide the project documentation to the public, but also organize public information meetings and consultations in the framework of public inquiries.

2.2 IFC Requirements

All the IFC Performance Standards (2012) require meaningful stakeholder engagement. The first performance standard "Social and Environmental Assessment and Management Systems" describes the stakeholder engagement requirements in more depth. It states the following:

Stakeholder Engagement

Stakeholder engagement is an on-going process that may involve, in varying degrees, the following elements: stakeholder analysis and planning, disclosure and dissemination of information, consultation and participation, grievance mechanism, and on-going reporting to Affected Communities. The nature, frequency, and level of effort of stakeholder engagement may vary considerably and will be commensurate with the project's risks and adverse impacts, and the project's phase of development.

Stakeholder Analysis and Engagement Planning

Clients should identify the range of stakeholders that may be interested in their actions and consider how external communications might facilitate a dialog with all stakeholders. Where projects involve specifically identified physical elements, aspects and/or facilities that are likely to generate adverse environmental and social impacts to Affected Communities the client will identify the Affected Communities and will meet the relevant requirements described below.

The client will develop and implement a Stakeholder Engagement Plan that is scaled to the project risks and impacts and development stage, and be tailored to the characteristics and interests of the Affected Communities. Where applicable, the Stakeholder Engagement Plan will include differentiated measures to allow the effective participation of those identified as disadvantaged or vulnerable. When the stakeholder engagement process depends substantially on community representatives, the client will make every reasonable effort to verify that such persons do in fact represent the views of Affected Communities and that they can be relied upon to faithfully communicate the results of consultations to their constituents.

Disclosure of Information

Disclosure of relevant project information helps Affected Communities and other stakeholders understand the risks, impacts and opportunities of the project. The client will provide Affected Communities with access to relevant information on:

- (i) The purpose, nature, and scale of the project;
- (ii) The duration of proposed project activities;
- (iii) Any risks to and potential impacts on such communities and relevant mitigation measures;
- (iv) The envisaged stakeholder engagement process;
- (v) The grievance mechanism.

Consultation

When Affected Communities are subject to identified risks and adverse impacts from a project, the client will undertake a process of consultation in a manner that provides the Affected Communities with opportunities to express their views on project risks, impacts and mitigation measures, and allows the client to consider and respond to them. The extent and degree of engagement required by the consultation process should be commensurate with the project's risks and adverse impacts and with the concerns raised by the Affected Communities. Effective consultation is a two-way process that should:

- (i) Begin early in the process of identification of environmental and social risks and impacts and continue on an on-going basis as risks and impacts arise;
- (ii) Be based on the prior disclosure and dissemination of relevant, transparent, objective, meaningful and easily accessible information which is in a culturally appropriate local language(s) and format and is understandable to Affected Communities;
- (iii) Focus inclusive engagement on those directly affected as opposed to those not directly affected;
- (iv) Be free of external manipulation, interference, coercion, or intimidation;
- (v) Enable meaningful participation, where applicable; and
- (vi) Be documented.

The client will tailor its consultation process to the language preferences of the Affected Communities, their decision-making process, and the needs of disadvantaged or vulnerable groups. If clients have already engaged in such a process, they will provide adequate documented evidence of such engagement.

External Communications and Grievance Mechanisms

External Communications

Clients will implement and maintain a procedure for external communications that includes methods to

- (i) Receive and register external communications from the public;
- (ii) Screen and assess the issues raised and determine how to address them;
- (iii) Provide, track, and document responses, if any; and
- (iv) Adjust the management program, as appropriate. In addition, clients are encouraged to make publicly available periodic reports on their environmental and social sustainability.

Grievance Mechanism for Affected Communities

Where there are Affected Communities, the client will establish a grievance mechanism to receive and facilitate resolution of Affected Communities' concerns and grievances about the client's environmental and social performance. The grievance mechanism should be scaled to the risks and adverse impacts of the project and have Affected Communities as its primary user. It should seek to resolve concerns promptly, using an understandable and transparent consultative process that is culturally appropriate and readily accessible, and at no cost and without retribution to the party that originated the issue or concern. The mechanism should not impede access to judicial or administrative remedies. The client will inform the Affected Communities about the mechanism in the course of the stakeholder engagement process.

On-going Reporting to Affected Communities

The client will provide periodic reports to the Affected Communities that describe progress with implementation of the project Action Plans on issues that involve on-going risk to or impacts on Affected Communities and on issues that the consultation process or grievance mechanism have identified as a concern to those Communities. If the management program results in material changes in or additions to the mitigation measures or actions described in the Action Plans on issues of concern to the Affected Communities, the updated relevant mitigation measures or actions will be communicated to them. The frequency of these reports will be proportionate to the concerns of Affected Communities but not less than annually.

3 STAKEHOLDER IDENTIFICATION AND ANALYSIS

3.1 Identified stakeholders

The stakeholders of the project are classified in two categories:

- Affected Stakeholders, i.e. the people or institutions that may potentially be affected by one or more of the potential impacts of the project.
- Interest Based Stakeholders, which potentially include public agencies concerned with any of the project activities, national and international non-governmental organizations and the interested part of the civil society.

The table below outlines the identified stakeholders and their interest in the project. Where applicable this SEP will include differentiated measures to allow the effective participation of those identified as disadvantaged or vulnerable stakeholders.

Table 3-1 List of Stakeholders

Stakeholders	Type
Agence National de l'Emploi et de la Promotion des Compétences	Interest Based – Government Agency
Direction provinciale de l'Equipement	Interest Based – Government Agency
Direction régionale de l'environnement de Laayoune	Interest Based – Government Agency
Autorité locale – direction province de l'urbanisme et de l'environnement de la province de Boujdour.	Interest Based – Government Agency
Agence urbaine de Boujdour	Interest Based – Government Agency
Commune of Lamsid (local leaders and local population)	Affected Stakeholder
City of Boujdour (local leaders and local population)	Affected Stakeholder
Centre Régional d'Investissement - Laayoune	Interest Based – Government Agency
Délégation de l'ABHSM (Agence du Bassin Hydraulique de Sakia Al Hamra)	Interest Based – Government Agency
Délégation du commerce et de l'industrie	Interest Based – Government Agency
Délégation du Ministère de la Santé	Interest Based – Government Agency
Délégation Provinciale du Tourisme	Interest Based – Government Agency
Direction provinciale de l'Equipement	Interest Based – Government Agency
Direction Provinciale de l'ONEE-branche eau (Office National de l'Electricité et de l'Eau Potable)	Affected Stakeholder

Stakeholders	Type
Direction Provinciale de l'agriculture	Interest Based – Government Agency
MASEN	Interest Based – Government Agency
Office de la Formation Professionnelle et de la Promotion du Travail	Interest Based – Government Agency
ONEE –Branche Electricité - Boujdour (Office National de l'Electricité)	Affected Stakeholder

3.2 Vulnerable Stakeholders

From the point of view of the stakeholder engagement process, vulnerable stakeholders are groups that, due to one or more specific characteristics, might have specific difficulties participating in the stakeholder engagement process. The stakeholder analysis and the review of available information during the scoping phase has indicated no vulnerability for Interest Based Stakeholders. The following sources of vulnerability are expected among Affected Stakeholders (community members, land owners/users):

- Women: The Gender Development Index in Morocco was 0.555 for women, compared to 0.670 for men in 2014. The Gender Inequality Index (2014) was 0.525. These UNDP indicators show that women are disadvantaged and this vulnerability is generally higher in rural areas;
- The poor: Poor community members are less likely to attend stakeholder engagement activities, specifically when there is a specific cost associated with attendance (e.g. transport costs);
- The illiterate: Illiterate community members are not able to review disclosed documents or provide written feedback, and may face difficulties to meaningfully engage with the information provided;
- The disabled: Disabled or sick community members face additional challenges attend certain stakeholder engagement activities such as meetings, focus groups or workshops;
- Computer illiteracy / lack of Internet access: The SESIA requirements include online disclosure of SESIA documentation. The lack of internet access or computer illiteracy can prevent some community members to access this information.

Other potential sources of vulnerability were assessed but not considered significant for this project, including the following:

- Language: All stakeholders and community members are Arabic speakers.
- Indigenous People: There are no indigenous groups in the project area;
- Religion: The major religion in Morocco is Islam. There are no religious minorities in the project area.

4 STAKEHOLDER ENGAGEMENT UNDERTAKEN TO DATE

The table below outlines the stakeholder engagement meetings undertaken for the SESIAs (PL and PV) for the Laayoune Project.

Table 2 Stakeholder Engagement meetings for the Boujdour Project

Meeting	Methodology and location	Target audience	Date
SESI NOOR Boujdour 15 MW PV Plant	Open Consultation Meeting	Local Communities, Local Authorities	December 1 st 2016
SESI NOOR Boujdour 22 kV Power Line	Conducted in the city of Boujdour		

A summary of the meeting undertaken for NOOR Boujdour is provided on the section below, and the minutes of the meeting are provided in the annexes.

4.1 NOOR Boujdour Consultation meeting

Adverts were published in one regional and one national newspaper for announcing consultation activities for the SESIAs. The notices (figure below) were published in Arabic and French for a week. In addition, invitations were sent to the identified stakeholders in the Lamsid Commune and Boujdour.

Figure 1 Public Consultation Meeting Notification



The open meeting was conducted on December 1st 2016 in the city of Boujdour (Cercle de Jirifiya). The meeting was led by representatives of Phenixa, ACWA Power and MASEN. A report containing all the information recorded during the open meeting is provided in the Appendix 1.

Local Arabic and French were spoken during the meeting. When a comment or response was made in French, translation to Arabic was provided, since Arabic is the spoken language in rural areas.

Fifty-three people attended the open meeting. The stakeholders present at the meeting included of the following:

The stakeholders present at the meeting consisted of the following:

- Provincial technical departments
- Elected Communal councillors
- Non- Governmental Organisations

A copy of the non-technical summary in French and Arabic (Appendix 2) was provided to all attendees and an initial presentation was undertaken to outline the main elements of the NOOR Boujdour Project, summarise the baseline conditions in the study area (physical, biological and socioeconomic), outline the identified positive and negative impacts, explain the assessment undertaken and the mitigation measures that were being considered.

Stakeholders that attended the meeting shared their views and opinions. The following is a summary of the perspectives and concerns of the stakeholders:

- Access through the site for Camel herders
- Assuring that the livelihood of the herders is not impacted
- Developing social programs to help sustain the herders
- Employment and training opportunities for the local population
- Environmental impacts in relation to source of water, soil quality, ecology, livestock, and health/security impacts; and
- Communications and grievance mechanisms

The following table summarises the questions and concerns raised, and the answers provided:

Table 4-3 Summary of comments and question

Question/Comments	Project's Design
The site is regularly used by herders for grazing and to access water wells (*). It is requested that notice boards are placed to inform the herders of the sites boundaries and to guarantee continued access to the drinking wells.	The recommendations will be considered in the SESIA.
The residents of Lamsid commune are looking forward to the positive impacts from the implementation of the project, such as job creation and skills development.	Employment applications will be conducted through the ANAPC, and the employment priority will be given to the local residents of the commune and province.
Which source of water will be used for the construction and operation of the project	The desalination plant at Boujdour in coordination with ONEE approval.
The site has a couple of environmental considerations: The UAE has been introducing Houbara Bustards in the province, and the IBA Oufist is located 55 km south of Boujdour, which is an important resting area for migratory birds. Therefore the mitigation measures should considered the potential impacts to these organisms.	Ecological mitigation measures during construction and operation have considered the impacts to migratory birds and monitoring will be conducted to ensure that these measures are effective at preventing any losses. Specialist ornithological surveys have confirmed the absence of any Houbara Bustard in the project area.
(*) It should be noted that there is no water wells within the project site and that the site serves only as a passage.	

Vulnerable Groups

Specific actions were be undertaken to facilitate a meaningful participation of the identified vulnerable groups.

Women:

- A female consultant was present at the consultation meeting to organise a focus group with women if required. Female participants attended the open meeting and participated on the open discussion, so the focus group was not considered necessary.

The poor:

- All materials provided in the meeting was free of charge. The possibility to organise transport from the Lamsid commune was offered to local leaders, who considered it unnecessary.

The illiterate:

- Oral and visual presentations were prepared for the meetings and signboards. The consultants were available to discuss verbally and address any concerns from illiterate stakeholders.

Lack of Internet access:

- Hard copies of the disclosed documents were available at the consultation meeting.

5 STAKEHOLDER ENGAGEMENT PLAN

5.1 Methods and timeline

Table 5-1 Stakeholder Engagement Plan - Methods and Timeline

Stage	Method	Timeline / Responsibility
Design Phase	Disclosure of final SESIA package (SESA, Final NTS, SEP, etc.) Hard copies to be delivered to the Local Authorities of Boujdour and Lamsid; Online disclosure at Acwa Power's website,	Following approval of final SESIAs by CNEIE ACWA Power / Project Company
Construction Phase	Grievance mechanism (described below)	On-going from the start of the construction phase MASEN / Project Company / EPC
	Meetings with Local Authorities (Lamsid and Boujdour) To capture observations and grievances, and provide updates on E&S procedures	Quarterly MASEN
Operational Phase	Grievance mechanism (described below)	On-going from the start of the operational phase MASEN / Project Company / EPC
	Meetings with Local Authorities (Lamsid and Boujdour) To capture observations and grievances, and provide updates on E&S procedures	Yearly MASEN

5.2 Grievance Mechanism

The aim of the grievance mechanism is to establish a system to receive and facilitate resolution of the stakeholder's concerns and grievances about the Project's environmental and social performance. The grievance mechanism has the Affected Communities as its primary beneficiaries. It seeks to resolve concerns promptly, using an understandable and transparent consultative process that is culturally appropriate and readily accessible at no cost and without retribution to the party that originated the issue or concern. The mechanism will not impede access to judicial or administrative remedies.

MASEN is the entity responsible for the implementation of the Grievance Mechanisms for external stakeholders for the Boujdour Project.

The grievance mechanism for the project will comply with the following principles:

- Clarify at the outset what is the purpose of the procedure;

- Assure people that there will be neither cost nor retribution associated with lodging a grievance;
- The entire process (i.e. how a complaint is received and reviewed, how decisions are made and what possibilities may exist for appeal) will be made as transparent as possible by putting it into written form, publicising it and explaining it to relevant stakeholders;

The grievance mechanism will be publicised during the construction, operational and decommissioning phases of the project at the site gate. All information about grievance procedures, grievance forms, and responses will be available in Arabic and French. Access to the mechanism will be free of cost.

Coming out with a complaint can pose risks for people, especially if it concerns issues such as corruption, misconduct, monetary compensation, or if it interferes with local social norms, including gender norms. The grievance mechanism will include precautions such as a clear non-retaliation policy, measures to ensure confidentiality and safeguarding of the personal data collected in relation to a complaint, as well as an option to submit anonymous grievances.

Handling grievances encompasses a step-by-step process as well as assigned responsibilities for their proper completion. Companies establishing grievance mechanisms will follow the process' steps discussed below.

Scope

The scope of the grievance mechanism is to cover all stakeholder's problems and concerns regarding project activities and the implementation of the mitigation and compensation measures identified at the SESIA stage. Generally, all claims from affected communities should be accepted and no judgment made prior to investigation, even if complaints are minor. However, according to best practice, the following claims should be directed outside of project-level mechanisms:

- Complaints clearly not related to the project: It is sometimes difficult to determine which issues are related to the project and which are not. If in doubt, employees designated to receive grievances should accept the complaint and assess its legitimacy;
- Issues related to governmental policy and government institutions;
- Complaints constituting criminal activity and violence: In these cases, complainants should be referred to the justice system;
- Commercial disputes: Commercial matters should be stipulated in contractual agreements and issues should be resolved through a variety of commercial dispute resolution mechanisms or civil courts. Suppliers will have access to the grievance mechanism stipulated in the previous point.

Publicizing Grievance Management Procedures

The grievance mechanisms will be publicized in the following ways as a minimum:

- Posters at the site entrance: and.
- On the SEP disclosed online and at the communities.

The information provided online and on posters will be available in all the relevant languages (i.e. Arabic, French and English) and will include at least the following:

- What project-level mechanisms are capable of delivering and what benefits complainants can receive from using the company's grievance mechanism, as opposed to other resolution mechanisms;
- Who can raise complaints (i.e. all stakeholders);
- Where, when, and how community members can file complaints (to agree during the stakeholder engagement process);
- Who is responsible for receiving and responding to complaints;
- What sort of response complainants can expect from the company, including timing of response; and
- What other rights and protection are guaranteed.

In addition, specific measures have been included in the SESIA to ensure that grievances are reported (e.g. all vehicles dedicated full time for the project and circulating on roads outside the project site will have a clearly visible unique identification number and a sign with a telephone number for any road user to report grievances when required).

Submitting a complaint

The grievance mechanism will allow for complaints to be filed, as a minimum, in the following ways:

- By post;
- By email and/or through an online form; and
- At the project gate.

Written and verbal complaints will be received at the project's gate – therefore the security personnel have to be aware and trained to deal with the complaint appropriately. The security personnel should communicate that a stakeholder wants to submit a grievance to the person responsible to receive complaints (e.g. MASEN's Community Liaison Officer). For illiterate complainants or those that prefer to submit their complaints verbally, the person responsible to receive complaints will meet them and will take notes on the details of the complainant and read them out loud to the complainant to confirm that the key elements of the complaint have been captured.

Receiving Complaints

MASEN will publicly commit to a certain time frame in which all recorded complaints will be responded and to ensure that this response time frame is enforced. By letting people know when they can expect to be contacted by company personnel and/or receive a response to their complaint their frustration may be reduced.

The following receipt procedure rules will be followed for grievances:

- All incoming grievances will be acknowledged as soon as possible, no later than a week from reception. A formal confirmation—with a complaint number, or other identifier, and a timeline for response— assures the complainant that the organization is responding properly, and it gives the project a record of the allegation. As a good practice complaints received in person will be acknowledged at the same time;
- If a more complex investigation is required, the complainant will receive an update within two weeks of the grievance being received, explaining the actions required to resolve the complaint, and the likely timeframe;
- MASEN will explain in the first letter of acknowledgment, which claims are clearly outside the scope of the mechanism and what alternative mechanisms communities can use to address these potential issues.

Reviewing and Investigating Grievances

To ensure that all grievances are adequately investigated and closed out, a grievance log will be kept, documenting all the actions taken to address each grievance.

An extensive investigation may be required when grievances are complex and cannot be resolved quickly. MASEN will take full responsibility for investigating the details of grievances coming through its grievance mechanism, following the principle of “no cost to communities”. MASEN is responsible to involve second parties during the investigation of grievances (i.e., ACWA Power, the Project Company, the EPC or subcontractors) when required.

In cases of sensitive grievances - such as those involving multiple interests and a large number of affected people - it may help to engage outside organizations in a joint investigation, or allow for participation of local authorities, only if the complainants agree to this approach.

For complex grievances an investigation team will have to be appointed. If the investigation team is formed internally, issues that will be taken into consideration include potential conflicts of interest, qualifications, gender composition, and budget.

Meetings with complainants and site visits can be useful for grievance investigation and will be undertaken, as appropriate.

Complainants will be informed weekly of the status of their grievance.

Grievance Resolution Options and Responses

One of the potential advantages of a grievance mechanism is its flexibility. Rather than prescribe a specific procedure for each particular type of complaint, a list of possible options appropriate for different types of grievances will be provided. Options may include altering or halting harmful activities or restricting their timing and scope (e.g. for construction noise), providing an apology, replacing lost property, providing monetary compensation, revising the community's engagement strategy, and renegotiating existing commitments or policies.

The grievance investigation team will provide a proposal to resolve the complaint, which will have the backing of the MASEN's Senior Management. The person appointed by MASEN (e.g. Community Liaison Office) will then contact the complainant to get an agreement on the proposed solution.

If all parties accept the proposed solution, the agreed actions will be implemented in the established timeframe. In the case that complainant does not accept the proposed resolution, the company should re-assess the situation and make sure that all alternatives within the grievance mechanism are explored. If agreeing on a solution acceptable to all parties is not possible within the grievance mechanism, the complaint will be referred to external mechanisms.

Close-up monitoring of a complaint will be undertaken, if possible, by collecting proof that the necessary actions have taken place. For example:

- If the issue was resolved with the satisfaction of the complainants, get a confirmation and file it along with the case documentation;
- Take photos or collect other documentary evidence to create a comprehensive record of the grievance and how these were resolved.

6 MONITORING AND EVALUATION

6.1 Process Monitoring and Reporting

The following indicators will be monitored.

Table 6-1 Key monitoring indicators

Indicator	Source of information	Frequency Construction & Decommissioning/Operation
Average time for grievance processing and close out and trends	Grievance Management System	Quarterly / bi-yearly
Number of grievances opened, method to submit the grievance and trends	Grievance Management System	Quarterly / bi-yearly
Topics raised in new grievances and trends	Grievance Management System	Quarterly / bi-yearly

6.2 Compliance Auditing

The Project Company will procure the services of an independent external compliance auditor to check compliance with the applicable environmental and social standards, including the commitments made in the SEP.

The scope of the audits will include the following items related to the SEP:

- Inspect the grievances and close out reports;
- Inspect the key monitoring indicators and reports;

These external audits will be undertaken quarterly during construction and decommissioning, and yearly during operations.