STAKEHOLDER ENGAGEMENT PLAN

GRAND BARA SOLAR SAS

July 4, 2025

GRAND BARA-E&S-SEP

RESPONSIBILITIES

PHASE	DATE	NAME	FUNCTION
Elaboration	21.12.2024	Anna Savoskina	AMEA Power, E&S Coordinator
Validation			
Approval	10.01.2024	Vito Saluto	AMEA Power, Head of ESG

REVISION HISTORY

VERSION	DATE	AUTHOR	COMMENTS
REV 0	10.01.2024	Anna Savoskina	
REV 1	04.07.2025	Doualeh Okieh	

INDEX

ACRONYMS

ACRONYM	DEFINITION
CBO	Community Based Organisation
CIDP	Community investment and development program
CLO	Community Liaison Officer
E&S	Environmental and Social
ESRA	Environmental and Social Risk Assessment
EHS	Environment, Health and Safety
EPC	Engineering, Procurement and Construction
ESHS MS	Environment, Social, Health and Safety Management System
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
FMC	Facilities Management Company
IFC	International Finance Corporation
IOM	International Organization for Migration
ARMD	Djibouti Multisectoral Regulatory Agency
NGO	Non-Governmental Organization
NTS	Non-Technical Summary
O&M	Operation and Maintenance
PPA	Power Purchase Agreement
PS	Performance Standard
PV	Photovoltaic
QHSE	Quality, Health, safety, and Environmental
SEP	Stakeholder Engagement Plan

1. INTRODUCTION

1.1 Background

Djibouti's energy landscape is marked by a critical need for improvement, with around 58% of households lacking reliable access to electricity. This limited access significantly impacts economic activities and quality of life, particularly in rural regions. The country's electricity access rate of just 42% reflects its heavy reliance on diesel generators, which are costly and environmentally unsustainable.

In response to these challenges, Djibouti's Vision 2035 aims to transform its energy sector by prioritizing renewable energy development, such as solar and wind power, which have abundant potential in the region. The government envisions increasing the share of renewables in the energy mix to reduce dependency on fossil fuels and improve energy security. Key initiatives include the construction of solar and wind farms, as well as investments in geothermal energy, tapping into the country's geothermal potential.

The Vision 2035 strategy focuses on enhancing energy efficiency, modernizing infrastructure, and expanding the national grid to ensure that underserved areas receive reliable electricity. Additionally, the government is committed to fostering public-private partnerships and attracting foreign investment to drive technological innovation in the energy sector. By prioritizing community involvement and education, Vision 2035 aims to empower local populations to engage in sustainable energy practices, ultimately promoting economic growth, improving living standards, and positioning Djibouti as a regional leader in renewable energy development.

In accordance with the above, Grand Bara Solar SAS (hereafter referred to as 'the Developer' and which is a company fully owned by AMEA Power) was awarded to develop a 24-Megawatt (MW) Solar Photovoltaic (PV) Plant with 5.5 MW Battery Energy Storage System (BESS) in the Brand Bara region (hereinafter referred to as 'the Project').

The Project will provide a total of 24 MW generating capacity through the installation of solar PV panels. Generated electricity will be fed into an existing overhead / grounded, 63 kV transmission line that lies immediately to the west of the Project site and will connect the Project, via a substation about 9 km southeast of the site near Ali Sabieh city, to the national grid system.

In 2019, the development of a photovoltaic power plant at Grand Bara in Djibouti was announced by the French company Engie. However, the project has now been transferred to AMEA Power, under the name of its subsidiary, Grand Bara SAS (the Project Company). Grand Bara SAS has signed a concession agreement with the State of Djibouti for the design, financing, construction, ownership, operation, and transfer (BOOT) of a solar photovoltaic power plant in the Grand Bara region.

In 2019, an Environmental and Social Impact Assessment (ESIA) was conducted, including a Stakeholder Engagement Plan (SEP). However, after 5 years, changes in the project have necessitated an update to the original SEP. This new report aims to update the Stakeholder Engagement Plan to reflect the current status of the project, re-assess stakeholder interests and influence, incorporate any new stakeholders or shifts in roles, and ensure that engagement strategies are aligned with the latest project developments, risks, and opportunities. Additionally, it will incorporate any changes in legal, cultural, or organizational contexts that have occurred since the initial assessment, ensuring that stakeholder concerns are effectively addressed moving forward.

The updated SEP will reaffirm existing stakeholder relationships, refine engagement approaches based on recent feedback, and ensure continued compliance with relevant legal and regulatory frameworks.

1.2 Stakeholder Engagement Plan

This document constitutes a Stakeholder Engagement Plan (SEP) to be implemented by the Developer throughout the construction and operation phase for the project. The SEP outlines a systematic method to stakeholder engagement that will assist the Developer in developing and maintaining a positive relationship with their stakeholders, particularly the locally affected communities, over time. The SEP is a dynamic document which will be modified through Project construction, operation and implementation.

The Project welcomes suggestions for improvement of this SEP. Suggestions can be submitted via the contact information for the Developer at the end of this document, contacts details in Chapter 8.

In particular, this SEP includes the following:

- **Chapter 2 – Project Description**: provides a summary of the Project location, main Project components, Project schedule and job opportunities for the construction and operation phase;
- **Chapter 3** – **Regulatory Context:** highlights the main requirements that are relevant for stakeholder engagement to the Project to include Djiboutian regulations and international best practice requirements;
- **Chapter 4 – Identification of Stakeholders:** identifies all relevant stakeholders for the construction and operation phase of the Project at all geographic levels to include national, regional and local levels as well as communities within the area of influence of the Project;
- **Chapter 5 – Summary of Past Stakeholder Engagement Activities:** provides a summary of past stakeholder engagement activities undertaken for the Project during the planning and design phase of the Project;
- **Chapter 6 – Stakeholder Engagement Strategy and Plan:** identifies an engagement strategy for each stakeholder group to include objective for engagement, communication methods and tools, timeframe, and responsibilities;
- **Chapter 7 – Community Grievance Mechanism:** identifies a mechanism for managing and handling any concerns or complaints related to the Project from stakeholders during the construction and operation phase;
- **Chapter 8 – Contact Details:** this section provides contact details of the Developer for communication with all relevant stakeholders of the Project;
- **Chapter 9 – Monitoring and Reporting:** identifies the key monitoring and reporting requirements that are applicable for the implementation of the plan; and
- **Chapter 10 – Roles and Responsibilities**: identifies the roles and responsibilities for the Developer and other involved entities in implementation of the plan.

2. PROJECT DESCRIPTION

2.1 Project Location

The Project site lies approximately 64 km southwest of Djibouti City, in the Ali Sabieh region of Djibouti, at the edge of the Grand Bara desert, as shown in Figure 1. The Project is 3.5 km east of the road RN1 to Dikhil and about 2.5 km north of the road RN5 to Ali Sabieh.

FIGURE 1 - GRAND BARA SOLAR PV PROJECT LOCATION

The Project will be located within a concession area granted by the Djiboutian government for the development of a renewable energy project. The concession covers an area of 340 ha, but the proposed Project site will only require approximately 17% of the area (~57 ha) for construction and operation of the solar PV installation, as shown in Figure 2. Extensions to the Project within the concession area may be applied for in the future through the relevant permitting regimes.

The Project site is located on the desert plateau of Grand Bara, a rocky and grassy steppe with basalt outcrops. There are no permanent surface water bodies in the area, and the annual precipitation is low. There are, however, water channels (or wadis) which occasionally overflow with surface water runoff water from the mountains to the east and north of the Project site following infrequent, yet intense, storms.

The Project site lies 2.5 km north of the community of Doudou Balaleh – a settlement of approximately 550 residents (100 households) which extends along the RN5 – and 1 km northwest of a semi-nomadic community of approximately 12 people. The Project is located about 9 km north of Djibouti's second largest city, Ali Sabieh, which has a population of 14,000 residents.

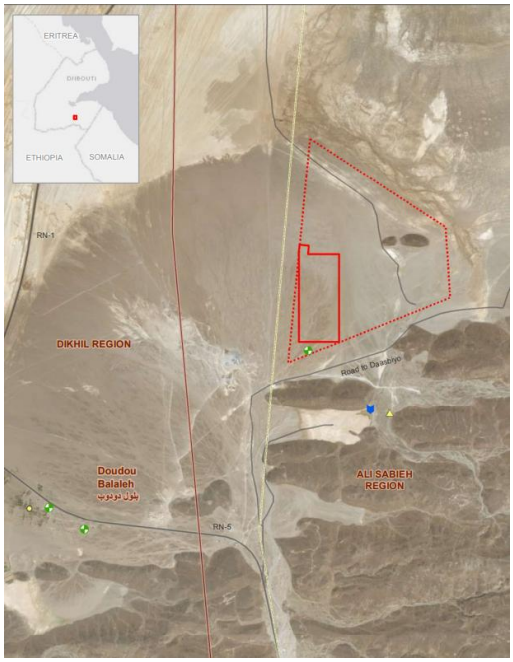


FIGURE 2 - GRAND BARA SOLAR PV PROJECT SITE

The Project will result in crucial positive environmental and economic impacts on the strategic and national level given the current challenges the energy sector in Djibouti is facing. Such positive impacts underpin rationale for the Project. These include the following:

- The Project allows for more sustainable development and shows the commitment of the Government of Djibouti to realizing Vision 2035 Strategy and meeting the set targets for renewable energy sources;
- Notably, the Project will yield immediate advantages during its construction phase, including job opportunities and the provision of diverse supplies and services, some of which will persist throughout its operational phase.
- The actual PV installation will not generate GHG emissions during operation, and the energy generated will avoid emissions that will otherwise be generated wholly or partly from more carbon intensive higher GHG emitting sources. Since the Project is a renewable energy generation project, its operation phase emissions are considered to displace emissions that will otherwise be sourced from other electricity generation technologies. This is considered to have a positive impact on climate change. For instance, an installation of 24 MW of Solar PV is projected to mitigate emissions by displacing up to 30,995 tonnes CO_2/year.

The Project will create a substantial number of job opportunities during both the construction and operation phases. During construction, there will be a peak of approximately 200 temporary positions available, encompassing a mix of skilled professionals like technicians, engineers, and mechanics, as well as unskilled roles such as security guards and labourers. The Developer will actively seek to engage local communities in these employment opportunities. Moreover, throughout the 25-year operation phase, around 20 employment positions will be offered, including skilled roles such as plant and production managers, control engineers, plant administrators, and accountants, alongside unskilled labor like module cleaners and security personnel. The Developer remains committed to prioritizing local community participation in these job opportunities.

2.2 Project Components

The key components of the Project are the power arrays which are composed of PV panels which convert solar energy (radiation from the sun) into electricity. Typical PV power array that is composed of PV panels is shown in Figure 3 below.

FIGURE 3 TYPICAL PV POWER ARRAYS COMPOSED OF PV PANELS

All PV panels will be of the same design and model and connected in series. The design will be composed by two powers of the same module:

- 16,011 modules of the JA 450 W MBB Bifacial Mono PERC Half-Cell Double Glass module
- 37,359 modules of the JA 455 W MBB Bifacial Mono PERC Half-Cell Double Glass module.

In total 53,370 modules will be necessary for the Project design, giving a total peak power of 24,203,250 Wp (~24 MW). The modules will be manufactured by JA Solar in China.

Other infrastructure elements needed onsite include:

- **Module Mounting System.** The modules will be installed on 593 mounts with a horizontal single axis. A tracking system will be used to ensure the panels are positioned to optimise the solar radiation throughout the day. The system can also stow the panels during high winds to protect the equipment. The modules will be mounted at a height of 1.5 m above the ground. The module mounting system will be manufactured by PVH in Spain and shipped to Djibouti. A robotic system will also be installed to enable efficient cleaning of the panels during operation.
- **SCADA System.** A Supervisory Control and Data Acquisition (SCADA) System will be installed to continuously monitor the performance of the solar PV and electrical components during operation of the Project. Real-time data on the meteorological conditions will also be recorded. This system will assist identify issues that require maintenance during the lifetime of the Project and allow the Project to maximise generating capacity.
- **Collector Cables.** Cables will be installed on-site to connect the PV modules to the inverters; "collecting" the generated electricity. These cables will be installed underground and on the structures.
- **Inverters.** Inverters will convert the direct current (DC) from PV modules into alternating current (AC) for grid compatibility. The project will use 144 Huawei 185KTL inverters organized into four transformer stations, with each string of modules linked to one inverter. The output connects to the 20 kV grid. Inverters also play a key role in communicating with the SCADA system, monitoring string operations, and feature functions like maximum power point tracking and anti-islanding protection.

- **MV Switchgear.** The step-up substation of the PV installation will be at 20 kV switchgear. The PV field gets to the medium-voltage (MV) busbar through two 20 kV cubicles; the energy output is made by a 20 kV transformer protection cell. The remaining cells are the output to the Battery Energy Storage System (BESS, three cubicles), one auxiliary service 20/0.4 kV transformer cubicle, and a spare one.
- **Transformer.** A 25/30 MVA, ONAN/ONAF, 63/20 kV transformer will be installed to increase the voltage from the step-up substation and raise it to the required grid transmission level (63 kV switching substation). The switching substation will be located near to the existing 63 kV transmission lines.
- **Grid Connection.** A 200 m overhead connection will be made between the installed transformer / switching station on the Project site and the existing 63 kV transmission line, near the western boundary of the Project site. AMEA will construct the grid connection and then relevant assets will be transferred to EDD during commissioning
- **Battery Energy Storage System BESS.** The function of the BESS is to store the clean, renewable energy produced by the Solar Power Plant during the day, and to provide support to the electricity grid. The Battery Energy Storage System incorporates components like battery modules, a Battery Management System (BMS), an Energy Management System (EMS), power converters, cooling systems, safety mechanisms, monitoring and control devices, and grid interfaces. These components collaborate to enable efficient energy storage, support grid stability, and optimize the utilization of renewable energy sources.
- **Medical and Safety Facilities.** Basic first-aid facilities will be available at the site office during construction and operation of the Project and staff will have completed appropriate training. If injured staff require more serious medical attention, they will be transported to either the hospital in Ali Sabieh or Djibouti City. Fire-fighting equipment will also be available at the Project site and staff will be suitably trained to manage any incidents.

2.3 Strategic Potential Impacts

The Project will result in crucial positive environmental and economic impacts on the strategic and national level given the current challenges the energy sector in Djibouti is facing. Such positive impacts underpin rationale for the Project. These include the following:

- Commitment to the Djiboutian government towards meeting their set targets for renewable energy sources and diversifying their energy mix;
- The Project will contribute to increasing energy security through reliance on an indigenous, inexhaustible and mostly import-independent energy resource;
- The estimated electricity generation from the Project is 54,378 - MWh/year, on average; which will serve the annual electricity needs of around 22,620 local households;
- Generating electricity through PV power is pollution-free during operation and will help in reducing greenhouse gas emissions as well as air pollutant emissions. The Project will likely displace more than 30,995 metric tons of CO_2 annually.

2.4 Project Phases and Schedule

They key phases anticipated for the construction and operation phase of the Project are summarized below.

- **Planning and Construction Phase**: this phase includes the development of a detailed design for the Project, the planning and transportation of various Project components to the site (e.g., PV modules),

and onsite preparation activities for the installation of the PV arrays and other components. Activities associated with site preparation may include excavations, grading, and land clearance.

- **Operations Phase**: this phase entails the operation and maintenance of the PV Power Arrays and all electrical equipment. This involves, for example, cleaning PV modules on a regular basis to minimize dust build-up, which could hinder performance. The operation phase also comprises commissioning tests, which include standard electrical screening for both the electrical infrastructure and the panels, as well as an assessment of routine civil engineering quality records.

- **Decommissioning Phase**: the lifetime of the PV plant is 25 years, after which it is decommissioned, and the panels are uninstalled. Decommissioning activities may include disconnecting the various Project components (PV arrays, central inverter stations, and so on) for final disposal.

2.5 Job Opportunities

The Project will require the following workforce throughout the construction and operation phase:

- Around 100 job opportunity at peak during the construction phase for a duration of approximately 14 months. This will mainly include 60 skilled job opportunities (to include engineers, technicians, consultants, surveyors, etc.) and 40 unskilled job opportunities (such as labourers, security personnel, housekeeping, etc.).
- Around 20 job opportunities during the operation phase for a duration of 25 years. This will include around 15 skilled job opportunities (such as engineers, technicians, administrative employees, etc.) and 5 unskilled job opportunities (such as security personnel, drivers, etc.).

The Developer is committed to adhering to transparent recruitment procedures which include local community members. In addition, the Developer aims to provide opportunities for local community members to be considered for skilled and unskilled positions during the construction and operation phases, where their skills and qualifications align with the job requirements. All employees will be subject to normal human resource practices and will have to conduct themselves in accordance with the Developer's disciplinary code. No discrimination, on ethnic, gender, race or other such demographic factor will be allowed during recruitment. The only preferential factor shall be the fact those that are directly affected, subject to meeting all the prerequisites for recruitment of the specific job.

3. REGULATORY CONTEXT

3.1 Djiboutian Stakeholder Engagement Requirement and Legislation

Djibouti has made notable strides in promoting renewable energy through a comprehensive set of policies and regulations aimed at fostering investment and development in this sector. Below are the key elements of the regulatory framework that applies to renewable energy projects in Djibouti:

Legal Framework

- **Act n.42**: This act reorganizes the Ministry of Energy and Natural Resources, enhancing its capacity to manage and oversee renewable energy initiatives.
- **Law n.88**: This law regulates the activities of independent power producers (IPPs), establishing guidelines for private sector participation in the energy market.
- **Law n.90**: Focused on energy efficiency, this law aims to improve the overall efficiency of energy use across various sectors.

Institutional Framework

- The **Ministry of Energy and Natural Resources (MERN**) is the primary governmental body responsible for energy policy and regulation.
- The **Djibouti Geothermal Development Office (ODDEG)** and the **Djibouti Multisectoral Regulatory Agency (ARMD)** play crucial roles in overseeing geothermal and other renewable energy projects.
- Collaboration with international partners, such as the **UNDP** and **USAID**, supports capacity building and project development.

Policy Objectives

- **Vision 2035**: This long-term development plan aims for a significant increase in renewable energy's share in the national energy mix, targeting up to 100% renewable generation.
- **Sustainable Development Goals (SDG7)**: Djibouti is committed to ensuring access to affordable, reliable, sustainable, and modern energy for all, aligning its policies with international sustainability frameworks.

Investment Climate

The government has created a favourable environment for investors through various initiatives, including:

- Development of Power Purchase Agreements (PPAs) that facilitate cooperation between public entities and private investors.
- Competitive tendering processes for new IPP projects in solar, wind, and geothermal sectors.
- Support for off-grid electricity solutions to enhance rural electrification.

3.2 Lender E&S Requirements

The Developer will be seeking financing for the Project from International Financial Institutions (IFIs). Therefore, the Developer wishes to design and manage the Project in accordance with good international industry practice and standards. This SEP meets international best practice requirements to include the relevant E&S requirements of IFIs.

International Finance Corporation (IFC)

The IFC Policy on Environmental and Social Sustainability, including the IFC Performance Standards (PS) have become the de facto international environmental and social performance benchmark for project financing. The IFC Policy on E&S Sustainability, the IFC Performance Standards, along with the IFC Access to Information Policy constitute the overall IFC Sustainability Framework, where "IFC Performance Standard 1 on Assessment and Management of Environmental and Social Risks and Impacts" (IFC, 2012) sets out the following recommendations for stakeholder engagement:

- Stakeholder Engagement is an on-going process that may involve, in varying degrees, the following elements: stakeholder analysis & planning, disclosure & dissemination of information, consultation & participation, grievance mechanism, and on-going reporting to Affected Communities.
- Project stakeholders consist of individuals or groups who are directly or indirectly affected by the project or the company's operations. These stakeholders include those with vested interests in the project or the parent company, which defines them as stakeholders. Additionally, they include parties who have the potential to influence the outcomes of the project or the company's operations.
- A Stakeholder Engagement Plan (SEP) will be developed, tailored to the project's risks and impacts, and scaled to the characteristics and interests of the Affected Communities, ensuring appropriate implementation.
- Affected Communities will be given access to relevant information on: (i) the purpose, nature, and scale of the project; (ii) the duration of proposed project activities; (iii) any potential risks, impacts, and mitigation measures; (iv) the stakeholder engagement process; and (v) the grievance mechanism.
- When a project possess identified risks and adverse impacts to Affected Communities, a consultation process will be initiated to provide opportunities for the Affected Communities to express views on project risks, impacts, and mitigation measures, allowing the client to consider and respond. 'Effective' or 'meaningful consultation' is further detailed in Para 30 of PS1.
- The level and depth of engagement should be commensurate with the project's risks, adverse impacts, and the concerns raised by Affected Communities.
- The consultation process will be customized to reflect the language preferences, decision-making processes, and specific needs of disadvantaged or vulnerable groups within the Affected Communities.
- For projects with potentially significant adverse impacts, an Informed Consultation and Participation (ICP) process will be undertaken, leading to the Affected Communities' informed participation.
- A grievance mechanism will be established to receive and facilitate the resolution of concerns and grievances from the Affected Communities regarding the client's environmental and social performance.

4. IDENTIFICATION AND ANALYSIS OF STAKEHOLDERS

4.1 Stakeholders Identification

The purpose of stakeholder identification is to identify and prioritise Project stakeholders for consultation. Stakeholder identification is an ongoing process, and thus key stakeholders will be identified during different stages of the Project. A systematic approach is used to map the stakeholders based on the Project zone of impacts. In this approach, by mapping the zone of social impacts, stakeholders are identified by the impact area.

As a result of the stakeholder mapping, Project stakeholders are categorised into the following main categories:

1. People and groups who will be directly or indirectly affected by the project (such as local communities);
2. People and groups who may participate in the implementation of the project (such as investors and lenders);
3. People and groups who are not affected by the project development per se may but have a possibility to influence and make decisions on implementation of the Project (such as Ministries or regulatory agencies).

The main groups of stakeholders identified so far are listed in the table below. The list can be updated and modified in the course of the Project development and as a result of cooperation of the parties.

Following the stakeholder consultations conducted in 2024, it was found that there have been no significant changes in the stakeholder groups over the past five years, and the same key stakeholders remain actively engaged.

TABLE 1 - STAKEHOLDER IDENTIFICATION

STAKEHOLDER GROUP	DESCRIPTION	RELEVANCE
Stakeholders who may be directly or indirectly affected by the Project		
Local communities	Intended the communities located nearby the Project site.	Doudou Balaleh Village: The village of Doudou Balaleh is located about 4km southwest of the project area. Consisting of 110 households of about 5.5 persons each, it is the closest village to the project area. The project area minimizes the potential impacts on the local population. No housing or agricultural plots are affected by the project. However, the footprint of the project includes grazing area, temporary water points, abandoned enclosures and cultural heritage sites that are used by the inhabitants of Doudou Balaleh. local community members have a vested interest in the Project due to mainly potential for job opportunities. In addition, local community members could be impacted by other potential negative impacts (e.g. worker influx). Nomadic Community: Mobile population living in rural areas. Nomadic camps are set up in the project area when it rained to provide food and water for their animals. Women of the village:

STAKEHOLDER GROUP	DESCRIPTION	RELEVANCE
		Women are often excluded from the stakeholder engagement process in traditional settings. Therefore, it is essential to establish inclusive arrangements for women. This may involve holding separate stakeholder sessions for women and ensuring that they feel safe and unchallenged when exercising their right to participate in consultation sessions or potential female engagement program events. Women from Doudou Balaleh and nearby villages may have a vested interest in the project due to the employment opportunities it could provide, as well as the potential adverse effects it may cause in their communities. These communities could be classified as potentially vulnerable. However, given the project's location, such effects are likely to be minimal. Potential issues may include localized challenges, such as sexual harassment, which could arise from an influx of workers into the villages, particularly if the workers are housed in or around the Ali-Sabieh region. Community Leaders: These are socially active members and prominent figures within the community who may or may not hold government positions. The community leaders involved in the project represent the areas that will be directly impacted by it. **Vulnerable Groups of local community** [1] Disabled groups: Could be considered vulnerable groups mainly due to physical disability which could limit their access to information on the Project as well as participation in the decision-making process in general that is related to the Project. People living in poverty / underprivileged communities: Could be considered vulnerable as their status could limit their access to information on the Project as well as participation in the decision-making process in general that is related to the Project. The Aged: Could be considered vulnerable by limitations of access to participate in the Project related community decision-making process. The Youth: Could be considered vulnerable due to their young adult, unmarried, non-asset owning status, yet likely to be savvier in 21st century technology than their elders but may be unable to contribute in Project related community decision-making process,

[1] The term **vulnerable** refers to individual who are more likely to suffer from the effects of the project and/or are more limited than others in their ability to enjoy the benefits of a project. These groups are also more likely to be excluded from the general consultation process or to be unable to participate fully in it and may therefore require special measures and/or assistance

STAKEHOLDER GROUP	DESCRIPTION	RELEVANCE
		which will affect their generation more than most.
Stakeholders who may participate in Implementation of the Project		
Investor / lender	Entities that will provide financing for the Project development.	They have interest in ensuring that the Project is developed and implemented in accordance with their E&S requirements and standards and will monitor the compliance of the Project against such requirements.
Stakeholders who may have a possibility to influence and make decisions on implementation of the project and/or may have an interest in the Project		
National Governmental Ministries		
Ministry of Energy and Natural Resources (MERN)	Entity authorized to regulate environmental management issues.	The Ministry is responsible for formulating and implementing policies related to energy in Djibouti. It plays a key role in granting permits and licenses for the solar plant project and provides guidance on technical and regulatory issues. The Ministry's mandate includes establishing, promoting, managing, and safeguarding the rational and sustainable development and utilization of energy to support social and economic development. Additionally, the Ministry of Energy and Natural Resources (MERN) is tasked with providing the legal frameworks for policy issues within the sector and developing energy sector plans.
Ministry of Urban Planning, Environment and Tourism (MUET)	Entity oversees the implementation of projects within the country, ensuring that they align with national policies and environmental standards.	MUET is responsible for evaluating potential environmental impacts and ensuring compliance with local regulations. This includes conducting Environmental Impact Assessments (EIAs) to determine how the project may affect local ecosystems and communities. Additionally, MUET is tasked with establishing a legal framework that promotes renewable energy development while safeguarding environmental integrity. The Ministry also supports initiatives to raise public awareness about the benefits of renewable energy and encourages community involvement in the project to enhance local acceptance and participation.
Electricity of Djibouti (EDD)	Entity is responsible for the generation, transmission, and distribution of electricity across Djibouti.	EDD has specific requirements that ensure the project's viability and alignment with national energy goals. First, a Power Purchase Agreement (PPA) must be established, which outlines the terms for EDD to buy the electricity generated by the project developer. This agreement typically spans a long duration, often around 25 years, providing financial stability for the project developer while ensuring a reliable energy supply for EDD. Additionally, the project must undergo a thorough permitting process, where EDD collaborates with relevant governmental bodies to secure all necessary approvals and ensure compliance with environmental and technical standards. This includes conducting Environmental Impact Assessments (EIAs) to evaluate potential effects on local

STAKEHOLDER GROUP	DESCRIPTION	RELEVANCE
		ecosystems and communities. Furthermore, EDD emphasizes the importance of incorporating battery storage systems of the project to enhance energy reliability during periods of low sunlight. Overall, EDD's requirements aim to foster sustainable energy development while supporting Djibouti's transition towards renewable energy sources.
Autorité de Régulation Multisectorielle de Djibouti (ARMD)	The Djibouti Multisectoral Regulatory Authority responsible for regulating activities carried out on national territory including Renewable energy sector	The ARMD's remit is to take the necessary measures to: ● Ensure compliance with the provisions of the legislative and regulatory texts governing the sectors within its remit in an objective, transparent and non-discriminatory manner; ● Protect the interests of users and operators by taking all appropriate measures to guarantee effective, healthy and fair competition in the sector concerned, within the framework of the legislative and regulatory provisions in force; ● Monitoring and controlling the quality of service of licensed operators in regulated sectors; ● Granting the authorizations provided for in the sectors concerned and implementing the procedures for awarding authorizations, licenses and concessions under conditions of transparency and full competition;
Local Government Ministries and District Authorities		
The Prefecture of Ali-Sabieh	The Prefecture plays a significant role in regional governance and development, particularly in overseeing infrastructure projects such as solar energy initiatives, ensuring they align with local priorities and regulations.	The Prefecture is responsible for coordinating with national ministries and local authorities to ensure that projects align with regional development plans and comply with environmental regulations. This includes facilitating the necessary permits and approvals for construction, monitoring adherence to safety and environmental standards, and engaging with local communities to address any concerns related to the project. Additionally, the Prefecture promotes investment opportunities in renewable energy to boost economic growth and enhance energy access for residents.
The Regional Council of Ali Sabieh	The local authorities, known as Regions and Communes, are decentralized entities whose territorial boundaries are defined by an order of the Council of Ministers, based on a proposal from the Minister of the Interior and	These authorities collaborate with the State in the administration and planning of the territory, focusing on economic, social, health, scientific, and cultural development, as well as environmental protection and improving living conditions, within the powers and resources allocated to them by law. The Republic of Djibouti is divided into five decentralized regional authorities: the regions of Ali Sabieh, Dikhil, Tadjourah, Obock, and Arta. These regions possess legal personality, public law status, and financial autonomy. Each region is governed by Regional Councilors elected by direct universal suffrage. A Regional Assembly, which represents the region, and a Regional Executive

STAKEHOLDER GROUP	DESCRIPTION	RELEVANCE
	Decentralization (Law No. 174/AN/02/4ème L on Decentralization and the Status of the Regions).	elected by the Assembly, form the administrative structure. The Regional Assembly consists of elected members, specialized committees, and a bureau comprising a Chairman and a Vice-Chairman. Only the Ali-Sabieh region is involved in this project.
Village chief	Doudou Balaleh Village chief	Local representatives of village communities, who play a key role in community decision-making and in conveying local needs.
National Office for Assistance to Refugees and Victims of Disasters (ONARS)	This office is expected to strengthen ONARS' operational support and assistance to refugees, asylum seekers and disaster victims, including migrants, throughout the country.	National Office for Assistance to Refugees and Victims of Disasters (ONARS) responsible for the management of refugees and displaced persons, involved in humanitarian response and assistance programmes.
International Organization		
United Nations High Commissioner for Refugees (UNHCR)	The Office of the United Nations High Commissioner for Refugees (UNHCR) is a United Nations agency mandated to aid and protect refugees, forcibly displaced communities, and stateless people, and to assist in their voluntary repatriation, local integration or resettlement to a third country.	The UNHCR (United Nations High Commissioner for Refugees) in Djibouti is responsible for the protection and assistance of refugees, asylum seekers and stateless persons. The agency works with ONARS to offer international protection and promote durable solutions for displaced populations, such as voluntary repatriation, resettlement or local integration.
International Organisation for Migration (IOM)	United Nations agency working on migration issues, particularly active in regions with displaced and vulnerable populations.	Plays a crucial role in mitigating the Grand Bara Solar Project's impacts on migrants in Djibouti's Ali-Sabieh region, a key migrant route. IOM provides data on migrant demographics, enabling Grand Bara Solar to plan for increased water demand, enhance basic services, and address potential social tensions. By fostering social cohesion through awareness campaigns, fair labour practices, balanced recruitment, and language support, IOM ensures inclusive benefits for migrants and locals. Their expertise in combating human trafficking, managing grievances, and establishing communication channels supports a sustainable project that addresses the needs of all stakeholders.

STAKEHOLDER GROUP	DESCRIPTION	RELEVANCE
NGOs, Civil Society, International organizations		
UNDP	UNDP is a global knowledge network that promotes human development and connects countries to knowledge, experience, and resources to help people build a better life.	UNDP has been supporting Djibouti since 1979 in addressing development challenges and building the capacities that will help them achieve sustainable development goals. In line with the Djibouti National Development Strategy, the UNDAF and the UNDP Strategic Plan, it is committed to supporting the government and people of Djibouti.
Other		
Engineering, Procurement, and Construction (EPC)	Plays a crucial role in the construction and implementation of the project. The EPC is tasked with adhering to environmental and social management plans while effectively implementing mitigation measures throughout the project's lifecycle. Additionally, as the Project Operator, the EPC is responsible for the operation and maintenance of the solar power plant following its construction. This includes the implementation of environmental and social monitoring plans to ensure continuous compliance with applicable regulations and adherence to industry best practices.	
Media (Newspaper, Television, Internet)	Ensuring that Project activities do not impact any of their infrastructure and utility elements within the area.	
Academic and Research Institutions		
The Djibouti Center for Studies and Research (CERD)	CERD is a prominent institution dedicated to advancing scientific research and knowledge in Djibouti	CERD serves as a hub for innovation, providing policymakers with data-driven insights to inform decisions and promote sustainable development. The center also collaborates with universities, international organizations, and local stakeholders to foster research capacity, support education, and contribute to the country's long-term growth and resilience Developer can collaborate with CERD on implementing a Community Investment Development Program.
Ministry of National Education and Vocational Training (MENFOP)	in Djibouti is the government body responsible for overseeing and managing the education system across the country	MENFOP aims to equip students with the skills and knowledge necessary to contribute to national development while addressing regional disparities and promoting inclusivity. The ministry also focuses on teacher training, curriculum development, school infrastructure improvement, and fostering partnerships with local and international stakeholders to advance education in Djibouti. Developer can collaborate with MENFOP on implementing a Community Investment Development Program.
Ministry of Health	The Ministry of Health is the key government body responsible for overseeing and	The Ministry's involvement is critical to the project's success, as it ensures that health sector policies, regulations, and standards are adhered to throughout implementation. The Ministry is planning on building a heath post in the project village of Doudou Balaleh soon,

STAKEHOLDER GROUP	DESCRIPTION	RELEVANCE
	managing the country's health system	AMEA Power can collaborate with the Ministry of Health on implementing a Community Investment Development Program.
The University of Djibouti	the University of Djibouti is the only public university in Djibouti.	The University of Djibouti serves as the country's leading institution for higher education and research. Its involvement is essential for building local capacity, fostering innovation. By engaging students and faculty, the University of Djibouti helps promote sustainability and knowledge transfer, aligning project outcomes with national development goals and the evolving needs of Djibouti's workforce. As part of the CIDP, Amea Power will be conducting internship programs and can collaborate with the University of Djibouti to pick students from the engineering faculty.

4.2 Stakeholders Analysis

Stakeholders can be categorized into several groups, depending on their level of political influence and the contribution they can make to the project:

- **Group A** (low influence, low contribution): Stakeholders in this group should have little influence and little importance for the objectives of the Project. They may be subject to limited involvement and are not given priority. For example, we can mention people who are not affected by the project or in a very indirect way.
- **Group B** (low influence, high contribution): These stakeholders are of great importance to the success of the Project but have little influence. While Group B stakeholders have little political influence, they can contribute positively or negatively to the progress of the project. These may include members of civil society or people directly affected by the project. For example, they can provide a labor pool for low-skilled jobs and contribute to the progress of the project by sharing their knowledge of the reality on the ground. They can also, if the project is carried out without their consultation or engagement, be a potential source of blockage for the project.
- **Group C** (high influence, high contribution): These stakeholders may have a strong influence on the Project and play an important role in its success. As a result, project teams will need to establish good working relationships with these stakeholders to ensure an effective coalition of support for the Project. This may include, for example, public institutions that are responsible for the project.
- **Group D** (high influencede, low contribution): Some stakeholders have a strong influence, i.e. they can influence the results of the project, but their interests do not necessarily correspond to the general objectives. These may include, for example, public institutions that do not have direct responsibility for the project.

Following this categorization, the identified stakeholders are categorized as follows:

Group D - High Influence/ Low contribution	**Group C - High Influence/High contribution**
Ministry in charge of Investments, Ministry of Labor. Both ministries could have a significant influence on the objectives of the project, but they should have a limited interest and contribution.	MERN, EDD, MUET, ONEAD The MERN and the EDD are directly involved in the project development. ONEAD will have to determine if it is possible to provide the project with water while the concession area is in the middle of the desert.

	The Environment and Sustainable Development Directorate is responsible for validating the ESIA and issuing the environmental authorization for the construction.
Group A - Low influence/Low contribution UNDP and FAO FAO and UNDP supported agricultural projects in Doudou Balaleh. However, these projects are not affected by the solar project and these organizations should not have any influence on the objectives of the project. They were not met by our team and therefore were not subject to an analysis. MENFOP and CERD MENFOP and CERD would have limited influence and importance in the project, given their indirect involvement. MENFOP may provide occasional advice or policy alignment but would not play a critical role in implementation, while CERD might serve as a resource for research or data if needed. Engagement should focus on periodic updates and maintaining goodwill, ensuring minimal involvement while prioritizing higher-impact stakeholders such as local schools, community leaders, and NGOs. This approach ensures efficient resource allocation while keeping MENFOP and CERD informed	**Group B - Low influence/ High contribution** Community stakeholders and local authorities The inhabitants of the Doudou Balaleh and the nomadic community (including disadvantaged or vulnerable individuals) are directly affected by the project, but they have a limited influence. The Ali Sabieh Prefecture and the Regional Council also have a limited influence on this project which is supervised from the central authorities. However, they have shown a strong interest in being informed.

5. PAST STAKEHOLDERS' ENGAGEMENT ACTIVITIES

The table below summarizes all stakeholders previously consulted and engaged throughout the Project, primarily as part of the ESIA process that was undertaken. It outlines the stakeholder groups engaged, the date of engagement, and the main objectives and outcomes of each interaction.

The objectives of these consultations were to:

- Introduce project (rationale, objective, location, key components, etc.)
- Explain and discuss overall methodology for ESIA study
- Explain and discuss key anticipated impacts as relevant
- Identify and determine additional requirements or key issues of concern to be considered for the ESIA study and Community Investment Developing Program and Grievance Mechanism.

Throughout the consultations a handout was prepared and distributed to such stakeholder groups with key information to include but not limited to rationale for project, project location and setting, key components and activities of the Project and other as applicable.

The table below presents a List of stakeholders consulted in 2020 as part of the SEP consultations

TABLE 2 PAST STAKEHOLDERS' ENGAGEMENT ACTIVITIES

ENTITY	DATE	KEY OUTCOMES
Focus groups with men of Doudou Balaleh s men	06/09/2020	Expectations with the project: ▪ Work because everyone here is unemployed. ▪ Electricity Fears: ▪ None, the project is for them, they expect a lot from it, it will bring them positive things. Comments and suggestions: ▪ They want solar panels to have electricity in the village so that the children can work when they come back from school, so that they can walk at night and scare away the animals etc. They also want a water borehole for the village
	07/09/2020	Expectations of the Project: ▪ Electricity is needed because the children currently have no light to work with. It must be too dark at night. ▪ Fears: ▪ "None, we wish the best for our village." ▪ Comments and Suggestions: ▪ How will the work be done? How long will it take? ▪ The women in the focus group seek reassurance. They need light and assistance. Additionally, dogs sometimes attack and eat sheep, so they require light to deter them. ▪ Comments and suggestions: ▪ Electricity and jobs for men

ENTITY	DATE	KEY OUTCOMES
Ali Sabieh Prefect	16/09/2020	Expectations of the Project: ▪ Cheaper electricity. ▪ Bringing the region to life through work. ▪ Fears: ▪ No, because the inhabitants have high expectations from the project. There have been awareness-raising campaigns on this subject. ▪ Comments and Suggestions: ▪ To know if the Grand Bara will benefit from electricity, which would improve living conditions. ▪ Other: ▪ An IOM migrant camp is located within the project's area of influence (167 migrants were scheduled to be transferred to this camp on the day of our interview before being sent back to Ethiopia). ▪ NRC (Norwegian Refugee Council) has built permanent houses near the school.
Ministry of Energy General Secretary	20/09/2020	The General Secretary has requested: ▪ local people be assigned to clean the solar panels. ▪ protecting the environment ▪ to take into account the rock paintings ▪ consider the well-being of inhabitants close to the area
Ali Sabieh Regional Council President	22/09/2020	▪ The president wants to establish new connections to EDD in various areas of the region. EDD will purchase the electricity production and then resell it, but new connections are required. ▪ The president hopes that the project will be beneficial for the residents of the region, whether in terms of electricity or employment opportunities.

6. PAST STAKEHOLDERS' ENGAGEMENT ACTIVITIES

This section presents an updated overview of stakeholder engagement activities and insights gathered from the consultations conducted in 2024. While the core themes of electricity, employment, water access, and community well-being remain consistent across both years, the 2024 consultations provide greater specificity on certain aspects. These include structured training programs, refugee integration, formalized hiring processes, and targeted support for vulnerable groups, such as women, youth, and migrants.

Additionally, new concerns regarding construction impacts, including disruptions to local infrastructure, and post-construction sustainability have emerged, highlighting the evolving priorities of the community as the project progresses. These updated insights reflect the need for ongoing adaptation and responsiveness in stakeholder engagement efforts.

The table below presents a list of stakeholders consulted in 2024 as part of the SEP consultations:

TABLE 3 - PAST STAKEHOLDERS' ENGAGEMENT ACTIVITIES

ENTITY	DATE	KEY OUTCOMES
Ministry of Energy & Natural Resources (MERN)	01/09/2024	▪ The Ministry wishes to be actively involved in the formulation of CIDP actions to ensure that the proposed measures meet stakeholders' needs and gain broad acceptance. ▪ The Ministry emphasizes the importance of involving Djiboutians, particularly local populations, at every stage and level of the project. This includes: ▪ Providing access to the labor market with a priority on creating jobs for local residents. ▪ Involving Djiboutian engineers in project studies. ▪ Encouraging skill transfers from AMEA Power employees to Djiboutians by offering traineeships, such as those from the University of Djibouti. The Red Sea Power project in Goubet, which partnered with the Djibouti engineering school to take on engineering trainees, was highlighted as an example. ▪ During the preparation of the plan and grievance collection, it is essential to review ongoing and completed projects to focus efforts on unmet needs. ▪ CIDP proposed actions may include any initiatives providing social assistance to the population, such as improving access to water, electricity, healthcare, employment opportunities, and promoting women's inclusion. ▪ The question of the budget allocation for the CIDP was raised, as it will play a decisive role in determining the actions to be implemented.
Prefect of the Ali-Sabieh region; President of the Ali-Sabieh Regional Council; Vice Prefect of the Ali-Sabieh region	18/09/2024	▪ The prefect and regional president recommend locals be given leadership roles, not just menial jobs. ▪ AMEA Power could train locals in trades, including solar energy management and maintenance, and offer entrepreneurship training for women, especially those without formal education. ▪ A training center should be located in Doudou Balaleh to ensure accessibility for residents. ▪ Local businesses should be prioritized for contracts to boost the regional economy. AMEA Power is encouraged to coordinate with the prefecture and ANEFIP to identify suitable local companies. ▪ Refugee camps are far from the project site, so no displacement is

ENTITY	DATE	KEY OUTCOMES
		expected, and focus should remain on Doudou Balaleh's residents. ▪ A health post in Doudou Balaleh is a top priority due to accidents and limited access to Ali Sabieh hospital. As an alternative, the village needs an ambulance. ▪ Residents also seek electrification, water supply (borehole or reservoir), and support for migrant water needs as they pass through. ▪ Authorities believe the project won't lead to a population influx in Doudou Balaleh.
Population of Doudou (Notables and Village chief)	19/09/2024	Key concerns: ▪ The health post is a top concern for local residents due to the need for urgent evacuations, which are hindered by inadequate transport. ▪ Water is crucial in this desert region, and its scarcity is limiting agricultural development and other activities. The notables highlight key concerns during AMEA Power's construction phase: ▪ Environmental damage from waste discharge; a waste management system must be implemented to prevent dumping in the Grand Bara. ▪ Non-compliance with ESIA mitigation measures by the community. ▪ Restricted access to grazing land for livestock. ▪ Risk of livestock collisions with site vehicles, as cattle roam freely in the village, requiring vehicles to exercise caution. ▪ Post-construction concerns include: ▪ Economic decline in the village. ▪ A return to unemployment for most workers. Priority Needs List ▪ Establishment of a health post with first aid facilities ▪ Provision of an ambulance for patient evacuation to Ali Sabieh hospital ▪ Construction of a dam to retain rainwater ▪ Installation of a borehole or well for improved water access ▪ Support for building resilient housing for vulnerable families ▪ Village electrification using solar streetlights ▪ Addition of classrooms at the elementary school ▪ Training programs for project-related skills, including machine operation and maintenance ▪ Livestock and agricultural training for the community ▪ Provision of earth-digging tools (e.g., pickaxes, shovels)
Population of Doudou (Women)	19/09/2024	Key Concerns ▪ The health post is a top priority due to the lack of transport for urgent evacuations. ▪ Water scarcity is critical, hindering agriculture and affecting women who rely on it to cultivate their plots. ▪ Compensation is requested for pastoralists who lost grazing land, though the form of compensation is unclear. ▪ Children suffer from chronic illnesses linked to the lack of electricity in classrooms. ▪ Employment during the construction phase was not prioritized for local youth, and the social organization was not consulted during recruitment. Concerns During Construction Phase ▪ Risks to children and the elderly due to heavy truck traffic. ▪ Dust and pollution degrading pastures and potentially causing long-term

ENTITY	DATE	KEY OUTCOMES
		infertility. Concerns After Construction Phase ▪ Increased traffic, requiring speed bumps to reduce accidents. ▪ Access to support programs for vulnerable families (ADDS and MASS). Priority Needs List ▪ Health post with first aid facilities. ▪ Training courses for young graduates. ▪ Construction of a dam to retain rainwater. ▪ Borehole and reservoir for water access. ▪ Support for resilient housing construction. ▪ Solar-powered streetlights to improve safety. ▪ Additional classrooms with electricity for the elementary school. ▪ Employment opportunities for women as cleaners and canteen operators on the solar site. ▪ Sewing, craft, hotel management, agriculture, and IT training for women. ▪ Tools and equipment for vegetable garden maintenance. ▪ Electrified community room for women and students to study in the evenings.
Population of Doudou (Youth)	20/09/2024	Main Concerns: ▪ Health Services: Lack of transport for emergencies; young people want first aid training to manage accidents until ambulances arrive. ▪ Water Access: Scarcity of water hinders agriculture and development. ▪ Electricity: Absence of electricity affects development and night-time safety. ▪ Employment: Local youth are not prioritized for jobs in nearby projects. ▪ Environmental Concerns: Noise, dust, waste mismanagement, and increased accidents affect people, animals, and the environment during construction. Key Needs: ▪ Village Electrification. ▪ Water Supply. ▪ Health Post. ▪ Youth Training. ▪ Waste management ▪ Solar panel maintenance ▪ Machine operation ▪ Entrepreneurship and other job-specific skills ▪ Youth Employment: Priority hiring for local youth in AMEA projects. ▪ Recreational Facilities: Play areas away from main roads. ▪ Literacy Centres: To improve education and skills. ▪ Microloans: To support youth entrepreneurship.
ONARS. Prefect of the Ali-Sabieh region	22/09/2024	Proposals ▪ The solar power plant is far from refugee camps, but refugees may settle in Doudou Balaleh for job opportunities. ▪ Refugees who come voluntarily will arrange their accommodation. ▪ If hired by AMEA Power with ONARS support, ONARS will assist with accommodation. ▪ Propose dedicating 15–20% of jobs to refugees. ▪ ONARS emphasizes formal hiring processes with contracts (via CNSS) to avoid illegal employment, ensuring intervention in disputes and status

ENTITY	DATE	KEY OUTCOMES
		regularization for refugees by construction companies. Refugee hiring by AMEA Power: ▪ Refugees can apply directly to AMEA Power. ▪ For structured hiring (e.g., a percentage of refugees), ONARS recommends managing applications and organizing poster campaigns in camps to ensure fair opportunities. ▪ ONARS can manage recruitment, contracts, and payroll for refugees if delegated, offering budgeting support and complaint resolution services. ▪ ONARS invites AMEA Power to visit Ali Addeh's solar site but requires prior approval. ▪ Refugees lack the skills to maintain Ali Addeh's plant. ONARS proposes: ▪ Solar panel/equipment maintenance training ▪ Literacy and accredited technical training through MENFOP. ▪ ONARS can organize logistics for external training, which should be in English. Additionally, French language courses can help integrate refugees locally. Training considerations: ▪ Address language barriers between refugees (English/Amharic) and locals (Somali). ▪ Include 20% local students in refugee training to promote social cohesion. ▪ ONARS offers existing livelihood training and is ready to collaborate. Recommendations: ▪ Raise law enforcement awareness of refugee rights. ▪ Establish shared water points and electricity-dependent IGAs, such as food kiosks.
IOM Head of Information Management; Consultant, Community Project Officer	02/10/2024	▪ Djibouti faces high unemployment, and the government aims to improve citizens' employability. Many Djiboutians lack documentation, making it hard to distinguish them from migrants due to shared ethnic traits. AMEA must avoid excluding undocumented locals to prevent discrimination and conflict, which could harm social cohesion. ▪ Migrants in transit are often more productive and skilled, particularly in blue-collar jobs, as they aim to sell their skills abroad. However, hiring more migrants than locals could lead to tensions, despite locals lacking the necessary skills. ▪ Collaborating with the prefecture and region is crucial for recruiting locals. A list of job seekers and their skills in Doudou Balaleh should be created, with AMEA hiring a Community Liaison Officer to gather and assess this information, as locals often lack formal CVs. ▪ While Djiboutians understand Ethiopian dialects, Ethiopians do not understand Djiboutian ones, posing a potential language barrier. ▪ The IOM can help combat human trafficking, a risk on construction sites. ▪ Service development in the area could attract migrants, creating tension over scarce resources like water, the main friction point. ▪ Social cohesion remains the top priority, as emphasized by the IOM.

6.1 Summary

The key aspects that emerged from the engagements are the following:

- **Electricity and Infrastructure Need**

  In 2020, the primary expectation from both men and women in the Doudou Balaleh village was access to electricity, with both groups stressing its importance for education, safety, and improving living conditions. These themes were echoed in 2024 consultations, but with a more nuanced focus on electricity provision for public infrastructure (e.g., street lighting, community rooms for studying).

  Additionally, water access emerged as a critical need in both years. The community's request for boreholes, reservoirs, or dams to retain water remained constant, reflecting the ongoing scarcity of water in the region.
- **Employment and Economic Opportunities**

  In 2020, the focus was on general employment opportunities and the expectation of job creation. Local stakeholders expressed a desire for jobs, especially in the solar energy sector.

  By 2024, the focus expanded to include more structured and formalized employment opportunities, particularly for vulnerable groups such as youth, women, and refugees. Training programs (e.g., in solar panel maintenance, machine operation, and entrepreneurship) were emphasized, showing a shift toward skill development and long-term economic empowerment.

  The emphasis on local hiring continued, but authorities and stakeholders in 2024 requested more leadership roles for locals, not just menial jobs. The integration of refugees into the workforce was also suggested, with proposals for a dedicated percentage of jobs for refugees, indicating a more inclusive approach to employment.
- **Health and Social Services**

  Health concerns were raised in both years, particularly regarding the lack of emergency services and the need for a health post in Doudou Balaleh. In 2024, the community emphasized the urgent need for an ambulance to improve access to medical care, highlighting an ongoing issue that was not fully addressed in 2020.

  Social services, including the development of community centres and the provision of essential services like education, were mentioned in both consultations. However, in 2024, there was a greater focus on training and education, with women specifically requesting programs related to sewing, hotel management, and IT, reflecting a growing demand for diversified skill sets.
- **Environmental and Construction Impacts**

  In 2020, there was little mention of environmental concerns, but in 2024, specific issues such as waste management, dust pollution, and the risk to livestock due to construction activities were highlighted. This shift suggests growing awareness and concern about the environmental impact of the project, likely as the construction phase approaches.
- **Social Cohesion and Migration**:

  In 2020, there was minimal discussion on refugees, but by 2024, concerns about the integration of refugees, particularly regarding employment and social cohesion, became more pronounced. The IOM and ONARS emphasized the importance of not discriminating against undocumented locals and ensuring fair access to employment for both Djiboutians and migrants. Proposals for refugee training in solar energy maintenance and language courses to bridge communication gaps also emerged, underscoring the growing complexity of migration-related issues in the region.

In summary, the outcomes of the stakeholder engagement have evolved from initial expectations focused on basic infrastructure and job creation to a more sophisticated and inclusive dialogue that addresses environmental concerns, skill development, and social integration. Ongoing engagement will be critical to addressing these evolving concerns and ensuring the long-term success and sustainability of the project.

6.2 UPDATED STAKEHOLDERS' ENGAGEMENT ACTIVITIES 2025

The 2025 stakeholder engagement activities have served to refine and focus the engagement strategy by integrating community priorities, increasing institutional coordination, and emphasizing inclusiveness. Based on consultations conducted in 2025, this section presents a revised strategy that addresses evolving expectations and incorporates lessons learned. The engagement activities targeted a range of stakeholders including the local community of Doudou Balaleh, regional authorities and civil society organizations.

The table below presents a list of stakeholders consulted in 2025 as part of the SEP consultations:

ENTITY	DATE	KEY OUTCOMES
Local Authorities (President of the Regional Council)	07/04/2025	▪ Introduction of the Amea Power team to the President of the Regional Council and his staff members ▪ The President has stated the importance of establishing a clear communication channel between the developers and the local authorities.
Local Authorities (President of the Regional Council and Prefecture Office)	13/05/2025	▪ Introduction of the Reginal Council and the Prefect with the MIGA delegation. ▪ Representative from MIGA asked some questions in regards of the project perception and impact on the local communities. ▪ The Prefect expresses that the project may have limited leverage on the contractor and subcontractors who implement the works and often do not comply with laws. The Prefect explains this as an observation from other projects in the country. AMEA explains that they will recruit local resources for the project and require the contractor to comply with its requirements through contract clauses.
Village Chief, Village Okal	13/05/2025	▪ Introduction of the Village Chief and Okal to the MIGA and AMEA Power delegation. ▪ Representative asked questions in regards of the project perception and the impact it has on the Doudou Balaleh community. The community leaders highlighted the importance of maintaining a clear communication between AMEA Power, EPC and the Village Chief. ▪ The Village Chief also mentioned the potential negative impact of the construction projects in the past such as discharge of waste into the environment. It is important to respect the waste management plan
Regional Hospital of Ali-Sabieh (Director)	25/05/2025	. ▪ The Director talk about the healthcare sector in Ali Sabieh Region as his hospital is the only in the southern region of country. ▪ The Director highlighted key operational challenges faced by the hospital, such as resource limitations and staffing needs. ▪ The discussion focused on identifying priority areas for support, including medical equipment, capacity building, and improved coordination between the hospital and project stakeholders ▪ There are 9 health post in the Ali Sabieh regions, some lack electricity ▪ The director also mentioned that many residents from rural areas of neighboring Ethiopia, located less than fifty kilometers from the border, come here to give birth or receive care ▪ The Dialysis department needs some materials such as the dialysis machine and medication
Elementary	26/05/2025	▪ The school director emphasized that the main priorities for the school are

ENTITY	DATE	KEY OUTCOMES
School of Doudou Balaleh (Principal)		electricity supply, constructing a fence for safety and security, and building additional classrooms to accommodate the growing number of students ▪ The school director shared background information, noting that he has served as director for two years and that the school itself was built in 2010/2011 ▪ The school director highlighted that the school currently lacks both a laboratory and a computer room, stressing that these facilities are needed to enhance students' learning opportunities. ▪ The school director reported that the school's enrollment is now close to 300 students, with numbers continuing to grow. Some students walk from nearby nomadic villages to attend, highlighting both the school's expanding reach and the challenges faced by children who travel long distances for education
Local Civil Society Organization (CJE)	26/05/2025	▪ The president of the CJE explain that their association focuses on young people and emancipation through business. She mentioned that solution to the high unemployment rate in the region is to get into a small business. ▪ CJE has implemented several projects in the region include ones that benefit specifically women. ▪ The president mentioned that she will prepare a few proposals for project AMEA Power can assist.
Local Civil Society Organization (AJCD)	26/05/2025	▪ AJCD has worked with many international organizations in the region. ▪ The Project Manager of AJCD shared a list of proposed projects to address community needs. ▪ AJCD offered to provide detailed project files including objectives, budget, and program for each proposal
Local Authorities (Deputy Prefect and Partnership Manager for the Regional Council)	28/05/2025	▪ The Deputy Prefect mentioned the importance of involving the Prefect Office in AMEA Power activities in Ali Sabieh. ▪ The Prefect Office would like to be notified in advance if we will be meeting with any organizations (NGOs, CSOs etc.) ▪ The regional council representative Ms. Hawa Elmi has offered AMEA Power to conduct a group meeting with all the active CSOs instead of AMEA Power doing individual meetings.
Village Chief, Village Okal and Community Members	28/05/2025	▪ The Townhall purpose was to explain the Local Community Grievance Mechanism (GM) for the Grand Bara Solar Project to the village residents, address questions, and ensure all stakeholders understand how to access and use the mechanism in case of concerns or complaints regarding the project's environmental and social impacts ▪ AMEA Power mentioned that the grievance mechanism is designed to provide a transparent, accessible, and free channel for community members to voice concerns or complaints about the project. It is based on principles of accessibility, impartiality, confidentiality, and transparency. The GM does not replace judicial or administrative remedies but offers a project-level resolution tool ▪ AMEA Power also mentioned that Community members can submit complaints via post, phone, email, online form, at the project gate, through grievance boxes at the Chief's office, or directly to the Social Specialist and when we hire a CLO, they can directly contact them as well.

6.3 Stakeholders Analysis

Stakeholders can be categorized into several groups, depending on their level of political influence and the contribution they can make to the project:

- **Group A** (low influence, low contribution): Stakeholders in this group should have little influence and little importance for the objectives of the Project. They may be subject to limited involvement and are not given priority. For example, we can mention people who are not affected by the project or in a very indirect way.
- **Group B** (low influence, high contribution): These stakeholders are of great importance to the success of the Project but have little influence. While Group B stakeholders have little political influence, they can contribute positively or negatively to the progress of the project. These may include members of civil society or people directly affected by the project. For example, they can provide a labor pool for low-skilled jobs and contribute to the progress of the project by sharing their knowledge of the reality on the ground. They can also, if the project is carried out without their consultation or engagement, be a potential source of blockage for the project.
- **Group C** (high influence, high contribution): These stakeholders may have a strong influence on the Project and play an important role in its success. As a result, project teams will need to establish good working relationships with these stakeholders to ensure an effective coalition of support for the Project. This may include, for example, public institutions that are responsible for the project.
- **Group D** (high influence, low contribution): Some stakeholders have a strong influence, i.e. they can influence the results of the project, but their interests do not necessarily correspond to the general objectives. These may include, for example, public institutions that do not have direct responsibility for the project.

Following this categorization, the identified stakeholders are categorized as follows:

Group D - High Influence/ Low contribution	**Group C - High Influence/High contribution**
Ministry in charge of Investments, Ministry of Labor. Both ministries could have a significant influence on the objectives of the project, but they should have a limited interest and contribution.	MERN, EDD, MUET, ONEAD The MERN and the EDD are directly involved in the project development. ONEAD will have to determine if it is possible to provide the project with water while the concession area is in the middle of the desert. The Environment and Sustainable Development Directorate is responsible for validating the ESIA and issuing the environmental authorization for the construction. Community stakeholders and local authorities Local Authorities have indicated a strong desire to be more actively involved in the project community investment development plant. As a result, Local Authorities are now classified as This reflects their significant ability to influence project outcomes and their important role in supporting project implementation. Project teams will

	prioritize building strong working relationships with Local Authorities to ensure effective collaboration and project success.
Group A - Low influence/Low contribution MENFOP and CERD MENFOP and CERD would have limited influence and importance in the project, given their indirect involvement. MENFOP may provide occasional advice or policy alignment but would not play a critical role in implementation, while CERD might serve as a resource for research or data if needed. Engagement should focus on periodic updates and maintaining goodwill, ensuring minimal involvement while prioritizing higher-impact stakeholders such as local schools, community leaders, and NGOs. This approach ensures efficient resource allocation while keeping MENFOP and CERD informed	**Group B - Low influence/ High contribution**

6.4 Summary

The key aspects that emerged from the engagements are the following:

Integration of Community Priorities: Engagements in 2025 focused on addressing the specific needs of the Doudou Balaleh community and other affected groups. A central priority identified was the urgent need to provide reliable electricity to the Elementary School of Doudou Balaleh. This is recognized as essential for improving educational quality, enabling digital learning, and supporting a safe and conducive learning environment for students and teachers. Community members highlighted that access to electricity would allow for lighting, use of computers, and other educational resources, directly impacting student performance.

Employment and Training: The project continues to prioritize local hiring and the development of structured training programs, with a focus on women and youth. These programs are designed to build skills relevant to the solar energy sector and other local economic opportunities, supporting long-term empowerment and economic resilience.

Institutional Coordination: The process involved closer collaboration with regional authorities and civil society organizations, aiming for more effective and transparent communication. The engagement strategy was updated to ensure all relevant institutional stakeholders, including local government, were actively involved and informed.

Stakeholder Categorization and Analysis: Stakeholders were reassessed and categorized according to their influence and contribution to the project, ensuring that engagement efforts were proportional to their roles and potential impact. This systematic approach helped identify key actors for ongoing dialogue and collaboration.

Continuous Improvement: Lessons learned from previous years were incorporated into the 2025 activities, reinforcing the need for ongoing adaptation and responsiveness. The engagement plan remains dynamic, with regular updates and monitoring to ensure that stakeholder concerns are addressed throughout the project lifecycle.

In summary, the updated stakeholder engagement activities represent a more targeted, inclusive, and coordinated approach, reflecting the project's commitment to meaningful participation, social cohesion, and sustainable development as construction progresses and the project's impacts become more tangible, with a specific focus on local communities, women, and youth.

7. STAKEHOLDER ENGAGEMENT STRATEGY AND PLAN

7.1 Objectives

The aim here is to propose a stakeholder engagement strategy that aligns it with the respective needs of the Project, populations, and local dynamics. This strategy is based on a set of key points that determine the commitment of the stakeholders to the Project:

- IFC and World Bank practices recommend involving stakeholders as early as possible to build good relationships that will be strengthened over time. Dialogue with stakeholders at the outset of the project creates a positive dynamic that will be particularly beneficial during potentially difficult times. To encourage stakeholders to collaborate on the project, direct relationships should be established between them and the project promoter, using a participatory approach. Establishing effective and sustainable communication mechanisms (in terms of consultation, information and community participation, including grievance mechanisms) is therefore the cornerstone of the participation strategy.
- Respect for the organizational structure of MERN and ESD and the relationships between the different stakeholders is essential to ensure the full collaboration of all stakeholders - especially local communities - and thus facilitate relations with Developer or between stakeholders. The engagement strategy is therefore based on maximum consultation and involvement of relevant stakeholders.

The implementation of a Stakeholder Engagement Plan must be based on the following conditions:

- that all the actors are in place,
- that the messages are known,
- that a timetable be defined for regular consultations,
- that responsibilities and methodology are established and controlled by the actors who will have to implement them.

7.2 Methods and Tactics

The objective of a strategy for stakeholder engagement is therefore twofold. On the one hand, it is to anticipate conflicts and risks that may constitute a blockage in the implementation of the project, and on the other hand, it is to establish a climate of mutual trust and good collaboration with the people affected by the project, through the regular sharing of information relating to the different phases of the project.

Engagement is directly proportional to impact and influence. As the impact of a project on a stakeholder group increases, or the extent of influence of a particular stakeholder on the project increases, engagement with that particular stakeholder group should intensify.

The following table presents the engagement methods that will be used during the Project:

ENGAGEMENT METHOD	MOST APPROPRIATE APPLICATION OF METHOD
One-on-one interviews	▪ Solicit views and opinions ▪ Enable stakeholders to speak freely and confidentially about sensitive issues ▪ Build personal relations with stakeholders ▪ Keep and maintain a stakeholder register and begin building stakeholder map

ENGAGEMENT METHOD	MOST APPROPRIATE APPLICATION OF METHOD
Formal meetings	▪ Present Project information to key stakeholders ▪ Allow the group of stakeholders to provide views and opinions ▪ Build relations with high level stakeholders ▪ Distribute technical documents to high level stakeholders ▪ Consult with local leaders on a process for establishing land access for the company
Socio-economic surveys	▪ Gather baseline data ▪ Gather opinions and views from individual stakeholders ▪ Record data ▪ Develop a baseline database for monitoring impacts ▪ Identify project-affected people
Project site visits	▪ Introduce solar energy activities to new stakeholders from Ali Sabieh ▪ Present Developers controls to mitigate impacts ▪ Allow the group of stakeholders to ask questions and provide feedback ▪ Build trust of Developer activities as a company that practices responsible energy production ▪ Gather perception
Public meetings and forums	▪ Present project information to a large audience of stakeholders (communities) ▪ Allow stakeholders to provide their views and opinions ▪ Distribute non-technical project information ▪ Facilitate meetings using PowerPoint presentations, videos, pamphlets, press releases, project information documents, depending on audience
Workshops	▪ Present Project information to a group of stakeholders ▪ Allow stakeholders to provide their views and opinions ▪ Use participatory exercises to facilitate group discussions, brainstorm issues, analyze information, and develop recommendations and strategies
Noticeboards and brochures	▪ Disseminate a clear and stable message from Developers to large audiences and literate stakeholders ▪ Inform stakeholders about employment opportunities, development projects, grievance mechanism and consultation meetings

One key aspect will be to adapt the messages to the people affected by the project. According to the qualitative surveys conducted in the field, most of the population impacted by this project is poorly educated and can't read. In order to be sure that the messages are correctly understood, it will be necessary to promote the following aspects:

- Deliver messages in French, Somali and Afar
- Use simple, graphic language and promote messages seen through drawings
- Use community centres (schools, health centres, and mosques) to post noticeboards, distribute brochures, or organize information meetings.
- Complete the communication channels considering the relevancy of sending SMS messages to provide information on specific topics (reminder of focal point contacts, health prevention, etc.).
- Rely on traditional systems, especially village chiefs, to relay information to the rest of the population.

7.3 Strategy

As described in the methodology section, the stakeholder engagement was conducted through workshops and one-on-one interviews. The next stage of engagement will be the disclosure of the future ESIA by sharing the report with the stakeholders most involved in the process, producing and sharing an executive summary for key stakeholders in the process who have no interest in reading the full report, and organizing a public consultation inviting all local stakeholders to present the main findings of the study.

Operational planning and implementation of the proposed engagement strategy will be the responsibility of the Social Specialist of the Developer who will design and manage issues related to communication (internal/external) and public relations with local authorities at different administrative levels. The Social Specialist will use and combine the methods listed above to implement stakeholder engagement activities consistent with each stakeholder's level of influence and impact.

The strategy includes to set up a project monitoring committee by identifying and selecting focal points for each stakeholder, including on the local community side (representatives of customary and traditional authorities, women's representatives, representatives of vulnerable individuals or groups). This committee will meet quarterly during the project (at formal meetings) to learn about the progress of the project and to be consulted on the social issues of the project. Social Specialist will prepare quarterly progress reports to present the values of indicators for monitoring social and environmental mitigation measures that will be discussed at committee meetings. This committee will also serve as a link between the project and the stakeholders and may also raise collective demands or dissatisfactions.

The Committee will be composed of the following persons:

- Developer Social Specialist
- Developer CLO
- A representative from EDD and MERN
- A representative from MUET
- The Prefect of Ali Sabieh Prefecture
- The President of the Regional Council of Ali Sabieh
- A representative of the village chief of Doudou Babaleh
- A representative of the women of Doudou Babaleh
- A representative of nomadic population

7.4 Plan

The table below outlines the stakeholder engagement plan, which includes relevant stakeholders for the Project (as identified in Table 1 previously), the objectives of consultation with each group, the communication methods and tools to be used, the time frame, and the responsible entity for carrying out these consultations.

All stakeholder consultation and engagement activities should be recorded within a stakeholder register as presented in Annex I – Project Stakeholder Register Form.

TABLE 4 : FUTURE STAKEHOLDER ENGAGEMENT ACTIVITIES

STAKEHOLDER	OBJECTIVES	COMMUNICATION METHODS AND TOOLS	TIMEFRAME	RESPONSIBILITY
Stakeholders who may be directly or indirectly affected by the project				
Residents of the Doudou Balaleh village Refugees located at camp	1. Announce key project milestones 2. Updates on project construction schedule and phasing 3. Updates on community development initiatives 4. Announce Community grievance mechanism 5. Setup employment and procurement procedure 6. Updates on employment and procurement opportunities 7. Updates on stakeholder engagement activities 8. Updates on E&S management plan implementation 9. Educate on key E&S risks 10. Potential risks of influx, and how influx-related impacts are to be monitored and controlled. 11. The presence of security personnel and the steps taken to ensure their good behaviour towards local people. 12. Updates on CIDP activities undertaken 13. Obtain Feedback	1. Undertake consultation sessions with the local community: two sessions (one male and one female) in Doudou Balaleh village	Quarterly during Construction Annually during Operation	Developer CLO and Social Specialist along with EPC Contractor CLO (as applicable)
		2. Prepare and distribute adverts/flyers with key update messages to local communities. Adverts/Flyers to be distributed at the key local community platforms, including women platform, in Doudou Balaleh village.	Quarterly during construction Annually during operation	Developer CLO and Social Specialist along with EPC Contractor CLO (as applicable)

STAKEHOLDER	OBJECTIVES	COMMUNICATION METHODS AND TOOLS	TIMEFRAME	RESPONSIBILITY
	Disclosure of Stakeholder Engagement Plan (SEP) including grievance mechanism.	1. Hardcopy of SEP in French to be available in Doudou Balaleh village.	Once before construction (to be updated when required)	Developer (CLO)
		2. Summary advertisement in French of grievance mechanism to be posted at key local community platforms to include CBO's (including women).	Once before construction (to be checked regularly to ensure advertisement in place)	Developer (CLO)
	Undertake and announce recruitment and procurement activities for local communities in accordance with outcomes of CIP.	Undertake targeted consultations with the local community leaders to: (i) present the overall procedure and requirements for local recruitment and procurement; (ii) identify suitable platforms for announcements to ensure entities and workers	When required during construction and operation	EPC Contractor / Project Operator
Stakeholders who may participate in implementation of the project				
Project Lenders	Updates on the Project including environmental and social issues (e.g. environmental performance, grievance mechanism implementation, community integration plan, etc.)	1. Individual/Internal Meetings (if required)	TBD	Developer team as applicable
Stakeholders who may have a possibility to influence and make decisions on implementation of the project and/or may have an interest in the Project				
Ministry of Energy & Natural Resources (MERN); Prefecture & Regional Council of Ali-Sabieh	Some governmental stakeholders might require undertaking certain inspections or auditing exercises and/or might require certain updates/information on the implementation of the project.	1. Individual/Internal Meetings (if required) 2. Correspondence and Official Letters	Upon occurrence	Developer team as applicable
Transportation authority	Obtain approval on the traffic management requirements and	1. Individual/Internal Meetings (if required) 2. Correspondence and Official Letters	Once before construction	EPC Contractor

STAKEHOLDER	OBJECTIVES	COMMUNICATION METHODS AND TOOLS	TIMEFRAME	RESPONSIBILITY
	consultation on transport and traffic management plan.			
OVD Office de la voirie de Djibouti	Coordination for list of private contractors approved for collection of hazardous waste from the site to approved facilities	1. Individual/Internal Meetings (if required) 2. Correspondence and Official Letters	Once before construction Once before operation	EPC Contractor / Project Operator
OVD Office de la voirie de Djibouti	Coordination for list of private contractors approved for collection of solid waste and wastewater from the site to approved facilities	1. Individual/Internal Meetings (if required) 2. Correspondence and Official Letters	Once before construction Once before operation	EPC Contractor / Project Operator
IOM Head of Information Management; Consultant, Community Project Officer	Determine and agree on the key principles and methodology implementation for the local recruitment and procurement procedure including identification of priority for employment for Doudou Balaleh village.	1. Individual/Internal Meetings (if required) 2. Correspondence and Official Letters	When required during construction and operation	EPC Contractor / Project Operator
Prefect of the Ali-Sabieh region	Undertake and announce recruitment and procurement activities for local communities.	1. Undertake targeted consultations with local community leaders, representatives including women groups to: (i) present the overall procedure and requirements for local recruitment and procurement; (ii) identify suitable platforms for announcements to ensure entities and workers register within Labour Office	When required during construction and operation	EPC Contractor / Project Operator
Prefect of the Ali-Sabieh region	Develop Community Investment Developing Program	1. Undertake targeted consultations with local community leaders, representatives including women groups to identify priority development projects to be implemented as part of the Community Investment Developing Program	Before construction	Developer
ONEAD Office National de	Coordination to secure the water requirements of the	1. Individual/Internal Meetings (if required) 2. Correspondence and Official Letters	Once before construction	EPC Contractor/ Project Operator

STAKEHOLDER	OBJECTIVES	COMMUNICATION METHODS AND TOOLS	TIMEFRAME	RESPONSIBILITY
l'Eau et de L'Assainissement De Djibouti	Project (if required)		Once before operation	
Prefecture of Ali-Sabieh & Regional Council	Determine if an expert should be present during excavation activities.	1. Individual/Internal Meetings (if required) 2. Correspondence and Official Letters	Once before construction	EPC Contractor / Developer
	Reporting and communication in case archeologically remains are found through construction of project along with chance find procedures implemented.	1. Individual/Internal Meetings (if required) 2. Correspondence and Official Letters	Upon occurrence	Developer
Civil Society Organizations				
Local CSOs	Updates on the Project including environmental and social issues (e.g. environmental performance, grievance mechanism implementation, CIDP implementation, etc.)	1. Email notification. Annual environmental report to be disclosed on company website.	Annually – 1st quarter of each year	Developer – CLO
	Participate in development and implementation of CIDP program.	1. Undertake targeted consultations to investigate potential for collaboration in developing and implementing social responsibility program.	When required during construction and operation	EPC Contractor / Project Operator
	Participate in development and implementation of local recruitment and procurement procedure and CIDP program	1. Undertake consultations to investigate potential for collaboration in developing and implementing local recruitment and procurement procedure as well as CIDP.	When required during construction and operation	EPC Contractor / Project Operator

8. CONTACT DETAILS

Throughout the Project, all stakeholders can contact the Developer through the contact details provided below.

Contact Details for the Public

Social Specialist – Grand Bara Solar SAS

Address: Grand Bara

Telephone: 77090908

Available Times: 8:00 AM – 5:00 PM

E-mail: Doualeh.okieh@grandbarasolar.com

In addition, the Developer intends to provide all relevant information to the public and which will include but not limited to the following:

Environmental and Social Impact Assessment (ESIA);

Stakeholder Engagement Plan (SEP);

Non-Technical Summary (NTS).

The above will be provided at the Developer's website at the following link www.ameapower.com

In addition, hard copies of the above will be available at the following locations. These documents will remain in the public domain for the duration of the Project and will be updated as appropriate.

- Ministry of Energy and Natural Resources
  Location: Cite Ministérielle, Djibouti
  Tel: 21-32-54-31

- Ali Sabieh Regional Council
  Location: Regional Council Office, Ali-Sabieh City
  Tel: 77845051

- Ali Sabieh Prefecture
  Location: Prefecture Office, Ali-Sabieh City
  Tel: 77852666

- Doudou Balaleh Village Chief's Office
  Location: Doudou Balaleh
  Tel: 77639258

- Project Site
  Location: Grand Bara
  Tel: 77090908

9. MONITORING AND REPORTING

9.1 Monitoring Requirements

The following monitoring activities will be conducted by the Community Liaison Officer (CLO) to support effective implementation of the SEP:

- Weekly Inspections: Collect grievance forms from designated stakeholder grievance boxes.
- Bi-Monthly Inspections: to ensure that (i) the SEP is disclosed in hard copy at designated locations and (ii) summary advertisements of the grievance mechanism are available on local community platforms.
- Submission of Meeting Records: Provide minutes of meetings in alignment with SEP implementation.
- Quarterly Inspections: to ensure that (i) project update leaflets are accessible on local community platforms, and (ii) stakeholder grievance boxes and forms are maintained at designated locations.
- Additional Monitoring Requirements: as soon as the local employment and procurement procedure and social responsibility program are ready for implementation, monitoring requirements will be updated. These may include, for example, submission of employment and procurement records, proof of announcement advertisements, and similar documentation.

9.2 Reporting Requirements

The following reporting requirements will be fulfilled by the Social Specialist to support the implementation of the SEP:

- Monthly Submission of Stakeholder Register: The stakeholder register form, as provided in Annex I – Project Stakeholder Register Form, will be completed and submitted on a monthly basis.
- Monthly Submission of Stakeholder Grievance Form: The stakeholder grievance form, as provided in Grievance Form as provided in the standalone "Local Community Grievance Mechanism" document, will be completed and submitted each month.
- SEP Updates: The Stakeholder Engagement Plan (SEP) will be reviewed, updated, and resubmitted semiannually during the construction phase and annually during the operation phase.
- Monthly Reporting of Key Performance Indicators (KPIs): Relevant KPIs will be tracked and reported on a monthly basis to monitor SEP effectiveness and stakeholder engagement outcomes, displayed in the table below:

TABLE 5 MONTHLY REPORTING OF KEY PERFORMANCE INDICATORS (KPIS)

NO.	KPI	MEASUREMENT ACTION
1	Number of stakeholder engagement activities undertaken	All communication to be reported in stakeholder register
2	Number of stakeholders involved	All communication to be reported in stakeholder register
3	Number of vulnerable groups engaged (including women groups)	All communication to be reported in stakeholder register

NO.	KPI	MEASUREMENT ACTION
4	Number of requests for information via websites, CLOs and local information centers	All communication to be reported in stakeholder register
5	Number of stakeholder valid grievances submitted (and number rejected as outside of scope)	All grievances to be reported in grievance register
6	Number of resolved – unresolved stakeholder grievances	All grievances to be reported in grievance register
7	Number of stakeholder grievances related to GBV	All grievances to be reported in grievance register
8	Average time for resolution of stakeholder complaints	All grievances to be reported in grievance register
9	Type of stakeholder grievances submitted	All grievances to be reported in grievance register

10. ROLES AND RESPONSIBILITIES

This section identifies the roles and responsibilities for the key personnel involved in the implementation of this plan.

Project Manager – Grand Bara SAS

- Ensure resources required are available for the implementation of this Stakeholder Engagement Plan;
- Oversee the overall implementation of this Stakeholder Engagement Plan;
- Participate in implementation of the requirements of the stakeholder grievance mechanism as applicable to include singing grievance resolution forms.

Social Specialist – Grand Bara SAS

- Organize and facilitate stakeholder consultations, workshops, and information-sharing sessions.
- Maintain Open Dialogue to address stakeholder concerns and expectations.
- Maintain records: MOM, Stakeholders Log of stakeholder engagement activities, including meetings, feedback received, and actions taken.
- Periodically review the SEP to incorporate feedback, adapt to changing circumstances, and address emerging risks.
- Align stakeholder engagement efforts with broader project objectives and timelines.

Community Liaison Officer (CLO) – Grand Bara SAS

- Update the SEP as required during the implementation of the project to include construction and operation;
- Overall responsibility for implementing the requirements of the stakeholder engagement strategy as identified under Table 10 earlier;
- Overall responsibility for implementing the requirements of the stakeholder grievance mechanism to include distribution of grievance disclosure sheets, collection of grievance forms, updating grievance log sheet, filling grievance resolution forms and grievance close-out forms.
- Coordinate with the EPC Contractor's team / oversee the implementation of the EPC Contractor, and its subcontractors of all requirements related to SEP.

EPC Contractor / Project Operator

- EPC Contractor will be required to appoint a CLO that will have the following roles and responsibilities:
- Implementing the requirements of the stakeholder engagement strategy as applicable and as identified earlier;
- Submission of proof of completion of required engagements to Developer CLO.

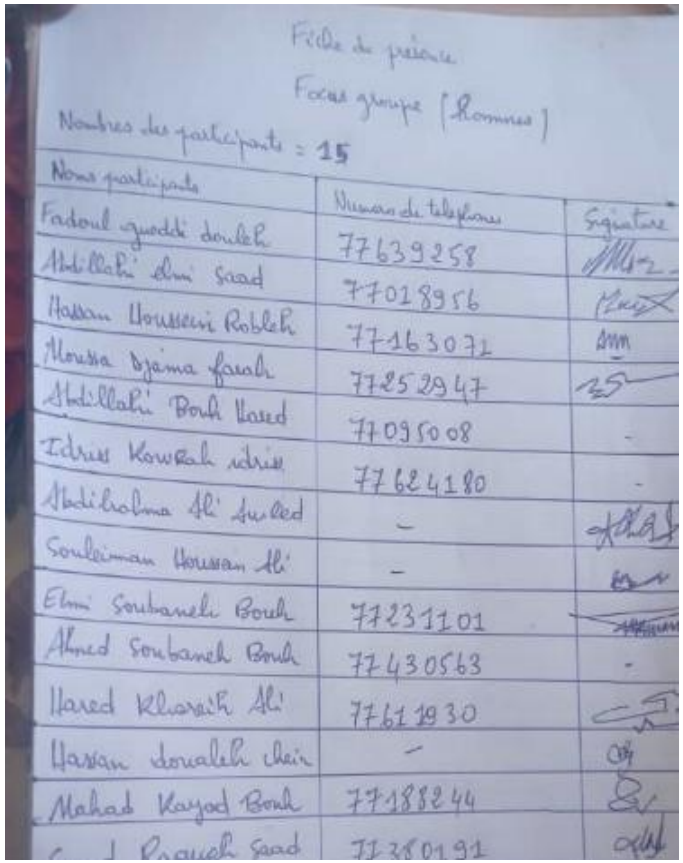
Note: The EPC Contractor and its subcontractors(s) will have no role in the implementation of the stakeholder grievance mechanism. Any complaints received directly or indirectly by any EPC or subcontractor staff shall be redirected to the Developer CLO.

ANNEXES

Annex 1 – Project Stakeholder Register Form

STAKEHOLDER			DETAILS OF ENGAGEMENT	COMMUNICATION METHODS AND TOOLS	DATE OF ENGAGEMENT ACTIVITY	RESPONSIBILITY
#	NAME, POSITION, GROUP, ETC.	ROLE				

Annex 2 – Updated Stakeholder Engagement pictures



Fiche de présence

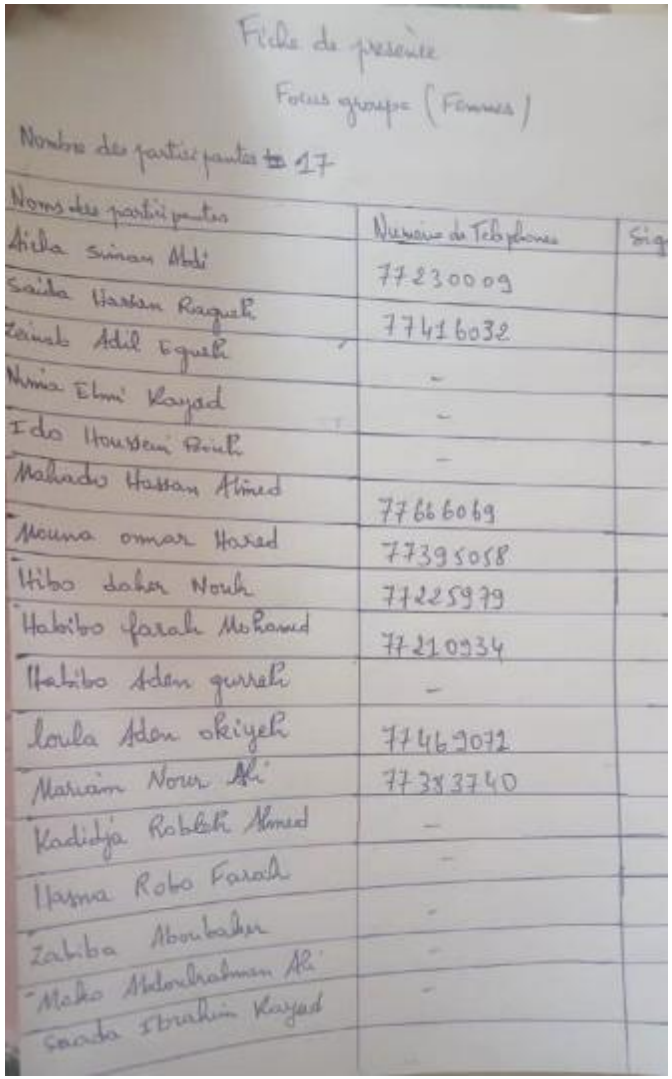
Focus groupe (Hommes)

Nombres des participants = 15

Noms participants	Numéro de téléphone	Signature
Fadoul Guedi Doudeh	77639258	
Abdillahi Ibni Saad	77018956	
Hassan Houssein Robleh	77163071	
Moussa Djama Farah	77252947	
Abdillahi Bouh Hared	77095008	-
Idriss Kawrah Idriss	77624180	-
Abdiriahma Ali Farad	-	
Souleiman Houssan Ali	-	
Ebni Soubaneli Bouh	77231101	
Ahmed Soubaneh Bouh	77430563	-
Hared Khaireh Ali	77611930	
Hassan Doualeh Ibein	-	
Mahad Kayad Bouh	77188244	
[illegible] Saad	77380191	

FIGURE 4 - ATTENDANCE LIST- FOCUS GROUP VILLAGE CHIEF AND NOTABLES OF THE VILLAGE OF DOUDOU BALALEH- 19/09/24

FIGURE 5 - MEETING BETWEEN THE VILLAGE CHIEF AND NOTABLES OF DOUDOU BALALEH



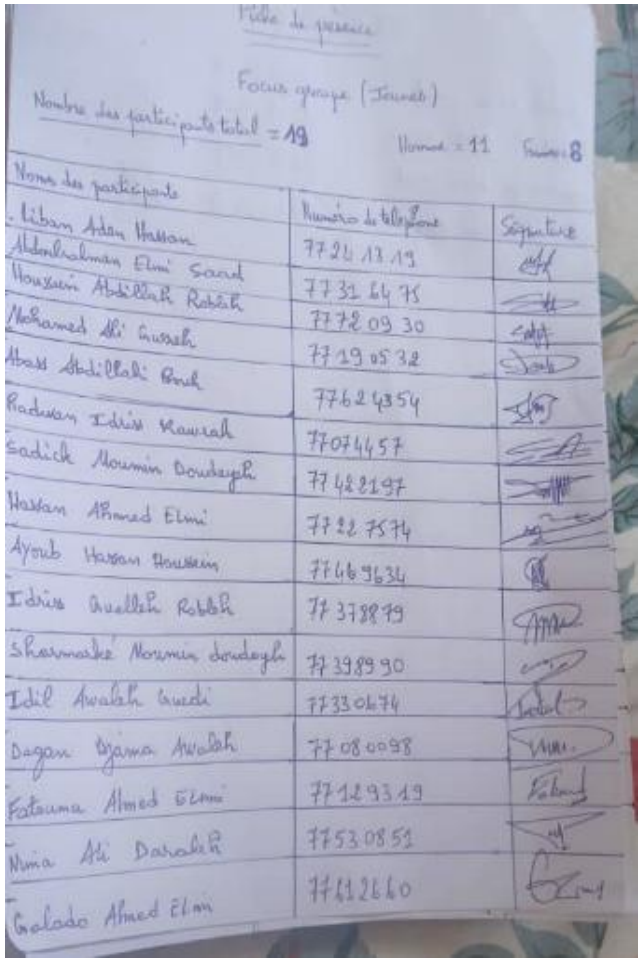
Fiche de présence

Focus groupe (Femmes)

Nombre des participantes = 17

Noms des participantes	Numéro de Téléphone	Sig
Aicha Siman Abdi	77230009	
Saida Hassan Raguh	77416032	
Zeinab Adil Eguh	-	
Nimia Elmi Kayad	-	
Ido Houssein Risk	-	
Mahado Hassan Ahmed	77666069	
Mouna omar Hared	77395058	
Hibo daher Nouh	77225979	
Habiba farah Mohamed	77210934	
Habiba Aden gurreh	-	
Loula Aden okiyeh	77469072	
Mariam Nour Ali	77383740	
Kadidja Robleh Ahmed	-	
Hasna Robo Farah	-	
Zahiba Aboubaker	-	
Mako Abdoulrahman Ali	-	
Saada Ibrahim Kayad	-	

FIGURE 6 ATTENDANCE LIST - FOCUS GROUP WITH THE WOMEN OF DOUDOU BALALEH VILLAGE - 19/09/24



Feuille de présence

Focus groupe (Jeunes)

Nombre des participants total = 19 Homme = 11 Femme = 8

Noms des participants	Numéro de téléphone	Signature
Liban Aden Hassan	77 24 13 19	
Abdelkadirman Elmi Saad	77 32 64 75	
Houssein Abdillah Robleh	77 72 09 30	
Mohamed Ali Guireh	77 19 05 32	
Abass Abdillahi Bouh	77624354	
Radwan Idriss Kawrah	77074457	
Sadick Moumin Doubegh	77428197	
Hassan Ahmed Elmi	77227574	
Ayoub Hassan Houssein	77669634	
Idriss Awaleh Robleh	77 378879	
Shaumake Moumin doubegh	77 398930	
Idil Awaleh Guedi	77330674	
Dagan Djama Awaleh	77080098	
Fatouma Ahmed Elmi	77129319	
Nima Ali Darableh	77530851	
Galado Ahmed Elmi	77612660	

FIGURE 7 - YOUTH LEADER VILLAGE OF DOUDOU BALALEH - 19/09/24

FIGURE 8 - ATTENDANCE LIST- FOCUS GROUP YOUTH LEADER VILLAGE OF DOUDOU BALALEH - 19/09/24

Figure 9 – Townhall in Doudou Balaleh on Grievance Mechanism 28/05/2025

Figure 10 – Townhall in Doudou Balaleh on Grievance Mechanism 28/05/2025