

**Updated Stakeholder Engagement Plan (SEP)**

**September 2023**

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This updated Stakeholder Engagement Plan is a living document and will continue to be updated periodically as the scope and thrust of ACET's advocacy evolves over the life of the project and its components. This updated plan provides the details of the major activities implemented under the various components so far under the project and also details the additional activities under subcomponents 2.1 and 4.1 requiring additional financing for implementation. This updated plan is expected to be implemented alongside the project's framework for the prevention of sexual exploitation and abuse and sexual harassment (SEA/SH).

### **1. Introduction/Project Description**

In 2017, the World Bank's Africa Region Chief Economist Office established the "Think Africa Partnership" (TAP) Program with the aim of building a knowledge to policy action pipeline. TAP was established with the objective of further strengthening production and uptake of knowledge and research to enhance the formulation and implementation of evidence-based policy. This objective is even more relevant in the post Covid-19 era. Due to the induced limitations and restrictions of the pandemic, the TAP and its partners adapted programming and worked with government to identify new priorities and trial modes of delivery suited to the new global conditions.

Many think-tanks on the continent are faced with challenges such as limited or no access to policy makers, inadequate analytical capacity and availability of funds that directly impacts their capacity to generate national discussions regarding priorities and recommendations at the highest levels of government. With the rapidly evolving needs from policy makers, the competition for scarce resources in the research space, as well as the limited involvement of the private sector, there is a need to rethink ways to secure the core services in the knowledge to policy chain. The range of African home-grown think-tanks and local universities which are currently breeding grounds for relevant debate and discussion could build better bridges between research and policy-makers.

The African Center for Economic Transformation (ACET) is a leading pan-African economic policy institute, which is at the forefront of promoting economic transformation. Since its 2008 inception, ACET has produced a notable body of work that has contributed to shifting the debate towards economic transformation as the way to achieve sustained growth and prosperity in Africa. ACET has done so using an approach that blends analysis, advice, and advocacy. ACET's policy influence largely stems from the impact of their foundational framework Growth with DEPTH (Diversification, Export competitiveness, Productivity increases, Technology, and Human well-being). ACET regularly produces key knowledge products, such as the African Transformation Report, the African Transformation Index, as well as numerous multi-country studies exploring national and regional progress towards economic transformation. ACET has also been endorsed by the G20/Compact with Africa initiative (CwA) Ministers of Finance to support implementation of CwA in Africa. It is also supporting private sector development through its business incubator program, ACET Business Transform (ABT), working with Small and Medium Enterprises in Ghana and Rwanda with plans for expansion to Liberia and several other African countries in the coming years.

Given the results of ACET's activities under the first phase of the Think Africa Partnership (TAP1) and their

critical position as a knowledge broker in the Africa region, the World Bank reaffirmed its strategic partnership with ACET through the implementation of the second phase of the Think Africa Project (TAP2). This continued partnership seeks to broaden and deepen ACET's proven policy engagement model to focus on economic transformation, resilience, and recovery in a post-COVID-19 context. ACET continue to draw upon best practices to enhance its role in designing and supporting implementation of transformational policies. The goal is to develop a scalable model and frameworks through which priority countries can Build Back Better and share knowledge through tailored forums and peer-to-peer networks. The project supports ACET's core activities in engaging African governments, providing technical assistance to strengthen the support for G20 Compact with Africa (CwA) implementation, and promoting private sector development, in the context of Covid-19 recovery.

ACET is a hub for African thought leadership, providing homegrown solutions to Africa's most pressing transformation issues. ACET's work is continent -wide as well as country-specific, pulling lessons from specific countries to inform continental approaches. ACET's stakeholders therefore represent a cross-section of Africa's leaders, citizens, thinkers, advocates, and partners, both on the continent and across the world. The map below shows, in addition to ACET's pan-African policy work and influence, the individual countries in which ACET currently works.



The TAP 2 Project is providing scaled-up support to ACET in delivering economic transformation and contributing to a more effective Covid-19 response and resilience through core policy analysis, advice, and advocacy in alignment with ongoing Think Africa Partnership activities; implementation support to the G20 Compact with Africa agenda; and provision of hands-on support to partner countries regarding economic transformation and private sector development, particularly in the face of COVID-19. The Project Development Objective is to strengthen the African Center for Economic Transformation’s capability to inform economic transformation policy. The project has supported and achieved the related results under the following four main components.

#### **Component 1 – Amplifying the knowledge base and policy design for economic transformation**

Component 1 supports ACET’s flagship programs and ongoing analysis, advisory, advocacy, and partnership

programs for economic transformation in alignment with the ACET 2020-2024 Strategy, including technical support to activities continuing from TAP1 to TAP2.

Analytical activities include the development of the 4<sup>th</sup> African Transformation Report on gender and economic transformation, the African Transformation Index, and hosting of the African Transformation Forum. Advisory work supports national governments, on a demand basis, through peer learning and technical advice to support economic transformation. Advocacy activities focus on galvanizing action through outreach, dissemination, and convening through modalities such as the African Transformation Forum and Transformation Leadership Panel.

A key thematic area for this support has been Climate Change and the role of economic transformation. ACET's second and third African Transformation Reports includes analysis of climate change impacts on agriculture and climate change impacts on trade and transformation respectively. As part of the ATR advocacy follow-up process, ACET co-hosted a virtual learning event on climate in December 2021 with NEPAD and has been in discussion with partner governments about pathways for implementing some of the reports' key recommendations.

Under the TAP2, as part of supporting the design of policies and their implementation, ACET has worked with the Government of Ghana (GoG) to provide advisory support for the GoG led "Compact for Ghana initiative" (the Compact). ACET has convened a broad coalition of policy institutes, civil society organizations, private sector partners, media and youth influencers to help develop and build a consensus on the "Ghana We Want" as part of this initiative. ACET collaborated with seven of the leading Ghanaian policy institutes (ISSER, IDEG, Afrobarometer, IMANI, CDD, IEA, media houses, civil society organizations) to draft eight technical papers on Ghana's economic transformation including the fiscal responsibility, planning, gender equity; youth education and skills; health; private sector development; and climate change.

## **Component 2 – Supporting regional and domestic knowledge capacity for COVID-19 recovery and resilience**

Component 2 provides country-specific support, largely on a demand basis, to support economy recovery and resilience for COVID-19. Key activities include supporting CwA and the compact countries with learning support.

### **Subcomponent 2.1 Supporting ACET's role in implementing the G20 Compact with Africa**

In this subcomponent, ACET continues supporting the implementation of CwA programs centering around five areas: (1) providing independent peer reviews of the CwA; (2) curating peer-to-peer learning opportunities for member countries; (3) enhancing Investment Promotion activities/capacities within CwA countries; and (4) advocacy for the CWA Program; and (5) engaging country compact teams and advisory panel.

In 2022, ACET initiated a side event at the AfDB Annual Meetings to engage African Finance Ministers on the opportunities provided by the Compact and how it can be better utilized for investment promotion. Annually in 2023 onward, ACET will facilitate a side event at the African Development Bank Africa Investment Forum

The activities supporting implementation of the G20 Compact with Africa (CwA) including peer-to-peer

learning events on relevant topics, analysis, and peer reviews as well as consultations, workshops, and research are on track. ACET has conducted three peer-to-peer learning events in the current fiscal year and others are lined up.

Under this AF, ACET intends to continue with peer reviews of CwA up to 2024 to be informed by key topics addressed by the G20 Africa Advisory Group and Compact Country needs by supporting focal points for coordination of Compact Meetings in 12 countries.

Other additional activities to be supported under this AF include enhancing investment promotion through a range of activities to engage African finance ministers on the opportunities provided by CwA and facilitate networking between countries and the private sector.

The project's CwA-related activities are designed with a view of ACET possibly playing a more substantial role in CwA program coordination and administration with availability of funding for these activities. Compact Countries have indicated that more support is needed and thus, ACET's implementation support to CwA work area requires expansion with additional funding through CwA.

### **Subcomponent 2.2 -- Think Africa Partnership COVID-19 Emergency Response and Recovery Program**

This subcomponent supports African governments to make strong economic rebound from the COVID-19 pandemic. The TAP2 funded Covid-19 Recovery and Resilience program are being implemented through in-depth Country Economic Transformation Outlook (CETO), a new analytical product that ACET initiated in 2022. Its purpose is to focus African economic management on strategies and policies to steer the continent on a path of structural change and economic transformation to promote resilience as the economies rebound from the COVID-19 pandemic.

The development of the CETO includes two sets of activities. The first is providing research, analysis, and on-demand support to governments and institutions in designing and implementing national COVID-19 economic recovery strategies. The CETO analysis projects in-country analyses by applying the growth with DEPTH framework and seeking to influence policy debate and to shape development agendas in line with its approach. The second is creation of partnerships with think-tanks and government institutions given that the CETO has been undertaken in partnership with country-based economic policy think tanks and in close consultation with other government and non-government stakeholders. The Transformation Fellowship on COVID-19 Response (see Component 3.2 below) supports countries in implementing the CETO recommendations.

### **Subcomponent 2.3 – Support to Private Sector Development**

Sub-component 2.3. will continue and scale a partnership approach to private sector development. TAP2 will continue the support to private sector development piloted under TAP 1. Under the Special Export Processing Zone-Export Processing Zone (SEPZ-EPZ) implementation support program, the findings of the 2020 SEPZ – EPZ Landscape Assessment and Benchmarking study in Ghana and subsequent validation will be taken forward to inform the Ghana Free Zones Authority's (GFZA) review of the Free Zones Act and Regulations through policy advice and recommendations.

The ABT is a local content SME Program for Early and Growth Stage Small and Medium Enterprises (SMEs) with the potential to integrate into global value chains particularly in extractives, agro-processing, light

manufacturing, and service industries. In TAP2, at the request of the Rwandan government, the ABT TAP2 expanded activities to Rwanda and will subsequently expand to Liberia to continue outreach and sensitization efforts for SMEs, with the goal of increasing their readiness and participation in ACET's private sector development program.

In Ghana, ACET provided 10 selected SMEs with top tier technical and managerial assistance, mentorship, coaching, financial support, and transaction advisory services, with the primary objectives of making them investment ready and integrating them into the global value chains.

In this subcomponent, ACET also provides support to requesting governments who want to align their policies and regulations to the African Continental Free Trade Agreement (AfCFTA) protocols to maximize potential gains while minimizing risks. Support examines the cost and benefits of liberalization as well as building the capacity of local industry especially SMEs to enable their integration into the value chains of regional and global players. The scope of work under this activity covers trade in goods (both trade policy and trade facilitation), regulatory measures such as sanitary and phytosanitary standards, non- tariff barriers and technical barriers to trade and trade in services.

### **Component 3 – Building the bridge to policy impact through Fellowship Programs**

Under this Component, the TAP2 project supports two Fellowship Programs: the Chief Economists of Government Initiative's (CEoG) Presidential Fellowship Program and the ACET Transformation Fellowship Program on COVID-19 Response. ACET has hired an in-house program manager to oversee the Fellows programs. Each fellow has a mentor, access to technical and leadership training, and exposure to networks of African and global leaders.

An ACET Transformation Fellow is currently based at the Ministry of Finance in Ghana and is supporting the Ministry on various policies, including work on digital taxation policies. ACET plans to work on forging partnerships with other regional think tanks who could potentially host subsequent fellows.

As the program grows, ACET will rely on alumni as an additional peer support network for future fellows.

### **Component 4: Administrative and Institutional Capacity Support**

This component supports the Project Implementation Unit's execution of its core functions including project management/coordination and fiduciary oversight as well as activities designed to build the institutional capacity of ACET itself. Component 4 is primarily implemented in Accra, Ghana, the location of ACET's HQ. Depending on the nature of the administrative and implementation support, ACET staff work remotely from the US and the UK exclusively on a virtual basis.

#### **Subcomponent 4.1. Institutional Capacity Strengthening**

Under this subcomponent, ACET continues to strengthen its institutional capacity in alignment with advances made under the support from TAP1.

- (a) The following new activities will support ACET's institutional capacity building under the additional financing:
  - (i) Training and capacity building of ACET staff: Purchase of communications equipment and peripherals to reinforce ACET's communications capability.

- (ii) Purchase of IT equipment and peripherals to enhance IT development and security.

Key areas of focus for institutional strengthening include communications and management, procurement, technical capacity of fellows, staff, consultants, and development of expert networks to support ACET's work. It also supports project implementation, monitoring, evaluation, and learning, as well as an institution-wide digital transformation strategy to include new hardware and software and tools for virtual work. ACET developed the functionality and capacity to enhance its online platforms and presences, as well as partnership building for policy dialogue. Lastly, the component also supports vehicle acquisition.

ACET has also developed a training program for the various participating staff which ensured the aim of increasing overall gender equity in the representation of staff trained. The training activities are primarily to be undertaken in Accra, Ghana, the location of ACET's HQ. These trainings are expected to be provided on a virtual basis.

#### **Subcomponent 4.2. Administrative and Implementation Support**

This component facilitates the management and coordination of project implementation. This component finances the core administrative functions required for coordinating the activities under the project. The ACET management team carries out project implementation, procurement, financial management (FM) and Monitoring and Evaluation (M&E) and produce regular progress reports as required by their governing body. This subcomponent finances the staff required to carry out the activities under the project, office equipment, operational costs, as well as an annual audit and independent performance review of the project.

This subcomponent also finances the services of an Environment and Social Specialist on a part-time basis who is committed to the environmental and social risks and impacts management. The project has activated its Grievance Mechanism (GM), disclosed it on their website and has contracted a service provider to support handling of grievances. So far, the project has recorded one grievance through an email (GRM@acetforafrica.org) which was investigated and closed. The Code of Conduct (CoC) for staff and consultants has been updated, to include amongst others, Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH). ACET has reviewed and updated its Occupational Health and Safety Policy and Environmental Policy and has prepared a screening form which has been used to screen activities of nine (9) beneficiary small and medium enterprises (SMEs) under the ABT technical assistance program. Contracts for project beneficiaries, among others, include the requirements of CoC and Labor Management Procedures (LMP).

The technical support including the prevention of SEA/SH by the part-time Environment and Social Specialist for the project is also financed under this sub-component.

The revision of the Stakeholder Engagement Plan is as a result of ACET seeking additional financing (AF) to complete planned activities, that include: (i) supporting ACET's role in implementing the G20 Compact with Africa (ii) institutional capacity strengthening of ACET. Additionally, the Project's Results Framework will be amended to reflect the new activities.

## **2. Brief Summary of Stakeholder Engagement Activities**

ACET has had advocacy at the core of its mission since its inception in 2008 and undertook during TAP1 major engagement activities. These included the African Transformation Forums in 2014, 2018 and 2021, all continent-wide events devoted to promoting transformation strategies and built around action. ACET has also undertaken targeted advocacy and partnerships around agendas such as agriculture, regional integration, trade, COVID-19 recovery and resilience, vaccines, private sector development, and economic growth, with organizations including the African Union, Mastercard Foundation, McKinsey Africa, ONE Campaign, the African Development Bank, and with the support of countries such as Denmark, the Netherlands, and Germany. Through events and webinars targeting stakeholder groups, ACET has been able to integrate the ideas and feedback of its audiences into its work and has sparked important conversations around transformation and progress across Africa in the core areas supported by TAP1 which is being continued under TAP2. All policy papers and research, several translated to French, as well as recordings of webinars and past forums are available on ACET's website at [www.acetforafrica.org](http://www.acetforafrica.org).

Formal and informal meetings of ACET's Board and Transformation Leadership Panel have solidified the institution's strategy, in line with several of the components of the TAP2 project, and the results of the strategy have been published on ACET's website and discussed broadly with think tank and international partners as well as the general public. ACET also publishes an Annual Report outlining its activities and performance which is organized around several of the key components of TAP2.

### 3. Stakeholder identification and analysis

ACET has a broad set of stakeholders across Africa and across the world under both the parent project and the AF which include but not limited to:

- African policymakers
- Donor governments
- International organizations
- Think tanks
- Academia
- Student groups
- Young Africans
- Women business associations
- Academia
- Small and Medium Enterprises involved in the ABT program, their employees and clientele
- Civil Society Groups
- Non-Profits organizations
- Media

While the priorities of several of these groups overlap, ACET has built on existing work to tailor content to specific groups and their needs, and to ensure substantive engagement with each audience during project planning, implementation, and conclusion. This includes for example closed briefings with pan-African and international media outlets on key areas supported by the TAP project, consultations with African policymakers on their priorities for COVID response and recovery and the build forward better agenda,



engagement with civil society partners as part of international forums and on a bilateral basis, and targeted outreach to African and international universities working on issues of African transformation. The table below outlines which groups are consulted on component basis of the project.

|  | Component 1 | Component 2 | Component 3 | Component 4 |
|--|-------------|-------------|-------------|-------------|
| <b>African policymakers</b>                  | x           | x           | x           | x           |
| <b>Donor Governments</b>                     | x           | x           | x           | x           |
| <b>International Organizations</b>           | x           | x           | x           | x           |
| <b>Student Groups</b>                        | x           | x           | x           | x           |
| <b>Think Tanks</b>                           | x           | x           | x           | x           |
| <b>Academia</b>                              | x           | x           | x           |             |
| <b>ACET Staff and Consultants</b>            | x           | x           | x           | x           |
| <b>ACET Fellows</b>                          | x           | x           | x           | x           |
| <b>ACET Fellows</b>                          |             |             | X (3.2)     |             |
| <b>Women</b>                                 | x           | x           | x           | x           |
| <b>Young Africans</b>                        | x           | x           | x           | x           |
| <b>SMEs in ABT program</b>                   | X (1.2)     |             |             |             |
| <b>CSOs<sup>1</sup></b>                      | x           | x           | x           | x           |
| <b>Non-Profits Organisations<sup>2</sup></b> | x           | x           | x           | x           |
| <b>Media</b>                                 | x           | x           | x           | x           |

### 3.1. Affected parties

Given ACET's role as a policy institute and thought leader in Africa, its influence is wide, and impact is quite broad especially around components 1-3 of the TAP2 project. Those directly impacted by ACET's day to day work under component 4 include ACET staff and consultants. Those potentially affected by subcomponent 1.2 include beneficiaries of ACET's Business Transform program ([ten small and medium enterprises in Ghana, twenty SMEs Rwanda being provided technical support for good exporting practices](#) and additional SMEs in Liberia over the course of the project), clientele and staff of the SMEs supported by ACET – including general public in Ghana, Rwanda and Liberia and anyone purchasing goods or services from any

<sup>1</sup> <https://acetforafrica.org/our-networks/institutional-partners/>

<sup>2</sup> <https://acetforafrica.org/our-networks/institutional-partners/>

of the supported SMEs. Those potentially impacted as part of research and engagement in components 1-3 include groups such as smallholder farmers, young entrepreneurs, women leaders, traders, students, tech and innovation entrepreneurs, and others who might engage as part of ACET's research into Economic Management; Youth, Employment, and Skills; Private Sector Development; Regional Integration; and/or Gender Equality. Subcomponent 3.2 affect fellowship applicants and selected candidates for the various fellowship programs described in this component.

### 3.2. Other interested parties

Given ACET's location in Ghana, several local constituencies may have additional interest as partners and as fellow institutions engaging on economic transformation issues within Ghana. These include think tanks such as ISSER, IDEG, Afrobarometer, IMANI, CDD, IEA, media houses, civil society organizations, as well as the general public. ACET is committed to partnering with local media houses to provide briefings, interviews, and positioning pieces in order to spur conversation and receive feedback on the issues on which it engages specifically in Ghana.

### 3.3. Disadvantaged / vulnerable individuals or groups

ACET is committed to engaging with as wide a group of stakeholders as possible but also aware that access to information can be a challenge to disadvantage/vulnerable groups such as the aged, women, visually impaired, those with language barriers, differences in education and location of stakeholder as a result of the technical nature of the analysis of the research works undertaken by ACET. As a result, ACET has taken additional steps to ensuring equity in access to the information it provides. These steps include ensuring that ACET's new website is designed using the most up-to-date accessibility standards and guidelines for those with visual or hearing impairments, developed content in additional languages other than English (e.g French) in order to reach more stakeholders. ACET also focuses on clear and understandable messages pulled from research that can be understood by people with varying levels of education and experience, and content in visual, audio, and written forms in order to make it accessible to all audiences and a wide geographical area. ACET also ensures that any in-person events are accessible to those with reduced mobility, and that whenever possible, events and engagements take place in a variety of locations as well as online so as to make them more accessible to people living in different parts of the continent.

During the COVID restrictions, ACET had the opportunity to engage online with a broader group of people and created content and outreach strategies that specifically speak to and reach out to people with disabilities, women, and other traditionally disadvantaged groups, keeping in mind that access to reliable internet is a challenge across all of ACET's stakeholder groups and thus the accessibility and outreach efforts outlined above such as radio, print, and multilingual outreach are all important simultaneously.

An analysis of ACET's online audience has shown a nearly equal split in website readership between men and women, but a gap in engagement on social media between men and women. This issue is not unique to ACET, however ACET is taking steps to close the gap in engagement through its content and platforms and with targeted outreach and partnerships with groups representing African women's voices and expertise (such as the Association for the Advancement of African Women Economists). ACET's President has publicly committed to gender parity within the institution by 2023, which will help expand ACET's network of women professionals and allow ACET to showcase a broader diversity of expertise among its staff and network.

## 4. Stakeholder Engagement Program

### 4.1. Purpose and timing of stakeholder engagement program

Advocacy and engagement are one of three pillars of ACET's approach; therefore, engagement has been essential to the institution's work and central to the TAP2 project. ACET continues to undertake stakeholder engagement in a variety of ways, including:

- Quarterly thematic media briefings
- Quarterly newsletter
- Social media chats
- Webinars (several per year)
- Media engagements for key spokespeople on a regular basis
- Content partnerships with pan-African and international media outlets for broader reach
- Engagements with universities, educational centers, and other think tanks
- Bilateral advisory meetings with governments
- Transformation Leadership Panel meetings (3x yearly)
- Participation at key regional and global forums such as the African Union meetings, African Development Bank meetings, World Bank /IMF meetings, TICAD, UN General Assembly, and others in order to engage with policymakers
- Thematic Deep Dive seminars, focusing on the key messages coming out of the latest African Transformation Report
- African Transformation Forum (in 2023, with a focus on gender equality)

Stakeholders are made aware of these engagements via social media (Twitter, Facebook, and Instagram); email; telephone/SMS/WhatsApp; ACET's and partners' websites; and/ or traditional mail, and mailings are targeted to stakeholders that may not traditionally have engaged fully with ACET, including women's leadership groups and youth advocacy partners.

### 4.2. Strategy for information disclosure

Information on ACET and its activities under TAP2 are first and foremost publicly available at [www.acetforafrica.org](http://www.acetforafrica.org). In addition, ACET undertakes a robust communications strategy to ensure that priorities under ACET's strategy and TAP2 funding are widely discussed and disseminated, and that communications becomes a core part of each activity starting at the inception point. As such, the additional activity for extra financing includes reinforcing the capacity of ACET's communication team with additional equipment and software. ACET's experts continue to be trained as spokespeople who engage on the key issues under TAP2 on a regular basis through blogs, positioning papers, media appearances, social media engagements, interviews, podcasts, and other channels as appropriate. This helps move ACET from a dissemination approach to an influence approach, putting key transformation issues at the forefront of discussion for Africa's leaders, partners, and citizens.

#### 4.3. Strategy for consultation

ACET holds public webinars on the key topics covered by the TAP2 project, as well as closed-door briefings and listening sessions with policymakers and partners in order to share information and gather feedback. The institution also uses social media and traditional media to gather feedback on its focus and priorities, undertaking polls and surveys on a regular basis to gauge what is on the minds of stakeholders. Polling answers on social media are anonymous, allowing for privacy and safety for potentially disadvantaged or vulnerable groups.

#### 4.4. Strategy to incorporate the view of vulnerable groups

ACET makes every effort to ensure that the above-described consultation methods are accessible to all stakeholders, especially the most vulnerable and those with disabilities. Webinars and meetings include translation and closed captioning, and outreach to vulnerable groups which are done bearing in mind potential sensitivities and accommodations necessary to ensure their participation. Meetings and consultations are held at times that allow for the broadest possible participation, taking into account time zones and care responsibilities that fall predominantly on women. ACET also partners with radio stations that have broader listenership especially in areas that have less reliable access to internet, in order to allow for two-way communication around the topic areas under consultation.

#### 4.5. Timelines

ACET continues to engage all the necessary stakeholders under the various subcomponent activities of the TAP2. These engagements will continue to the end of the current TAP 2 Project in December 2024 and even beyond under other activities of ACET.

#### 4.6 Review of Comments

ACET organizes validation workshops at the conclusion of any data collection and analysis process to ensure that the findings and methodology meet the rigorous standards expected from stakeholders. Stakeholder and expert feedback are then incorporated into the analysis and any final reporting done. This is done with external experts from leading institutions and through ACET's network of partners including its Board and Transformation Leadership Panel.

Other feedback on projects and programs are reviewed and considered as it is received (for example audience comments and suggestions during webinars; social media poll results; and online comments), and if applicable and appropriate are fed into the project and/or program as soon as possible. After event or engagement, ACET provides responses to unanswered questions, and generally prepares a writeup of the key issues covered which are then circulated through the channels outlined above to a broad set of stakeholders. This is done using simply designed quote cards, compelling writeups in accessible language, and interviews with experts and stakeholders in the field being discussed.

#### 4.7 Future Phases of Project

ACET engages continuously with its stakeholders on all of its projects, provides annual reporting outlining key milestones, and keeps lines of communication open with its stakeholders through webinars, social media, and targeted engagements to encourage feedback that can be incorporated into its activities in order to improve their effectiveness. This approach will be continued with the added activities under the additional financing phase.

## 5. Resources and Responsibilities for implementing stakeholder engagement activities

### 5.1. Resources

ACET's communications team is responsible for managing the bulk of the stakeholder engagement plan, alongside ACET's leadership and program heads. The Grievance Redress Mechanism is managed in partnership with the HR Manager within ACET with support from the Environment and Social Specialist on the TAP 2 Project. Adequate budget continue to be allocated through the capacity building pillar of the TAP2 project to undertake a broad set of engagement activities throughout the lifecycle of the TAP2 project. Inquiries about the project are received through [info@acetforafrica.org](mailto:info@acetforafrica.org) which is monitored by a member of ACET's communications staff ensures that all inquiries and issues are responded to in a timely manner. Those preferring traditional mail may send information or inquiries to ACET, 12 Yiyiwa Street, Abelemkpe, Accra, Ghana, and those who prefer phone may contact ACET at +233 (0)0242436858.

### 5.2. Management functions and responsibilities

Stakeholder engagement activities have been built into ACET's project management system to ensure that any project outputs are appropriately communicated and consulted upon from inception through to completion. ACET's communications staff works hand in hand with research and program teams to implement engagement plans around research, programs, policy advice, and thought leadership. These activities are tracked through ACET's project management software and by the communications team.

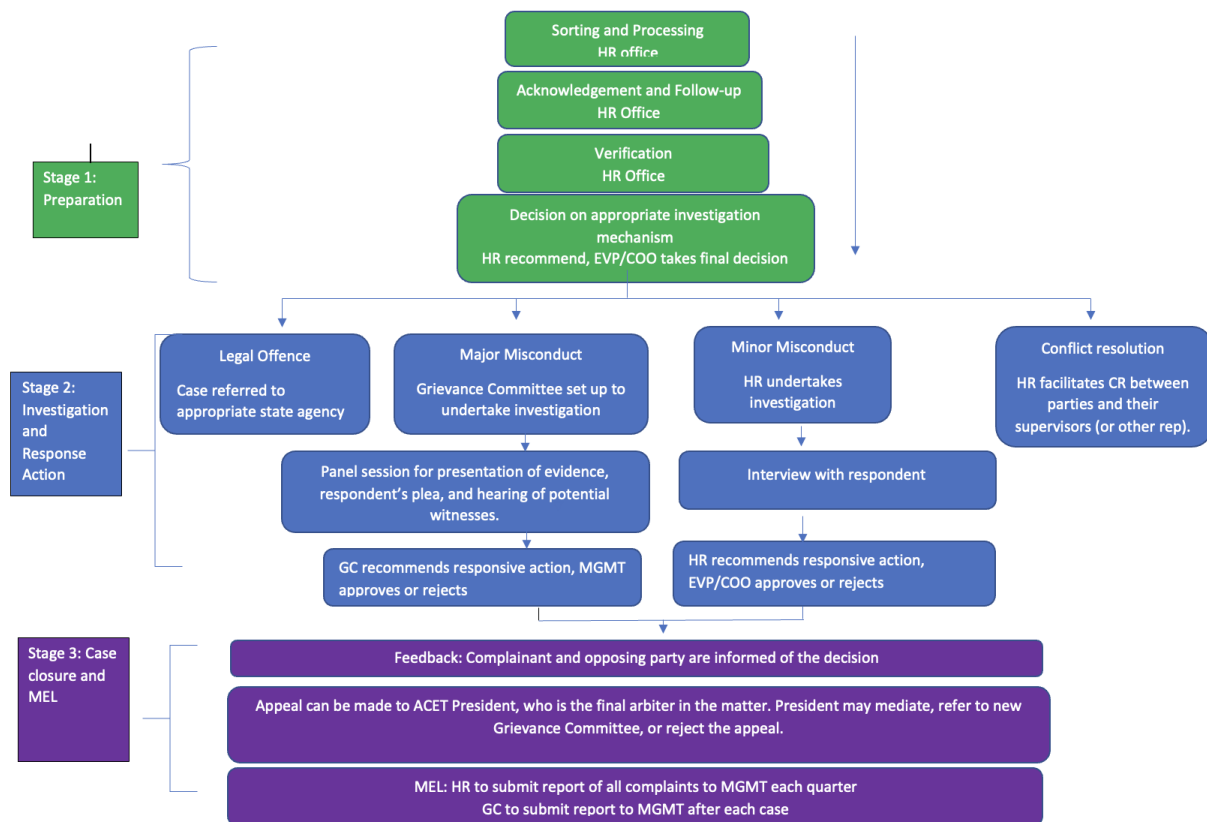
## 6. Grievance Redress Mechanism (GRM)

The GRM covers any issue or concern that ACET staff and consultants, program beneficiaries, fellows or prospective fellows, affected people or interested parties may have and offers a way to bring these issues safely and securely to the project management's attention.

In order to ensure that ACET can offer full confidentiality and anonymity of the complainant, ACET has engaged a specialized managed contact center (Tel: +233242436922, email: [acetgrm@delaphonegh.com](mailto:acetgrm@delaphonegh.com)). The contact center provides a full-time (40 hours/week) manned phone, email, and text service, where received complaints are transcribed and subsequently shared with ACET's HR department. The contact center manages all contact and communication with the complainant, ensuring full anonymity if necessary. In addition, complainant can also reach ACET by letter or through telephone or mail (Tel: +233 24 243 6858, or email: [GRM@acetforafrica.org](mailto:GRM@acetforafrica.org)) or personal visits to the office. ACET's administrative staff are trained in how to handle such correspondence with sensitivity and direct complainants to the appropriate staff members in the Human Resources department.

GRM related information are available on ACET's website and communicated periodically to stakeholders and potentially affected parties to remind them of the redress channels. The website information sets out the length of time users can expect to wait for acknowledgment, response, and resolution of their grievances.

## ACET GRM structure



More detailed description of each of the steps and stages of the GRM can be found in the updated Labour Management Procedures, available on ACET's website [www.acetforafrica.org](http://www.acetforafrica.org).

The procedures presented above assign specific roles and responsibilities to various members of ACET staff. In the case where a complaint is directed towards a staff member with GRM responsibilities, they will be recused from their assigned role and replaced by another member of the ACET organization. The full table of assigned staff members and their replacements can also be found in the updated Labour Management Procedures document.

The grievance mechanism for the project is designed to allow for the uptake and appropriate handling of SEA/SH allegations, with details further explained in the SEA/SH action plan.

As part of this process, ACET's current complaint and redress systems is in compliance with World Bank and global best practices, and provides stronger support for complainants. ACET has specific procedures for dealing with complaints related to SEA/SH, including the deadlines and possible sanctions. Procedures respect confidentiality and provide multiple channels for reporting complaints related to SEA/SH, including avenues accessible to project participants (including vulnerable groups) and project staff. These include online/phone mechanisms; and obligations concerning the guiding principles for the ethical and confidential treatment of this type of complaint. ACET has a GRM manual detailing complaints handling procedures

following a survivor centered approach.

ACET's Sexual Harassment and non-discrimination policies are integrated into the employee handbook and onboarding materials and training, and staff are given periodic trainings/ updates during monthly staff meetings to ensure that they are fully briefed on both the standards of conduct expected by ACET's staff and consultants as well as the redress mechanisms for breaches of such policies and codes.

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit [www.inspectionpanel.org](http://www.inspectionpanel.org).

## **7. Monitoring and Reporting**

### **7.1. Involvement of stakeholders in monitoring activities**

ACET undertakes periodic surveys of stakeholders to gauge the institution's impact and relevance to the issues key to TAP2 and to Africa's transformation.

### **7.2. Reporting back to stakeholder groups**

Engagement activities are reported on ACET's website ([www.acetforafrica.org](http://www.acetforafrica.org)), social media channels, and newsletter, and stakeholders are reminded of the available grievance redress mechanisms as often as possible to ensure wide understanding. ACET's Annual Reports are circulated to stakeholders and include key information on ACET's activities, engagements, financials, and commitments – this will continue to be made more broadly accessible to reach a wider group and facilitate conversation and understanding around ACET's deliverables and areas of focus.