



Submitted To:



Att: Hussein Jasim Kadhum - RBD Director General,
GCFI PMT Manager
Ministry of Construction, Housing,
Municipalities and Public Works,
Roads & Bridges Directorate (MOCHMPW, RBD)
Baghdad, Iraq
E-mail: iodbproject@gmail.com

Presented By:



EcoConServ Environmental Solutions
3 El Mansour Mohamed St., Zamalek, Cairo11211, Egypt
Tel: +20227359078 /27364818
E-mail: genena@ecoconserv.com
URL: www.ecoconserv.com

Iraq Transport Road Economic Corridors (ITREC) Project

Stakeholder Engagement Plan

February, 2026

Document History

Date	Version	Issued by	Revision Description	Reviewed by	Approved by
21/12/2025	1.0	EcoConServ	Issue for Client Review		
11/2/2026	2.0	EcoConServ	Updated to include R9B and KRG components under ITREC		

Table of Contents

1	Introduction.....	5
1.1	Project Description.....	5
1.2	Objectives of the SEP.....	6
2	Stakeholder Engagement Requirements.....	7
2.1	Iraqi National Requirements.....	7
2.2	World Bank Requirements.....	7
3	Stakeholder Identification and Analysis.....	8
3.1	Stakeholder Identification.....	8
4	Summary of Previous Stakeholder Engagement Activities.....	13
4.1	Stakeholder Consultation and Engagement during the ESIA Preparation.....	13
4.1.1	Overall Approach and Methods Used.....	13
4.1.2	Outcomes of Consultation Activities for Expressway No.2.....	13
4.1.3	Outcomes of Consultation Activities for R9B.....	19
4.1.4	Outcomes of Consultation Activities for Kurdistan Region of Iraq.....	21
4.2	Future Consultation and Communication.....	23
5	Stakeholder Engagement Program.....	24
6	Roles, Resources and Responsibilities.....	30
7	Grievance Redress Mechanism (GRM).....	31
7.1	GRM Structure and Responsibilities.....	31
7.2	GRM Uptake Channels.....	32
7.3	Grievance Handling Process.....	32
7.4	Measures to Strengthen the GRM according to World Bank ESS10.....	33
8	Monitoring and Reporting.....	35
8.1	Monitoring Approach.....	35
8.2	Reporting.....	35
8.2.1	Report Content Outline.....	36
8.3	Key Performance Indicators (KPIs).....	37
9	Disclosure of Information.....	38
10	Annexes.....	40
10.1	Annex 1: Consultations and Engagement Log.....	40

10.2 Annex 2: Photo Documentation of Engagement Activities for E242

10.3 Annex 3: MoM for KRG Consultation Activities45

10.4 Annex 4: RBD’s Grievance Mechanism46

List of Tables

Table 3-1: Stakeholder Identification.....8

Table 4-1: Summary of Consultation Activities Conducted for E2 to date13

Table 4-2: Key Outcomes of Consultation Activities for E2.....15

Table 4-3: Key Outcomes of Consultation Activities for R9B19

Table 4-4: Key Outcomes of Consultation Activities in the Kurdistan Region of Iraq.....22

Table 5-1: Stakeholder Engagement Program25

Table 6-1: Roles and Responsibilities for SEP Implementation30

Table 8-1: Key Performance Indicators37

List of Figures

Figure 7-1: RBD Current GRM Process33

Table of Abbreviations

Abbreviation	Description
E&S	Environmental and Social
EPC	Engineering, Procurement and Construction
ESF	Environmental and Social Framework
ESS	Environmental and Social Standards
FGD	Focus Group Discussion
GDRB	General Directorate for Roads and Bridges
GIIP	Good International Industry Practice
GRM	Grievance Redress Mechanism
ITREC	Iraq Transport Road Economic Corridors
KII	Key Informant Interview
KPIs	Key Performance Indicators
KRG/KRI	Kurdistan Regional Government / Kurdistan Region of Iraq
MoCHMPW	Ministry of Construction, Housing, and Public Municipalities
NTS	Non-technical Summary
OIPs	Other Interested Parties
O&M	Operation and Maintenance
PAPs	Project Affected Persons
PCU	Project Coordination Unit
PR	Public Relations
PMT	Project Management Team
RBD	Roads and Bridges Directorate
RoW	Right-of-way
RPF	Resettlement Policy Framework
SDO	Social Development Officer
SEA/SH	Sexual Exploitation, Abuse and Sexual Harassment
SEP	Stakeholder Engagement Plan
TCP	Transport Corridors Project
WB	World Bank

1 Introduction

The Government of Iraq has received financing from the World Bank to support the implementation of the Iraq Transport Road Economic Corridors (ITREC) Project, also referred to as the Transport Corridors Project (TCP). The overall aim of the Project is to improve the quality and delivery of road infrastructure services through a combination of strategic road investments and institutional development for the Roads and Bridges Directorate (RBD) and the General Directorate for Roads and Bridges (GDRB), which are mandated to deliver road infrastructure services in federal Iraq and the Kurdistan Region of Iraq, respectively. The Project is expected to support improved road sector governance, improved accessibility, and reduced travel time, transport and trade costs, and road fatalities.

The Project consists of three components: (i) strategic infrastructure investments, (ii) institutional capacity building and strengthening, and (iii) project implementation and monitoring. The RBD and the GDRB will implement relevant subcomponents under the umbrella of the Project Coordination Unit (PCU) based in the Ministry of Construction, Housing and Municipalities and Public Works. Two Project Management Teams (PMTs), one in Baghdad and one in Erbil, have been established to manage Project activities in coordination with the PCU and in line with World Bank procedures.

This Stakeholder Engagement Plan (SEP) sets out how stakeholders will be identified, informed, consulted, and engaged throughout the update of environmental and social instruments and during subsequent implementation, in line with national regulatory requirements and the World Bank Environmental and Social Framework (ESF).

Stakeholder engagement underpins strong, constructive, and responsive relationships that are essential to managing environmental and social impacts. It is an ongoing process that may include: (i) stakeholder analysis and planning; (ii) disclosure and dissemination of information; (iii) consultation and participation; and (iv) operation of a grievance mechanism. The nature, frequency, and intensity of engagement will vary by project phase and will be commensurate with the Project's risks and potential impacts.

The SEP provides a strategy to deliver timely, accessible, and understandable information (in appropriate formats and languages), to offer stakeholders meaningful opportunities to express views and submit comments, and to ensure timely, adequate responses to concerns and expectations.

The SEP is a living document and will be updated throughout the Environmental and Social Impact Assessment (ESIA) process as new stakeholders are identified and as lessons emerge from earlier engagement. It will include documented records so that inputs are traceable, and outcomes are captured and integrated into Project decision-making.

1.1 Project Description

The ITREC/TCP includes strategic road investments intended to improve road infrastructure service delivery and corridor performance in Iraq through targeted new construction and rehabilitation works.

Under the federal Iraq package implemented by the Roads and Bridges Directorate (RBD), the Project includes priority sections of:

1. 100 km of greenfield Expressway No. 2 from Baghdad to Samarra,
2. 10 km greenfield feeder road connecting the vicinity of Samarra to Expressway No. 2,
3. Rehabilitate and upgrade 85 km of the existing Expressway No. 1 (R9B).

In the Kurdistan Region of Iraq, the Kurdistan Regional Government, through the GDRB and the Erbil-based PMT, is advancing a package of road upgrades and junction improvements in Duhok Governorate to improve safety, efficiency, and reliability on key regional corridors that carry significant freight and passenger traffic, including movements toward the Ibrahim-Khalil Border Crossing. The Kurdistan Region sub-projects to be supported under the Project include:

1. Girsheen–Suhaila Road remaining works (Segment 3)
2. Construction of two overpasses (Segments 1 and 2) on the Semel–Girsheen corridor
3. Rehabilitation and widening of the Shekhan–Rovia Road
4. Construction of the Shekhan interchange

This SEP applies across the full Project scope described above. It will guide information disclosure, consultation, and grievance management for stakeholders associated with the Expressway No. 2 and R9B sub-projects implemented by the RBD, as well as the Duhok Governorate sub-projects implemented by the GDRB, and will be implemented in coordination with the PCU and the two PMTs to ensure a consistent and inclusive approach.

1.2 Objectives of the SEP

The SEP is designed to earn and sustain the Project’s social license to operate by building trust and legitimacy with stakeholders. It enables better decisions by bringing stakeholder knowledge and priorities into the process early, which helps reduce design risk, unforeseen impacts, and costly re-work. The SEP also helps prevent and mitigate environmental and social risks by identifying issues proactively, providing a predictable and accessible grievance pathway, and ensuring systematic identification and engagement of project-affected parties, other interested parties, and disadvantaged or vulnerable groups throughout the project life cycle.

This SEP applies to all ITREC/TCP road components covered by this assignment, namely:

1. Expressway No. 2
2. R9B section of Expressway No. 1
3. Kurdistan Region of Iraq package subprojects

Stakeholder engagement will be implemented through the Project’s institutional arrangements as follows:

- RBD (Baghdad PMT) leads engagement for the federal components.
- GDRB (Erbil PMT) leads engagement for the Kurdistan Region components.
- The PCU provides overall coordination and consolidates stakeholder engagement monitoring and reporting.

2 Stakeholder Engagement Requirements

The stakeholder engagement activities introduced in this SEP will be conducted in accordance with:

- Regulatory Requirements of Iraq; and
- World Bank ESS10: Stakeholder Engagement and Information Disclosure

2.1 Iraqi National Requirements

The primary environmental legislation in Iraq is the Law on Environmental Protection and Improvement (Law No. 27 of 2009), which requires the preparation and approval of an Environmental Impact Assessment (EIA) prior to project implementation. However, neither Law No. 27 of 2009 nor the associated EIA instructions and implementing regulations introduce explicit requirements for public participation, stakeholder consultation, project-level disclosure of information, or the preparation of a dedicated Stakeholder Engagement Plan. Accordingly, this SEP is not prepared to fulfil a specific Iraqi legal obligation, but rather to align the Project with good international practice and the World Bank requirements on stakeholder engagement and information disclosure.

2.2 World Bank Requirements

Under the World Bank Environmental and Social Framework, stakeholder engagement is governed by Environmental and Social Standard (ESS) 10, Stakeholder Engagement and Information Disclosure (World Bank, 2017). ESS10:

- Requires the Borrower to engage with stakeholders throughout the project life cycle, starting as early as possible in project preparation, with the nature, scope and frequency of engagement proportionate to project risks and impacts.
- Requires meaningful consultation, based on timely, relevant, understandable and accessible information, and conducted in a culturally appropriate manner that is free from manipulation, interference, coercion, discrimination and intimidation.
- Specifies that stakeholder engagement must include: (i) stakeholder identification and analysis; (ii) planning engagement; (iii) information disclosure; (iv) consultation; (v) addressing and responding to grievances; and (vi) reporting back to stakeholders.
- Requires the Borrower to maintain and disclose a documented record of stakeholder engagement, including stakeholders consulted, key issues raised and how feedback has been taken into account.
- Requires the preparation, disclosure and implementation of a Stakeholder Engagement Plan (SEP) proportionate to the project's nature, scale, risks and impacts, and updated and re-disclosed if significant changes occur.
- Requires the Borrower to establish and implement a project-level grievance mechanism to receive and facilitate the resolution of concerns and grievances of project-affected parties related to the environmental and social performance of the Project in a timely manner.

3 Stakeholder Identification and Analysis

In line with World Bank ESS10, “stakeholders” are defined as individuals or groups who are affected or could be affected by the Project, and those who may have an interest in the Project. For this SEP, the following ESS10 categories are used:

- **Project-affected parties (PAPs):** Individuals or groups who are directly or indirectly, actually or potentially, affected by the Project’s activities, outputs or outcomes (e.g., people living in the area of influence, users of project services, project workers, and relevant vulnerable or disadvantaged groups).
- **Other interested parties (OIPs):** Individuals or groups who have an interest in the Project but are not necessarily directly affected (e.g., government authorities, NGOs and CBOs, community leaders, professional bodies, academia, media, and development partners).
- **Disadvantaged or vulnerable groups:** Individuals or groups within the above categories who may be disproportionately affected by Project impacts or may have limited ability to participate in and benefit from stakeholder engagement, and who therefore require specific measures to ensure their effective inclusion.

The first step in the stakeholder engagement process is stakeholder identification, which is the determination of the various categories of project stakeholder groups and their needs and interests.

3.1 Stakeholder Identification

Identifying stakeholder representatives is key to carrying out effective stakeholder engagement activities. Not only do the identified stakeholders inform the project and its potential impacts with their valuable information, but they also serve as communication channels to disseminate information to large groups of people as well as to receive feedback on their comments or concerns about the project. The process of identifying pertinent stakeholders for the project took into account two key factors: potential stakeholders' geographical proximity to the project area and their level of influence on or by the project. This approach involved categorizing specific stakeholder groups based on various criteria to align with the objectives of the current study.

The table below summarizes the identification and of the key stakeholders and provides a brief description of each stakeholder’s specific relevance/anticipated role:

Table 3-1: Stakeholder Identification

Stakeholder Group	Example Entities / Description	Relevance to the Project
Project-Affected Persons (PAPs)		
Households along the project corridors	Households and communities located along or near the project road components, including peri-urban and rural settlements and communities connected via access roads, junctions, and service roads	Directly affected by land acquisition, access changes, noise, dust, traffic safety, and community health and safety risks

Farmers and landowners	Owners and users of agricultural land, orchards, and other productive land intersected or severed by the expressway and service roads	Directly affected by land acquisition and/or economic displacement
Owners and tenants of licensed roadside businesses	Owners and tenants of fuel stations, licensed shops and workshops, rest and service areas, and other permitted roadside facilities	Potential economic displacement, temporary business interruption during construction, and changes in access and safety conditions
Owners and operators of informal roadside businesses	Owners and operators of unlicensed kiosks, stalls, informal repair shops, vendors, and other informal commercial activities near the corridors	Highly vulnerable to loss of income or displacement without clear formal entitlements; requires targeted identification, engagement, and mitigation
Road users	Freight operators, trucking drivers, inter-city buses, minibuses and taxis, private car users, and other regular road users	Affected by travel time, tolling arrangements, road safety conditions, access control, and availability and quality of rest and service areas
Local service providers	Educational or medical facilities and other local service providers located along access roads and junctions connecting to the project corridors	Affected by changes in traffic circulation, access, and safety near their facilities, and by construction-related disturbances
Project workers	Workers employed by contractors and subcontractors for construction and operation and maintenance activities	Affected by labour conditions, camp management, occupational health and safety risks, and worker to community interactions
Sensitive receptors and local service providers	Schools, health units, mosques, cemeteries, and other sensitive receptors near junctions and access roads; local service facilities affected by traffic circulation changes	Affected by changes in access and safety near facilities and by construction disturbances; priority stakeholders for traffic safety and nuisance mitigation
Emergency responders and roadside health services	Emergency medical services, ambulance teams, and relevant roadside emergency responders serving the corridors	Key stakeholders for emergency preparedness and response planning, safe access to accident locations, and coordination during construction and operation
Other Interested Parties (OIPs)		

Project Owner and Implementing Agency	Ministry of Construction, Housing and Municipalities and Public Works: Roads and Bridges Directorate (RBD) and General Directorate for Roads and Bridges (GDRB)	RBD leads implementation of the federal components and GDRB leads implementation of the Kurdistan Region components. Both are responsible for planning, design, procurement, construction, and operation, and for coordination with other ministries, governorates, municipalities, and stakeholders, including oversight of SEP implementation within their respective components
Ministry of Health	Relevant governorate health directorates and emergency medical services directorates; health centers along the project corridors	Responsible for community health and safety coordination, including emergency medical response to traffic accidents and coordination on health promotion measures for affected communities and road users
Ministry of Labor and Social Affairs	<ul style="list-style-type: none"> - Directorate of Labour and Social Affairs / Baghdad; - National Center for Occupational Health and Safety 	Regulates labour conditions and workers' rights, oversees occupational health and safety standards, and may support monitoring and enforcement of labour and OHS requirements for contractors and sub-contractors
Ministry of Agriculture	<ul style="list-style-type: none"> - Baghdad/Karkh Agriculture Directorate; - Baghdad/Rusafa Agriculture Directorate; - Salah Al-Din Agriculture Directorate 	Responsible for agricultural land and livelihoods that may be affected by land acquisition, severance or changes in access; provides data and guidance on crop patterns, irrigation systems and mitigation measures for impacted farmers and land users.
Ministry of Oil	Oil Pipelines Company (OPC)	Confirms the locations of existing oil and product pipelines intersecting or running near the corridors and agrees protection measures, rerouting, or relocation where required. This is particularly relevant where pipelines run within the road protection zone and require agreed corridor control and safety measures
Ministry of Water Resources	Relevant water resources offices and irrigation authorities	Review of design provisions and coordination on protection measures where the alignment interfaces with rivers, canals, irrigation and drainage assets, embankments, and bridge and culvert crossings, including maintaining continuity of flows and functionality
Ministry of Interior	<ul style="list-style-type: none"> - Highway patrol and traffic authorities; civil defense and emergency response units 	Relevant for traffic management approvals and enforcement (including diversions, temporary closures, and work-zone safety), incident response during construction and operation, and coordination on security arrangements where required

Ministry of Planning	Leads national development planning and coordinates government development programmes and projects.	For investment-budget roads/bridges, supports project listing/registration and typically requires a simple environmental report at the time of inclusion in the investment plan. May establish monitoring teams whose reporting addresses E&S in a limited manner, with stronger emphasis on occupational safety. For loan-funded projects, coordination requirements are typically more detailed, consistent with the applicable financing procedures.
Ministry of Finance	Manages the state's financial policy and public finances, including budget preparation/execution, revenues and expenditures, and broader fiscal oversight.	Relevant to public financing arrangements for Expressway No. 2 (budget allocations and, where applicable, loan/credit arrangements and related financial oversight linked to public contracts and payments).
Ministry of Culture, Tourism and Antiquities	Relevant antiquities directorates and inspectorates in the project areas, including the Samarra antiquities inspectorate and other competent inspectorates as applicable	Responsible for protection of cultural heritage resources, review and clearances where required, and oversight of chance finds procedures during earthworks, particularly in heritage-sensitive areas
Ministry of Environment and governorate environment authorities	Environmental Impact Assessment Department and relevant environmental offices and directorates in the project areas	Competent authorities for environmental approvals where required and for regulatory monitoring and compliance oversight, including coordination on waste, emissions, work camps, asphalt plants (if any), and other site arrangements
Governorate administrations	Relevant governorate offices and their district and sub-district administrations in the project areas	Provide overall coordination at governorate level, facilitate permits and access, support land and compensation processes, and act as key interfaces with local councils and communities along the corridors
Municipalities authorities	Relevant municipal administrations in the project areas	Responsible for local services and local road networks in towns and peri-urban areas along the corridors; key for managing construction impacts, access arrangements, traffic circulation, waste coordination, and day-to-day engagement with affected residents and businesses
Professional and business associations	Trucking and freight transport associations; inter-city bus and passenger transport services	Represent the interests of transport operators, traders and businesses that depend on the corridor, and can provide structured feedback on road conditions, tolling, rest areas and safety measures.

Civil society organizations (CSOs/NGOs)	Local NGOs and CBOs working on environmental protection, community development, heritage, youth and women's issues	Advocacy, support for vulnerable groups, and independent monitoring of Project impacts and mitigation measures.
Media	Local and national press, TV, radio, and online outlets	Information dissemination to the broader public, shaping public perception of the Project and providing a channel to communicate project benefits, risks, and progress.
Project Coordination Unit and Project Management Teams	Project Coordination Unit at the Ministry of Construction, Housing and Municipalities and Public Works; Project Management Teams in Baghdad and Erbil	Coordinate implementation, consolidate monitoring and reporting, and manage project-wide stakeholder engagement arrangements
Land registration and valuation entities	Cadastral and land registration offices; official valuation and measurement committees	Central to land acquisition, asset inventory and valuation, documentation of objections, dispute handling, and reducing speculation risks during design finalization
Road maintenance and operations entities	Road maintenance centers and field engineering teams responsible for routine maintenance and corridor operations	Key for identifying right of way constraints, drainage and maintenance issues, rest area conditions, and access control needs; supports sustainable operation and maintenance
Disadvantaged or Vulnerable Groups		
Female-headed households	Women heading households along the corridor	May face higher vulnerability to income loss, access restrictions and safety risks; may need targeted outreach.
Poor and low-income households	Households with limited assets or income, including those relying on informal activities along the expressways	Less capacity to absorb shocks from land acquisition, business disruption or access changes; may require tailored livelihood support and special consideration in compensation and assistance measures.
Informal land users and workers	Sharecroppers, tenants without formal contracts, seasonal workers on farms; informal workers in rest areas and shops	Often lack formal documentation and may be excluded or treated as encroachments; require specific identification and inclusion measures to avoid being missed in eligibility and assistance processes
Internally Displaced Persons and returnees	Displaced and returning populations living along or near the corridor (formal and informal settlements)	May lack secure tenure and documentation; may be particularly sensitive to further displacement and may require adapted engagement and tailored support.

People with disabilities and elderly persons	Individuals with physical, sensory or cognitive disabilities and older residents in communities along the corridor	More affected by changes in road safety, access to services and pedestrian crossings; need accessible information, barrier-free consultation venues and adapted engagement methods.
---	--	---

4 Summary of Previous Stakeholder Engagement Activities

4.1 Stakeholder Consultation and Engagement during the ESIA Preparation

4.1.1 Overall Approach and Methods Used

In preparation of the ESIA, the Consultant carried out ongoing stakeholder engagement activities since the commencement of the study in October 2025, through the following methods: Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and phone consultations. Engagement activities were carried out with key Governmental authorities and local communities within or in proximity to the road corridor. The diversity of community representation was considered through the inclusion of the males, females, elderly and community leaders. All activities were thoroughly documented, including participant lists and photographs, to ensure transparency. The consultation activities were prepared with the following goals:

- Understand local context and stakeholder priorities,
- Disclose information regarding the project,
- Discuss project activities and anticipate their environmental and social impacts,
- Gather concerns and suggestions on the Project and mitigation measures.

4.1.2 Outcomes of Consultation Activities for Expressway No.2

Table 4-1: Summary of Consultation Activities Conducted for E2 to date

Stakeholders	No. of Participants		Method
	Males	Females	
RBD-PMT	4	1	Mixed Method
Agricultural Directorate- Tikrit, Salah Al Din	3		FGD
Technical Directorate - Ministry of Environment- Baghdad	3	4	Mixed Method

Environment Division- Samaraa	1		KII
Samaraa Municipality	3		FGD
Agricultural Division Ishaqi	6		FGD
Dujail District	6		FGD
Farmers and Fish Pond Owners in Dujail- Salah Al Din	3		KII
Tribal Leader in Dujail	1		KII
Agricultural Office in Al Ansar- Salah Al Din	1		Phone Calls
Farmer and Land Owner in Shiekh Amer- Baghdad	10		KII and FGD
Agricultural Division in Garma- Baghdad	1		KII
RBD Tikrit Division	2	2	KII
Environmental Office in Salah Al Din	2		KII
Samaraa Antiquities Inspectorate	3		Phone Calls
Geological Survey Authority- Baghdad	1		Phone Calls
Water Resources Office in Salah Al Din	1		Phone Calls
Mukhtar of Sabyiat Village- Baghdad	1		KII
House Owners along the alignment in Sabyiat Village- Baghdad	3		FGD
Real Estate Agents in Sabyiat Village- Baghdad	2		FGD
Farmers and Housewives in Sabaa Al Bour- Baghdad	4	1	FGD
Ramadi District	3		KII
Ramadi Emergency Medical Services Directorate	3		FGD
Anbar Environmental Department	1		KII
Ramadi Road Maintenance Center	3		FGD
Total	73	8	

The following are the summary of the main outcomes of the stakeholder engagement activities conducted by the consultant during the site visits to the project area to date:

Table 4-2: Key Outcomes of Consultation Activities for E2

Stakeholder Group	Key Messages, Concerns and Recommendations
Roads and Bridges Directorate (Baghdad & Salah al-Din)	<ul style="list-style-type: none"> • Explained the legal frameworks and procedures for expropriation of different land types (state land, private freehold, agricultural contracts). • Stressed that land acquisition and compensation should be completed before awarding construction contracts, to avoid disputes and delays. • Recommended early route definition and joint work with the official land registration office to mark affected plots and freeze subdivisions/sales to limit speculation and future conflicts. • Emphasized the need for transparent, committee-based valuation of land, crops and structures, and timely, adequate cash compensation so that affected people can restore their livelihoods. • Noted that state entities usually do not conduct structured consultations with affected people and advised that this Project should prioritize early dialogue and clear communication on entitlements and procedures.
Municipal and District Administrations (Samarra Municipality; Dujail District & sectoral directorates)	<ul style="list-style-type: none"> • Aware of the Project and generally see it as a strategic road that can open new areas, improve connectivity and create jobs, provided it is properly integrated with local access roads. • Highlighted that large sections of the alignment traverse intensively cultivated agricultural land (including pivot-irrigated fields and orchards) and that partial loss of plots may collapse entire irrigation systems. • Anticipate strong reactions from farmers and residents if land acquisition is not handled fairly and transparently. • Requested that the Project protect main irrigation and drainage canals and consider shifting the alignment, where feasible, towards less productive or more sparsely used areas. • Suggested that for affected agricultural leaseholders, the remaining parts of their plots could be converted to full private ownership as part of the compensation package. • Requested that the district should benefit directly from the Project, for example through dedicated budgets for local road maintenance and public services.
Environmental Authorities (Salah al-Din & Samarra)	<ul style="list-style-type: none"> • Noted they had limited prior information or formal communication on the Project and requested official correspondence and sharing of route coordinates and design details. • Referred to relevant Iraqi environmental legislation (noise control, emission limits, siting standards) and emphasized the need for

	<p>compliance with national environmental requirements despite limited monitoring equipment.</p> <ul style="list-style-type: none"> • Expressed concern about the conversion of productive agricultural land and stressed that any loss should be carefully justified and minimized. • Highlighted existing weaknesses in solid waste and wastewater management (non-compliant dumpsites, non-operational treatment plants) and recommended that construction and camp wastes and sewage be managed through clear, coordinated plans with municipalities and the environment directorates. • Flagged potential impacts on wildlife and livestock movement, recommending that the road design include appropriate crossings and mitigation where herds and wild animals currently cross.
<p>Antiquities Authorities (Samarra Antiquities Department)</p>	<ul style="list-style-type: none"> • Confirmed that earlier correspondence (2013) raising concerns about the E2 alignment through Samarra’s wider archaeological landscape is still relevant pending review of updated coordinates. • Indicated that the current corridor intersects archaeological areas (including Benat al-Hassan and parts of Al-Qadisiyah) and that this would not be acceptable without adjustments. • Recommended that the Project send an official request and establish a joint committee with the antiquities inspectorate to review the alignment against heritage maps. • Proposed shifting the alignment by approximately 500 m away from sensitive archaeological areas, especially around Samarra Archeological city (UNESCO World Heritage site) and other recorded sites, to avoid conflicts and facilitate obtaining clearances.
<p>Local Communities and Land Users – Sabiyat Village (Baghdad)</p>	<ul style="list-style-type: none"> • Residents are aware that a ring road has been planned since the 1980s but question the added value of a new corridor compared with upgrading the existing road, which is already being widened. • Expressed strong concerns about house demolitions labelled as “encroachments” and fear further losses without fair compensation, particularly given their insecure tenure status (agricultural contracts, long-term use but no freehold titles). • Suspect that expropriated land may be diverted to high-cost investment and housing projects rather than purely public benefit, which undermines trust. • Requested early dialogue and negotiation before any demolitions, with clear information on route, affected properties, entitlements and timelines. • Recommended fair, rapid and meaningful compensation, including consideration of alternative plots within the area where possible, and emphasized that delays or opaque processes will trigger grievances. • Stated they are generally accepting of migrant workers if they respect local norms and laws, but expect the Project and contractors to manage behavior and prevent illicit activities.

<p>Farmers and Landowners – Dujail District</p>	<ul style="list-style-type: none"> • Recognized the potential benefits of the highway in terms of connecting the area, improving security, facilitating trade and providing jobs during construction and operation. • Emphasized that almost all land along the proposed alignment is actively cultivated (about 60% with canal irrigation and 40% with wells and pivot systems) and that cutting through plots may render remaining land difficult or impossible to farm. • Expressed anxiety about repeated orders to remove fish ponds and agricultural installations and asked for clarity on which assets will be affected and when. • Requested that, where only part of a leased agricultural plot is expropriated, the remaining area be formally converted to full ownership for the farmer as part of the compensation package. • Asked for dedicated local access connections to the new road and for grazing and livestock crossings to maintain traditional herding routes. • Stressed the importance of prompt and adequate compensation and transparent communication to avoid serious disputes with affected tribes and households.
<p>Local Community- Sabaa Al-Bor Area in Baghdad</p>	<ul style="list-style-type: none"> • Stated they are aware of the road plan since the 1980s and expect part of their land to fall within the Road RoW. • Explained the local land-use transition from agriculture (wheat, barley, seasonal vegetables) to residential use after irrigation water was cut and agricultural contracts were terminated; noted government land distribution in the 1990s and recent land demarcation by owners in preparation for construction. • Highlighted gaps in basic services, particularly the absence of a primary health center and ambulance services. • Emphasized strong attachment to land and indicated that households are generally unwilling to relinquish their plots. • Stressed the need for fair, adequate, and rapid compensation for land and any affected assets, noting likely price escalation and challenges in securing replacement land and rebuilding housing within a reasonable timeframe. • Raised Community Health and Safety concerns, especially risks to children and pedestrians, and anticipated high noise levels during construction and operation; requested measures for safer crossing, traffic safety, and noise reduction. • Noted the presence of birds (seasonal) and snakes in the area, indicating local ecological sensitivity. • Identified perceived benefits including local employment opportunities during and after construction, and potential income generation for local equipment owners and suppliers given availability of machinery and construction materials nearby.

<p>Al Ashaqi Agricultural Division- Salah Al Din Governorate</p>	<p>On latest alignment (January 2026):</p> <ul style="list-style-type: none"> • The affected stakeholders stated that they do not accept the two alignments proposed by the Roads and Bridges Directorate due to the anticipated adverse impacts on local residents and on productive orchards, which they consider difficult to compensate and not replaceable in practice. • They emphasized that land tenure in the area is based on registered agricultural title, not agricultural contracts, and expressed the view that obtaining alternative land, whether residential or agricultural, would not be feasible, particularly for orchards given their long-term livelihood value. • Stakeholders proposed rerouting the alignment entirely outside the administrative boundaries of Ishaqi Municipality. • They agreed to raise the matter through coordinated discussions with local sub-district, district, and governorate authorities and to communicate with the MoCHMPW to identify a solution acceptable to all parties. <p>-----</p> <ul style="list-style-type: none"> • Described Al-Ishaqi as a highly productive agricultural area with fertile soils and extensive orchards (citrus, grapes, palms, and other fruits), particularly between the Tigris River and the main road, with significant contribution to regional fruit and date production. • Outlined the land base of the subdistrict and emphasized that orchard establishment is a long-term livelihood asset that is difficult to replace once lost. • Indicated the proposed development road alignment would pass through sparsely populated desert agricultural lands in parts, but raised concerns that the Baghdad–Samarra corridor alignment could still cause major disruption depending on the exact route. • Warned that the alignment may split communities and could require relocation of households and potentially entire clans; recommended considering an alternative alignment toward the western quarry areas where parcels are larger and impacts on remaining land viability are lower. • Flagged sensitive receptors and constraints close to the alignment, including schools, mosques, an old/archaeological cemetery (Tell Al-Anq), and proximity to a health unit; provided indicative distances for some receptors (e.g., a mosque and the health unit). • Highlighted major engineering and environmental constraints due to crossings with irrigation and drainage canals (including Canal No. 6, Canal No. 8, and the main Al-Ishaqi irrigation canal), as well as the railway; stressed that redesign could affect canal functionality, drainage, and potentially the Tigris riverbanks and associated ecosystems.
---	--

	<ul style="list-style-type: none"> • Reported the presence of livestock (cattle, sheep, goats) and diverse wildlife including insects, reptiles, amphibians, turtles, and notable fauna records (e.g., Eurasian otter); also noted widespread licensed beekeeping and seasonal beekeeping activity linked to orchard flowering. • Explained local tenure patterns and high land and housing values, noting that many plots have agricultural title/rights arrangements and that replacement orchard-suitable land is difficult to secure; emphasized that compensation costs would be high and livelihood restoration complex. • Anticipated strong community opposition, including potential protests, if the alignment affects whole villages and productive orchards; requested clearer justification of how the proposed road differs from, or complements, expansion of the existing Baghdad–Mosul Road.
<p>Local Communities in Samaraa- near the historic railway line</p>	<ul style="list-style-type: none"> • Reported they had not received prior information about the project and requested clearer outreach and disclosure on scope, alignment, and expected impacts. • Recognized potential benefits if the project improves connectivity and provides reliable access to district centers and nearby subdistricts. • Raised concerns that the alignment would take a substantial portion of their agricultural land and leave remaining plots too small to farm economically; described current seasonal cropping (winter wheat and summer field crops) supported by irrigation and an on-site well. • Emphasized long-term residence and strong place attachment (multi-generational occupancy) and stated that relocation is not feasible due to lack of vacant alternative land/housing options. • Requested fair and adequate compensation and asked that any remaining land parcel be secured through clear ownership/title arrangements to avoid unusable fragments and future disputes.

These consultations represent an initial round of engagement. Stakeholder engagement will continue and expand during detailed design and the preparation of any additional environmental and social instruments required under the World Bank Environmental and Social Framework (ESF), including further engagement with affected communities, vulnerable groups, and road users. Feedback received will be tracked and reflected, as applicable, in final alignment decisions, mitigation measures, and implementation arrangements.

4.1.3 Outcomes of Consultation Activities for R9B

Table 4-3: Key Outcomes of Consultation Activities for R9B

Stakeholder Group	Key Messages, Concerns and Recommendations
-------------------	--

<p>Road maintenance and road implementation stakeholders (field engineers and maintenance center teams in Anbar Governorate)</p>	<ul style="list-style-type: none"> • Confirmed the R9B section length and reference chainages for the rehabilitation scope. • Flagged a major right-of-way issue: an active gas pipeline running within the road protection zone, creating an ongoing dispute and legal challenges between Ministry of Oil and the Roads and Bridges Directorate, with implications for safety, access to utilities, and corridor control. • Noted multiple right-of-way encroachments and constraints affecting safe operation and maintenance (including presence of security-related uses in some areas). • Raised road safety concerns linked to illegal U-turns and unauthorized entrances and exits, and recommended stronger access control measures (for example, median protection and better-controlled crossings). • Identified drainage and maintenance issues, including waste accumulation and blocked drainage channels and culverts, and recommended a clear maintenance and cleaning approach as part of rehabilitation works. • Reported additional corridor issues observed during field visits, including informal wastewater discharge into/through drainage features, neglected rest areas with accumulated waste, and pavement rutting in heavily loaded sections.
<p>Local administration and district authorities in Ramadi</p>	<ul style="list-style-type: none"> • Emphasized the strategic importance of the corridor as a key international route connecting to border directions, and recommended that the rehabilitation package include service improvements, not only pavement works. • Requested additional grade-separated crossings or safer crossing points to reduce unsafe turning and random U-turn behavior. • Recommended improving lighting and traveler safety measures, and ensuring availability of fuel and maintenance services that operate continuously. • Highlighted that heavy and oversized vehicle movements can place major stress on the road and bridges, and requested that rehabilitation and bridge measures consider truck loads and high-clearance transport needs. <p>Recommended integrating stormwater drainage improvements and directing runoff to controlled discharge or storage locations, with consideration for emergency use where relevant.</p>

<p>Anbar Health Directorate and emergency medical services</p>	<ul style="list-style-type: none"> • Reported frequent and sometimes fatal road accidents, and stated that delayed access to accident locations is a major problem due to limited supporting infrastructure and insufficient ambulance coverage. • Recommended establishing joint emergency response points along the corridor (health, civil defense, and police) with 24/7 staffing, ambulances, firefighting capacity, and rescue equipment to respond to vehicle fires and trapped passengers. • Requested that rest areas or service facilities include dedicated space for emergency responders and that coordination requirements are clearly embedded in design and operational arrangements. • Suggested phased establishment of priority emergency points as an initial step, with longer-term planning for enhanced emergency response coverage (including improved readiness for critical cases).
<p>Anbar Environment Directorate</p>	<ul style="list-style-type: none"> • Clarified that environmental measurements and approvals are required through the competent environmental authority, and that project activities should not proceed without the relevant environmental clearances. • Flagged that the gas pipeline works were not presented for environmental approval, and stressed that proximity of such infrastructure to the road requires strict safety and environmental controls. • Recommended that milled asphalt and other road wastes be handled through defined storage and disposal arrangements, with screening measures applied before reuse or sale where applicable. • Requested biodiversity and habitat screening as part of environmental due diligence, and recommended fencing to reduce wildlife and livestock road crossing risks and associated collisions. • Emphasized that the contractor should formally submit information on work camps, asphalt plants (if any), waste handling, and other site arrangements through the established supervision channels to enable regulatory review and compliance monitoring.

4.1.4 Outcomes of Consultation Activities for Kurdistan Region of Iraq

Stakeholder engagement in the Kurdistan Region of Iraq focused on early disclosure of the intended road works, explaining the World Bank ESF (including the relevant ESSs), and collecting initial concerns and recommendations to inform the update of the Environmental and Social Management

Plan and other instruments. Consultations were held with local authorities and service directorates in Batil Sub-District, and with district-level authorities in Chamchamal and Bazian. A community consultation survey was also conducted to capture road user perceptions, priorities, and preferred grievance channels.

Table 4-4: Key Outcomes of Consultation Activities in the Kurdistan Region of Iraq

Stakeholder Group	Key Messages, Concerns and Recommendations
<p>Local authorities and service directorates (Batil Sub-District)</p>	<p>Emphasized the importance of the works and expected benefits if implemented. Confirmed that design documents and existing Environmental and Social Management Plans are available but require updating under the Environmental and Social Framework, including land acquisition requirements where relevant. Raised road safety as a priority, noting missing safety features, that accident data are available, and that the Girsheen intersection is considered a hotspot. Noted that villages are generally set back from the works, and that groundwater wells are not expected near the corridor. Indicated drainage systems are functional with no recent flooding records. Stated an overpass is preferred over an underpass due to maintenance needs and cost considerations. Clarified that additional land acquisition may be required for the overpass location, while the road right-of-way was previously acquired in earlier phases.</p>
<p>District administrations and line directorates (Chamchamal and sub-district authorities)</p>	<p>Recommended that widening (where required) should prioritize median widening rather than side widening where feasible. Highlighted severe congestion and poor road condition in specific sections and requested improved traffic management. Identified road safety risks and requested pedestrian bridges, with accident hotspots to be confirmed and shared for design targeting. Raised concerns about informal median openings and unsafe turning movements and recommended measures to reduce hazardous U-turns and manage access through planned junction arrangements. Noted the need to maintain livestock movement, including cattle passages where relevant. Flagged a fenced archaeological site near one section and advised coordination with antiquities authorities once details are confirmed. Noted that if side-widening is selected, temporary impacts on informal shops may occur.</p>
<p>District and municipal authorities (Bazian and associated municipalities/service directorates)</p>	<p>Described rapid industrial expansion and associated increases in traffic demand and heavy vehicle movement. Requested lighting improvements along key stretches. Highlighted school crossing locations and requested pedestrian bridges and safer crossings. Indicated the right-of-way is generally wide and did not anticipate land acquisition or temporary economic disturbance in the consulted sections, but emphasized the need to confirm during design. Recommended preserving or transplanting existing median trees where affected. Identified safety risks linked to turning movements and visibility constraints near U-turn areas and requested improved junction design and critical interchanges at key access points. Reported an existing pedestrian bridge is damaged and an existing bridge is in poor condition,</p>

	recommending repair or replacement as part of safety upgrades. Reiterated the need for cattle passes where relevant.
Local community and road users (community consultation survey respondents)	Reported daily reliance on the road, with travel commonly linked to shopping, work and business, and family visits. Identified the main safety risks as speeding, poor lighting, and heavy trucks, with strong demand for overpasses or underpasses in key locations. Expressed overall support for the project, with safety and improved transport cited as the main expected benefits. Identified key perceived negative impacts during works as reduced customer access, accident risk, dust and pollution, and temporary shop disruption, and raised concerns about land acquisition and parking in some areas. Suggested mitigation priorities including strengthened environmental assessment, pollution control, and waste management. Preferred community support measures included employment opportunities, financial compensation where applicable, and clear health and safety information. Preferred grievance channels were direct visits, followed by hotline and community meetings.

4.2 Future Consultation and Communication

The Project will maintain a structured consultation process to ensure continuous communication between the implementing authorities and all stakeholders throughout all phases. This process will be periodically adjusted to reflect prevailing social, economic, and cultural conditions, as well as the sensitivity of each project phase. Its main objectives are to:

- Provide clear and timely information on project activities, impacts, and benefits;
- Build and maintain public trust and support for the Project;
- Manage relationships with key stakeholder groups and address concerns early;
- Facilitate resolution of disputes and support monitoring of project implementation.

Future stakeholder engagement activities will be documented in a consolidated stakeholder engagement register by the SDO capturing this information on a continuous basis, capturing at minimum:

- **Form of disclosure:** The method by which information was shared (e.g., oral communication, flyers, documents, emails) and the means of distribution.
- **Engagement details:** The location, date, and format of meetings or consultations, presented in an updated record.
- **Stakeholder participation:** Identification of stakeholders consulted, whether individuals, groups, or organizations.
- **Discussion highlights:** Key points raised, including concerns, feedback, and critical issues discussed.
- **Resolutions and follow-up:** Actions agreed upon to address identified risks or concerns, including follow-up measures where applicable.

- **Feedback mechanisms:** Processes and dynamics established to report back to stakeholders on outcomes and next steps.

5 Stakeholder Engagement Program

The Stakeholder Engagement Program (SEP) provides a structured framework for ensuring that all stakeholders, ranging from national authorities to local communities and civil society, are engaged in a transparent, inclusive, and meaningful manner throughout the lifecycle of the Project.

The Program is designed in line with international good practice, including WB ESS10. It aims to ensure that stakeholders are informed of project developments, have access to relevant information, and are given adequate opportunities to express their views and concerns. All stakeholder engagement under this SEP shall be conducted in a meaningful and culturally appropriate manner, free from manipulation, interference, coercion, discrimination and intimidation, in line with ESS10.

Engagement will be tailored to the specific role, interest, and influence of each stakeholder group. Methods will range from formal meetings with government entities and line ministries to community consultations, workshops, and targeted outreach for vulnerable groups. The Program also outlines the disclosure of key project documents, the timeframe of communication, the language to be used, and the responsibilities of the project entities in charge of engagement.

The Stakeholder Engagement Program is presented in the following matrix, which details:

- Stakeholder group and their role/interest in the Project
- Communication methods to be used
- Information to be disclosed to each group
- Engagement objectives
- Languages of communication to ensure inclusivity
- Timeframes for engagement (pre-construction, construction, and operation phases)
- Responsible parties within the Project for implementation

Table 5-1: Stakeholder Engagement Program¹

Stakeholder Group	Communication Method	Information to be Disclosed	Objective	Language	Timeframe	Responsibility
Households along corridors	Community meetings in villages/towns; FGD (e.g., women, youth); door-to-door visits for severely affected households; leaflets/posters in public places; GRM hotline / phone / WhatsApp	Project description and maps; expected impacts; construction schedule; mitigation measures; eligibility and entitlements under RAP; GRM procedures and contacts	Inform and consult affected communities; gather concerns and suggestions; ensure people understand their rights and available mitigation and GRM channels	Arabic	Prep/Design; Pre-construction; Construction; Early operation (as needed)	RBD E&S team (Federal components) / GDRB E&S team (KRI components)
Farmers and landowners	Targeted meetings; FGDs; individual consultations during valuation and RAP preparation.	Final alignment and land requirements; valuation and compensation procedures; livelihood restoration measures; GRM; construction schedule and access management	Ensure informed participation in land acquisition and compensation; minimize economic displacement; agree practical solutions for access and drainage	Arabic	Prep/Design; Pre-construction; Construction (if design changes)	RBD E&S team and Land/Compensation Unit (Federal components) / GDRB E&S team and relevant land administration entities (KRI components)

¹ The engagement program applies across all ITREC/TCP components covered by this SEP (Expressway No. 2, R9B, and the KRG package). Engagement activities will be implemented in the relevant governorates and communities within each component's area of influence and will be tailored to local administrative arrangements.

Owners and tenants of roadside businesses (formal & informal)	Small-group meetings at service/market areas; one-to-one consultations; distribution of information notes; GRM hotline	Impacts on access, parking and visibility; potential relocation or temporary closure; compensation/assistance options under RPF/RAP; options to re-establish businesses; GRM	Inform and consult business operators on likely impacts and support measures; agree feasible mitigation and relocation options; maintain livelihoods and economic activity	Arabic	Prep/Design; Pre-construction; Construction	RBD traffic and operations unit (Federal components) / GDRB traffic and operations counterparts (KRI components)
Road users	Roadside information boards; RBD website / social media; coordination with transport associations	Traffic management plans; temporary diversions/closures; road safety measures; tolling principles (if applicable); locations of safe parking, rest and service areas; GRM contacts	Inform road users about changes; minimize disruption and safety risks; collect feedback on traffic management and safety measures	Arabic (and English for some web/road safety materials)	Pre-construction; Construction; Early operation	RBD or GDRB E&S team and contractor site management
Local service providers	Targeted coordination meetings with facility management; joint site visits; information letters	Construction schedule and traffic changes near facilities; noise and dust control measures; emergency access routes; GRM	Ensure continuity of essential services; agree mitigation to protect access; coordinate emergency access	Arabic	Pre-construction; Construction	Contractors and subcontractors, under oversight of the responsible PMT (Baghdad PMT for Federal components; Erbil PMT for

						KRI components)
Future project workers (direct and contracted)	Induction and toolbox talks; worker meetings; training sessions; workers' GRM	Conditions of employment; OHS procedures; Code of Conduct; workers' GRM; accommodation and camp rules; community interaction rules; SEA/SH policy	Ensure workers understand their rights, obligations, safety procedures and channels to raise concerns; promote safe and respectful behavior	Arabic (and English where relevant)	Pre-construction (mobilization); Construction; Operation	Responsible PMT and E&S team (Baghdad PMT for Federal components; Erbil PMT for KRI components)
Governorate administrations	Coordination meetings; formal letters; joint field visits; disclosure of ESIA/SEP/RAP	Project scope and alignment; land acquisition/compensation processes; local development opportunities; construction schedule; GRM and roles of governorates	Coordinate on permits, land and compensation; align with local development priorities; facilitate communication with local councils and communities	Arabic	Prep/Design; Pre-construction; Construction	RBD/GDRB engineers and E&S team
Municipal authorities	Technical coordination meetings; official correspondence; joint site inspections	Interface between expressways and local roads/services; traffic management in urban/peri-urban areas; utility	Coordinate construction sequencing and access; manage construction impacts at local	Arabic	Prep/Design; Pre-construction; Construction	RBD/GDRB operations and traffic units

		relocations; local nuisance mitigation; GRM	level; agree mitigation and communication measures			
Professional and business associations (transport, freight, etc.)	Consultation workshops; targeted meetings; online surveys	Project description and design; tolling concepts (if relevant); safety measures; rest/parking/service area design; construction schedule	Gather sector-specific feedback; adapt design and operational measures to needs of freight and passenger transport sectors; promote road safety	Arabic (and English summary where needed)	Prep/Design; Pre-operation; Operation (as needed)	RBD or GDRB communications function with E&S input
Civil society organizations (CSOs/NGOs)	Stakeholder workshops; thematic meetings (environment, heritage, youth, women, etc.); information sharing by email/online	Key risks and mitigation measures; GRM; opportunities for collaboration on awareness and monitoring	Enhance transparency; obtain independent perspectives; support outreach to vulnerable groups	Arabic (English version for intl. NGOs)	Prep/Design; Construction; Early operation	RBD E&S team (Federal components) / GDRB E&S team (KRI components)
Media (local and national)	Press releases; press briefings; social media; radio/TV interviews	Key project information; progress and milestones; major traffic changes; road safety messages; GRM contacts	Provide accurate and timely information to the public; manage expectations; promote safety and GRM awareness	Arabic	Key milestones; Major traffic changes	RBD E&S team and Land/Compensation Unit (Federal components) / GDRB E&S team and relevant land administration

						entities (KRI components)
Disadvantaged or Vulnerable Groups	Targeted FGDs; household visits; meetings in safe and accessible venues; small-group sessions facilitated by trained staff (including female facilitators); adapted materials (simple language, visuals); GRM support	Project impacts and mitigation measures; specific entitlements and support measures under RAP; GRM options; schedule of works affecting them	Ensure these groups can understand and influence decisions through differentiated engagement; avoid exclusion from compensation and assistance; identify specific risks and tailor mitigation; support safe and accessible use of the GRM.	Arabic (simple language; visual aids where relevant)	Prep/Design; Pre-construction; Construction; Early operation (if required)	RBD traffic and operations unit (Federal components) / GDRB traffic and operations counterparts (KRI components)

6 Roles, Resources and Responsibilities

Implementation of this Stakeholder Engagement Plan (SEP) is the responsibility of the Project Management Teams, (PMTs), which will ensure sufficient resources, qualified personnel, and effective communication tools are in place. The SEP requires coordinated efforts between the PMT, contractors, and the Social Development Officers (SDOs). The table below summarizes the key roles and responsibilities:

Table 6-1: Roles and Responsibilities for SEP Implementation

Role/Entity	Key Responsibilities	Resources/Capacity Required
Project Management Team (PMT)	<ul style="list-style-type: none"> - Overall accountability for SEP implementation. - Ensure adequate resources and staff are allocated. - Secure permits and approvals from authorities. - Maintain updated contact information and communication channels. - Ensure timely review and updating of SEP in response to project changes and stakeholder feedback - Ensure that SEP implementation outcomes (grievances, consultations, disclosure reports) are consolidated and reported to lenders/financiers on a periodic basis. 	Budget for SEP activities; dedicated staff; IT system for grievance tracking; capacity to produce quarterly disclosure reports.
Social Development Officer (SDO)	<ul style="list-style-type: none"> - Oversee the GRM and ensure timely acknowledgement and resolution of complaints. - Receive, log and track grievances from Project Affected Persons (PAPs) and other stakeholders. - Serve as the direct point of contact with communities and local stakeholders. - Facilitate and document consultations and information disclosure sessions. - Provide feedback to communities on project updates and grievance resolutions. - Document resettlement processes (where applicable) and record any project-related social risks. - Track and document all stakeholder engagement activities. - Prepare and submit periodic SEP/GRM progress reports to the PMT and lenders. 	Social monitoring tools and grievance database; data management and reporting templates; mobility support (vehicle/fuel) to reach communities; communication and disclosure materials; training in stakeholder engagement and grievance handling.

EPC Contractor	<ul style="list-style-type: none"> - Implement SEP and GRM requirements during construction. - Disseminate information to workers on both internal worker grievance mechanisms and the community GRM - Assign an on-site focal point for community grievances. - Respond to site-level grievances (e.g., dust, traffic, noise, worker conduct) within agreed timeframes. - Cooperate with PMT, SDO, and CLO in investigations and resolution. 	On-site grievance register; staff training; monthly reporting obligations in contract.
-----------------------	--	--

7 Grievance Redress Mechanism (GRM)

For the federal components (Expressway No. 2 and R9B), the Roads and Bridges Directorate (RBD) will apply and strengthen its existing grievance mechanism to manage project-related complaints in line with the World Bank Environmental and Social Standard 10. For the Kurdistan Region of Iraq components, the General Directorate for Roads and Bridges (GDRB) will establish and operationalize a component-specific grievance mechanism prior to construction. To ensure a consistent and harmonized approach across the Project, it is recommended that the GDRB mechanism follows the same principles, process steps, and performance timelines described for the RBD grievance mechanism in this SEP, while using locally appropriate intake channels and contact points managed by the Erbil-based Project Management Team.

The GRM is designed to:

- Provide multiple easy entry points for grievances.
- Ensure that all complaints follow a documented path from receipt to resolution, with clear responsibility at each step.
- Support timely resolution of issues

7.1 GRM Structure and Responsibilities

The institutional GRM is anchored within RBD as follows:

- **Public Relations, Media and Citizens' Affairs Unit** receives all requests, complaints, appeals and suggestions from citizens and Directorate staff, without exception. The Unit provides copies of the complaint form and supports complainants in filling them in step-by-step when needed.
- Completed forms are sent by internal mail to the **Office of the Director General**. After checking that all fields are complete, the Director General reviews the content and forwards the complaint to the relevant technical department, according to the nature of the issue.
- The concerned department studies the case, prepares a detailed note and returns it to the Director General, who endorses the proposed action. The responsible department or unit is then tasked with contacting the complainant (by phone or in writing) to communicate the outcome and actions taken.
- For road projects, a **Project Management Team (PMT)** and the **Resident Engineer's Office** also play an operational role in the GRM, particularly in relation to site-level complaints and the dedicated complaint boxes installed in contractor camps.

This process ensures that each complaint has a clear and traceable path inside the Directorate and the Project, and that all grievances are treated confidentially, objectively and in a non-discriminatory manner.

7.2 GRM Uptake Channels

RBD offers several parallel channels for submitting grievances and requests, all of which feed into the same internal follow-up process:

1. **In-person submission at the Directorate**
 - Citizens and workers can visit the Directorate building and submit complaints through the Public Relations, Media and Citizens' Affairs Unit.
 - The Unit provides the required form and helps fill it in where needed.
2. **Toll-free complaint hotline (and WhatsApp)**
 - A dedicated telephone number, **07870080059**, is used to receive complaints, suggestions, appeals and requests.
 - The hotline operates through **WhatsApp** and receives calls 24/7.
 - All calls received via the hotline are recorded using the same complaint/meeting form used for in-person submissions, with an annotation indicating that the complaint was "received by phone".
 - Complaints received through the hotline follow the same referral, investigation and response path as paper forms. This channel is particularly important for complainants living outside the governorate or those who cannot attend in person.
3. **Citizen Government Electronic Platform**
 - A unified official electronic platform allows citizens to submit requests and complaints **online** without a physical visit, through the link: <https://ca.iq/>
 - Users can track the status of their request via a personal dashboard where all submissions are recorded officially and can be consulted at any time.
4. **Ministry e-inquiries via the “Ur” Government Services Gateway**
 - Complaints and inquiries addressed to the MoCHMPW, including RBD, can be submitted through the national government services portal (**Ur Gateway**): <https://ur.gov.iq/index/show-eservice/50537/10029/org>
 - This portal provides an additional electronic path for those who prefer not to use the hotline or physical forms.
5. **Ministry website, dedicated online complaint window and social media**
 - The Ministry's official website includes a dedicated window to receive complaints, suggestions and inquiries; submitted cases are centrally documented. <https://moch.gov.iq/?complaint>
 - A separate **online complaint window** has been established to upload complaints directly and store them in a centralized database.
 - The official **Facebook page of the Directorate** can also be used as a communication channel, and complaints or requests can be sent via the Directorate's official email address: c.a@turruqjissor.moch.gov.iq
6. **Project-level complaint boxes for World Bank financed projects**
 - For projects financed by the World Bank, a **dedicated complaint form** has been prepared by the PMT.
 - At the start of each project, a locked complaint box is installed inside the contractor's camp. The **social officer in the Resident Engineer's Office** is responsible for checking the box regularly.
 - The standard form is made available at work sites and in the offices of the Resident Engineer and Directorate branches. Assistance is provided to any person who needs help completing the form.

7.3 Grievance Handling Process

Once a complaint is received through any channel, the following steps apply. The whole process (resolving, registering and documenting a complaint) can take from immediate resolution up to **3–21 working days**, depending on the complexity of the issue, based on RBD's current GRM.

1. **Receipt and assistance**

- The staff member receiving the complaint (e.g., PR Unit officer, Resident Engineer team, hotline operator) assists the complainant in filling in the standard form where required and ensures that all relevant information is captured.
2. **Registration and logging**
 - The complaint is summarized and entered into the complaint log, which records the complainant’s details, the method of submission and a unique complaint number.
 3. **Screening, classification and assignment**
 - The complaint is screened to confirm that it relates to the Project.
 - The type of problem is identified, and the complaint is forwarded to the competent department or responsible entity for investigation and response.
 4. **Investigation and response**
 - The responsible department studies the case, prepares a detailed note on the findings and proposed measures, and returns it to the Director General or Project Manager for endorsement.
 - Where necessary, the complaint is escalated in line with approved procedures (e.g., from Resident Engineer to Directorate, or from Directorate to Ministry level).
 5. **Communication with complainant**
 - The assigned officer or department contacts the complainant by phone or in writing to explain the results of the investigation and the actions taken.
 6. **Closure and documentation**
 - Once the complainant is informed and the corrective action (if any) is implemented, the case is formally closed in the complaint log.
 - All documentation, including forms and supporting evidence, is retained for monitoring and reporting purposes.

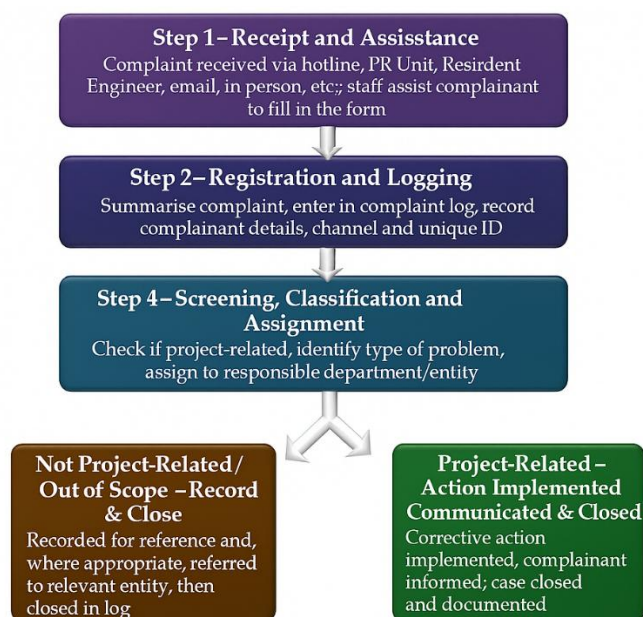


Figure 7-1: RBD Current GRM Process

7.4 Measures to Strengthen the GRM according to World Bank ESS10

RBD already operates an institutional grievance system with multiple channels and clear internal responsibilities, which the Project will use and build upon. This approach is consistent with the WB ESS10, which encourages projects to rely on existing institutional mechanisms where possible and to strengthen them as needed rather than creating parallel systems.

A review of the existing GRM against ESS10 shows that it provides a strong starting point but that several enhancement measures are encouraged to be introduced under the Project to ensure full alignment with good international practice:

- **Clear timeframes:**

In line with good international practice, the Project will apply and disclose the following indicative timeframes for grievance handling:

- Acknowledgement of receipt: within 3 working days of receiving the complaint.
- Screening and assignment: within 10 working days of receipt.
- Investigation and response:
 - Simple / Level 1 complaints: target resolution and response within 15 working days of receipt;
 - Complex or escalated complaints: target resolution and response within 30 working days, depending on complexity, with the complainant informed of any extension and updated timeline.

- **Handling of sensitive and SEA/SH-related grievances:**

The GRM will include specific procedures for safely receiving and managing sensitive grievances, including potential cases of sexual exploitation and abuse or sexual harassment (SEA/SH). Such complaints will be treated with strict confidentiality and, where appropriate, will be referred to specialized support services in line with survivor-centered principles.

- **Accessibility and inclusion:**

The Project will ensure that information on the GRM is proactively disclosed to PAPs in appropriate local languages and through multiple channels (e.g., community meetings, posters at work sites, local notice boards). Particular attention will be given to the accessibility of the GRM for women, persons with disabilities, people with low literacy and other vulnerable or disadvantaged groups.

- **No cost, confidentiality, anonymity and non-retaliation:**

The Project will clearly communicate that using the GRM is free of charge, that complaints can be submitted confidentially or anonymously if preferred, and that no complainant will face retaliation, discrimination or any adverse consequences for raising a concern.

- **Worker grievances and linkage to the worker GRM:**

In line with ESS2, a dedicated grievance mechanism for project workers will be described in the Labor Management Procedures.

- **Monitoring, learning and reporting:**

The PMT will maintain a grievance register that records all complaints received, their status and outcomes. Aggregated information (e.g., number of complaints, types of issues raised, resolution timeframes), will be included in regular project monitoring reports and used to identify recurrent issues and opportunities for improvement.

In addition to the Project GRM, PAPs may also submit complaints directly to the World Bank's Grievance Redress Service (GRS) and the independent Inspection Panel, in accordance with the modalities publicly available on the World Bank's website.

8 Monitoring and Reporting

Monitoring and reporting are essential to ensure the effective implementation of the SEP, evaluate its performance, and demonstrate accountability to project stakeholders, regulators, and financiers. Monitoring activities will track both the quality and frequency of engagement, while reporting will ensure that results are disclosed transparently and systematically **across all Project components**.

8.1 Monitoring Approach

Monitoring of SEP implementation will be undertaken through the Project's institutional arrangements. The Project Management Teams (PMTs) supported by the Social Development Officer (SDO) and component-specific focal points, will oversee monitoring of SEP activities for the components under their responsibility. Monitoring information will be consolidated and reported through the Project Coordination Unit to ensure consistency and completeness across the Project. Monitoring will focus on the following areas:

- **Stakeholder Engagement Activities**
 - Number and type of consultations, focus group discussions, and meetings conducted.
 - Diversity of stakeholders engaged (e.g., government authorities, local communities, vulnerable groups, workers).
- **Information Disclosure**
 - Channels and methods used for information dissemination (e.g., website updates, flyers, public meetings).
 - Accessibility of information, particularly for vulnerable groups.
- **Grievance Mechanism**
 - Number and type of grievances received.
 - Percentage of grievances acknowledged within the required timeframe.
 - Percentage of grievances resolved within the set deadlines
 - Categories of grievances (environmental, social, OHS, etc.).
- **Contractor Compliance**
 - EPC Contractor's adherence to SEP and GRM requirements during construction.
 - Quality of grievance logs maintained at the site level.
 - Responsiveness to site-level grievances and corrective actions implemented.

8.2 Reporting

The following reporting practices will be applied. Reporting will be prepared at component level and consolidated to provide an overall Project-wide view.

- **Internal Reporting**
 - The EPC Contractor will provide monthly grievance and engagement reports to the SDO and relevant PMT focal points for the component and work site concerned.
 - The SDO will consolidate data from contractors, CLOs, and project activities into quarterly monitoring reports for the PMT, with disaggregation by Project component and governorate.

- **External Reporting**

- The PMTs will prepare quarterly stakeholder engagement and grievance summaries for disclosure through appropriate local authorities and official communication channels in the Project areas, presenting anonymized grievance trends, outcomes, and actions taken, as well as summaries of engagement activities undertaken during the reporting period.
- Annual SEP performance reports will be prepared and submitted to project financiers and relevant authorities, summarizing engagement activities, grievances, and corrective actions across all components.

- **Feedback to Stakeholders**

- Outcomes of grievances and consultations will be communicated back to stakeholders through community meetings, local notice boards, and online updates, as applicable to each component.
- Mechanisms will be maintained, such as comment registers at disclosure points and dedicated project contact channels, to receive feedback and periodically inform stakeholders how inputs influenced Project decisions.

8.2.1 Report Content Outline

1. Monthly Contractor Grievance & Engagement Report (Contractor → SDO / PMT focal points)

Each report will typically include:

- Reporting period and project/contractor identification.
- Summary of engagement activities (type, date, location, participants).
- Grievances received (number, type, source, channel).
- Status of grievances (new, under review, resolved, escalated).
- Key issues, corrective actions taken, and pending actions.
- Any incidents or community concerns relevant to SEP/GRM.

2. Quarterly SEP Monitoring Report (SDO → PMTs / PCU consolidation)

Each report will typically include:

- Summary of stakeholder engagement activities (consultations, disclosure events) with key messages raised.
- KPI dashboard (consultations held, stakeholders engaged, grievances KPIs, contractor reporting compliance).
- Analysis of grievance trends and recurring issues.
- Summary of resettlement/social risk issues (if applicable).
- Corrective actions implemented and planned.
- Recommendations for SEP/GRM adjustments.

3. Quarterly Stakeholder Engagement & Grievance Report for Disclosure (PMTs / PCU consolidation)

Each public-facing summary will typically include:

- Brief project update for the quarter.
- Overview of stakeholder engagement activities conducted (consultations, meetings, disclosure events), including key messages and concerns raised.
- Summary of information disclosure activities and how stakeholders were informed about the project.

- Total number of grievances received in the quarter, with breakdown by type, source, and channel.
- KPIs on grievance management (acknowledgement and resolution times, cases closed vs. pending, escalated cases).
- Summary of key grievance issues and how they were resolved, in anonymized form.
- Any systemic or recurring issues identified and the corrective measures taken.
- Information on upcoming engagement activities and how stakeholders can participate.
- Reminder of GRM channels (where and how to submit grievances/feedback).

4. Annual SEP Performance Report (PMTs / PCU → Financiers and Authorities)

Each report will typically include:

- Overview of SEP implementation over the year.
- Annual KPI summary and analysis (engagement, grievances, contractor compliance).
- Synthesis of stakeholder concerns, expectations, and how they were addressed.
- Summary of resettlement/social risk management (if applicable).
- Corrective actions and improvements to SEP/GRM during the year.
- Proposed SEP updates and priorities for the next year.

5. Feedback to Stakeholders (Ongoing)

Communication back to stakeholders will typically include:

- Short notes/briefs on consultation outcomes and “what we heard / what we will do”.
- Noticeboard and online updates summarizing key grievances and resolutions (without personal data).
- Periodic messages explaining how stakeholder inputs influenced project decisions and design.

8.3 Key Performance Indicators (KPIs)

To measure the effectiveness of SEP implementation, the following KPIs will be tracked, at minimum:

Table 8-1: Key Performance Indicators

KPI / Indicator	Definition & Unit	Frequency	Data Source	Responsibility
Number of consultations held	Total number of stakeholder consultation activities (public meetings, FGDs, KIIs, workshops) in the reporting period.	Quarterly	Consultation logs, meeting minutes, attendance sheets	Lead: SDO (organize and document consultations); Oversight: PMTs (ensure resources and review results).
Number of stakeholders engaged, by type	Number of individual stakeholders participating in engagement, disaggregated by type (government, local community, PAPs, workers, vulnerable groups, etc.).	Quarterly	Attendance sheets, sign-in forms, participant lists	Lead: SDO (track and analyze stakeholder categories); Oversight: PMTs (use data for SEP updates and reporting).

% of grievances acknowledged within defined period	Share of grievances for which acknowledgement is issued within the SEP-defined timeframe (e.g., within X working days).	Monthly / Quarterly	Grievance log/register	Lead: SDO (manage GRM and acknowledgements); Oversight: PMT's (ensure systems/resources); Support: EPC Contractor (inform SDO of site-level complaints).
% of grievances resolved within defined period	Share of grievances resolved (closed) within the SEP-defined timeframe (e.g., within Y working days from registration).	Monthly / Quarterly	Grievance log/register, closure forms	Lead: SDO (oversee resolution and documentation); Implementation: EPC Contractor (address construction-related issues); Oversight: PMT's.
Number of grievances escalated to second-tier authority	Number of grievances that could not be resolved at first level and were escalated to the PMT or higher authority.	Quarterly	Grievance log/register, escalation records	Lead: SDO (manage and document escalation); Oversight / decision-making: PMT's; Support: EPC Contractor (provide information and corrective actions).
Number of information disclosure materials disseminated	Number of project/SEP information materials disseminated (leaflets, posters, brochures, web updates, social media posts, noticeboards, etc.).	Quarterly	Copies of materials, dissemination records, web logs	Lead: SDO (prepare and record disclosure); Oversight: PMT's (ensure communication channels and budget).
Contractor compliance with monthly SEP reporting requirements	Level of EPC Contractor compliance with SEP-related monthly reporting obligations (complete and on-time reports).	Monthly / Quarterly	Contractor monthly reports, contract records	Lead: EPC Contractor (submit reports); Monitoring: SDO (review and consolidate); Oversight / enforcement: PMT's (link compliance to contract performance).

9 Disclosure of Information

Information disclosure and two-way, meaningful communication with stakeholders are core requirements of the World Bank's Environmental and Social Standard 10 (Stakeholder Engagement and Information Disclosure) and an essential part of good international practice. Through timely and accessible disclosure, the Project can identify and address key environmental and social concerns and ensure that stakeholders are able to understand, comment on, and influence Project design and implementation.

Disclosure of information related to the Project will follow Iraqi national legal requirements and the World Bank Environmental and Social Framework and Environmental and Social Standard 10 provisions. At a minimum, disclosure will be undertaken in the following situations:

- any changes related to land acquisition and land use, based on the final Project design and any subsequent design changes across the Project components;
- information on applicable national labour law requirements and workers' rights throughout all Project phases; and
- any significant non-compliance or breaches of environmental legislation, permit conditions, or other regulatory requirements identified by the competent authorities.

Disclosure will be implemented through the Project's institutional arrangements. The Roads and Bridges Directorate (federal Iraq components) and the General Directorate for Roads and Bridges (Kurdistan Region of Iraq components), under the coordination of the Project Coordination Unit, will follow legal requirements for disclosure of information and will disclose environmental and social information in line with the World Bank Environmental and Social Standard 10. Relevant stakeholder groups will be informed about this Stakeholder Engagement Plan, the environmental and social assessment instruments, and subsequent instruments (including any resettlement instruments) as they are prepared and updated.

Non-technical summaries and relevant administrative decisions related to the Project will be published through the implementing agencies' official channels and made available at appropriate local government offices in the Project areas. This will include governorate and municipal offices within the areas of influence for Expressway No. 2, the R9B section, and the Kurdistan Region package. Publicly disclosed materials will be made available in Arabic, Kurdish and in English where required for lenders, using non-technical language appropriate for non-specialist audiences.

Communication with organizational stakeholders (ministries, governorates, municipalities, utilities and other agencies) will follow existing formal routines and procedures, including regular coordination meetings, official correspondence (letters and emails), and day-to-day exchanges of information between designated focal points. Meetings may also be arranged upon request. Disclosure of information to government stakeholders will be based on formal notifications, applications, and reporting, including for environmental approvals, land acquisition processes, and permits. Formal communication regarding environmental, social, health and safety, and development matters will be conducted by the implementing authority responsible for each component as the entity formally accountable for environmental and social performance.

Internal stakeholders (Project workers and staff of the implementing authorities and contractors) will be informed through internal communication channels, including periodic meetings, information letters and notices posted on bulletin boards, toolbox talks, and training sessions. Information will flow through the management chain to ensure that all workers are aware of Project commitments, risks, mitigation measures, and grievance mechanisms.

10 Annexes

10.1 Annex 1: Consultations and Engagement Log

Governorate	Location/city	Occupation	Method of communication	Gender
Baghdad	Baghdad	RBD-PMT	Mixed method	M
Baghdad	Baghdad	RBD-PMT Environmental Officer	Mixed method	M
Baghdad	Baghdad	RBD-PMT Social Officer	Mixed method	F
Baghdad	Baghdad	Director General-RBD	Email	M
Baghdad	Baghdad	RBD-PMT	Mixed method	M
Baghdad	Baghdad	RBD- Head of Acquisition Division	Mixed method	M
Salaheddin	Tikrit	Deputy Director of Agriculture Directorate	FGD	M
Salaheddin	Tikrit	Manager of Land Division at Agriculture Directorate		M
Salaheddin	Tikrit	Former Director of Agriculture Directorate		M
Baghdad	Baghdad	General Director - Technical Directorate - Ministry of Environment	KII	F
Baghdad	Baghdad	General Director - Technical Directorate - Ministry of Environment	FGD	F
Baghdad	Baghdad	General Director - Technical Directorate - Ministry of Environment		F
Baghdad	Baghdad	General Director - Technical Directorate - Ministry of Environment		F
Baghdad	Baghdad	General Director - Technical Directorate - Ministry of Environment		M
Baghdad	Baghdad	General Director - Technical Directorate - Ministry of Environment		M
Baghdad	Baghdad	General Director - Technical Directorate - Ministry of Environment		M
Baghdad	Baghdad	General Director - Technical Directorate - Ministry of Environment		M
Salaheddin	Samaraa	Manager of Environment Division	KII	M
Salaheddin	Samaraa	Director of Samaraa Municipality	FGD	M
Salaheddin	Samaraa	Projects Manager at Samaraa Municipality		M
Salaheddin	Samaraa	Coordinator of R&B Department in Samaraa		M
Salaheddin	Eshaqi	Head of the Agricultural Division in Ishaqi	FGD	M
Salaheddin	Eshaqi	Head of the Investment Unit		M
Salaheddin	Eshaqi	Head of the Agriculture Unit		M
Salaheddin	Eshaqi	Land Surveyor		M
Salaheddin	Eshaqi	Division Staff Member		M
Salaheddin	Eshaqi	Division Staff Member		M
Salaheddin	Dujail	Governor of Al-Dujail District	FGD	M
Salaheddin	Dujail	Head of the Agricultural Division in Dujail		M
Salaheddin	Dujail	head of the technical division in Al-Dujail district		M
Salaheddin	Dujail	Manager of the Water Resources Division in Dujail		M
Salaheddin	Dujail	Head of the Land Unit in the Al-Dujail Agriculture Division		M
Salaheddin	Dujail	Land Surveyor		M
Salaheddin	Dujail	Farmer and Fish Pond Owner		In Person
Salaheddin	Dujail	Farmer and Fish Pond Owner	In Person	M
Salaheddin	Dujail	Farmer and Fish Pond Owner	In Person	M
Salaheddin	Dujail	Tribal Leader in Dujail	In Person	M
Salaheddin	Dujail	Head of Agricultural Office in Al-Ansar	Phone Calls	M

Baghdad	Shiekh Amer	Farmer and land owner	In Person	M
Baghdad	Shiekh Amer	Farmer and land owner	In Person	M
Baghdad	Shiekh Amer	Farmer and land owner	Group meeting	M
Baghdad	Shiekh Amer	Farmer and land owner		M
Baghdad	Shiekh Amer	Farmer and land owner		M
Baghdad	Shiekh Amer	Farmer and land owner		M
Baghdad	Shiekh Amer	Farmer and land owner		M
Baghdad	Shiekh Amer	Farmer and land owner		M
Baghdad	Shiekh Amer	Farmer and land owner		M
Baghdad	Shiekh Amer	Farmer and land owner	Group meeting	M
Baghdad	Shiekh Amer	Farmer and land owner	Group meeting	M
Baghdad	Shiekh Amer	Deputy Manager of Agricultural Division in Garma		M
Salaheddin	Tikrit	RBD - Head of Tikrit Division	Face-to-face meeting	M
Salaheddin	Tikrit	Architect - RBD - Tikrit Division	Face-to-face meeting	F
Salaheddin	Tikrit	Chief Engineer - RBD - Tikrit Division	Face-to-face meeting	F
Salaheddin	Tikrit	Chief Engineer - RBD - Tikrit Division	Mixed method	M
Salaheddin	Tikrit	Deputy Manager - Environmental Office in Salah Al-Deen	Face-to-face meeting	M
Salaheddin	Tikrit	Officer in Charge of the Urban Environment Division - Salah Al-Deen	Face-to-face meeting	M
Salaheddin	Tikrit	Expert - Samarra Antiquities Inspectorate	Phone Calls	M
Salaheddin	Tikrit	Inspector of Salah Al-Din Antiquities	Phone Calls	M
Salaheddin	Tikrit	Inspector of Samaraa Antiquities	Phone Calls	M
Baghdad	Baghdad	Deputy General Manager - Geological Survey Authority	Phone Calls	M
Salaheddin	Tikrit	Head of Water Resources Office in Salah Al-Deen	Phone Calls	M
Baghdad	Sabyiat	Mukhtar of Sabyiat village	KII	M
Baghdad	Sabyiat	Real estate agent	FGD	M
Baghdad	Sabyiat	Building materials warehouse owner		M
Baghdad	Sabyiat	House owner on the alignment	Group meeting	M
Baghdad	Sabyiat	House owner on the alignment		M
Baghdad	Sabyiat	House owner on the alignment		M
Baghdad	Sabeaa Albour	Farmer	FGD	M
Baghdad	Sabeaa Albour	Farmer		M
Baghdad	Sabeaa Albour	Civil servant		M
Baghdad	Sabeaa Albour	Farmer		M
Baghdad	Sabeaa Albour	House wife		F

10.2 Annex 2: Photo Documentation of Engagement Activities for E2

Local Community and Land users in Sabyiat Village



Sabyiat Village Mukhtar



Head of the Environmental Division in Samarra, Salah al-Din Environment Directorate



- Director of Samarra Municipality
- Projects Director at Samarra Municipality
- Coordinator of the Salah al-Din Roads and Bridges Directorate in Samarra



- District Commissioner of Dujail District
- Head of the Technical Division at the Dujail District Commissioner's Office
- Director of the Water Resources Division in Dujail District
- Head of the Land Unit at the Dujail Agriculture Division



Land Owner along the alignment



Community in Sabaa Al Bour



Al Ashaqui Agricultural Division



10.3 Annex 3: MoM for KRG Consultation Activities



Bazian meeting
minutes 1.pdf



Annex 2 Local
Authorities Consultation 1.pdf



Annex 1 Community
Consultation 1.pdf



chamchamal meeting
minutes 1.pdf

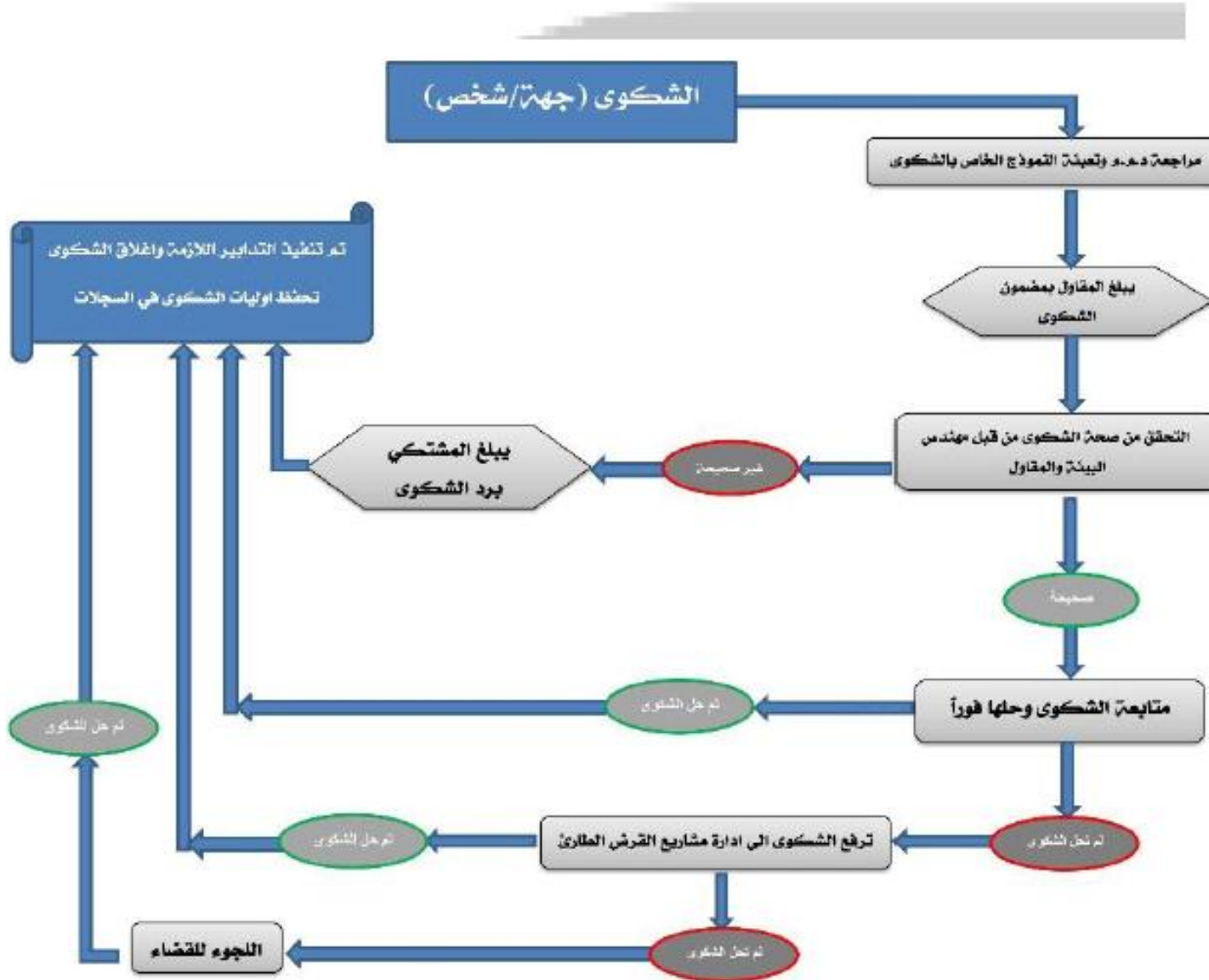
10.4 Annex 4: RBD's Grievance Mechanism

تعليمات الية تقديم التظلمات / الشكاوى

نظام الشكاوى هو نظام مصمم لتلقي آراء وشكاوى المواطنين / العمال خلال مرحلة تنفيذ المشروع + فترة الصيانة والبالغة سنة واحدة وهو نظام يكفل السرية التامة وحرية التعبير لمشتكي.

بعد تلقي الشكاوى، سيتم تلخيصها وإدراجها في سجل الشكاوى ، الذي يحتوي على اسم / مقدم الشكاوى ، وتاريخ استلام الشكاوى ، ووصف موجز للمشكلة ، ومعلومات عن الإجراءات التصحيحية المقترحة التي سيتم تنفيذها (إذا كان ذلك مناسباً) ، وتاريخ الرد المرسل إلى المشتكي

الرد على التظلمات



قد يستغرق حل الشكاوى وتسجيلها وتوثيقها فترة تتراوح بين الحل الفوري و ٣ أيام إلى ٢١ يوم عمل