



PEACE, PROSPERITY AND
REGIONAL INTEGRATION



WORLD BANK GROUP

STAKEHOLDER ENGAGEMENT PLAN

Inter-Regional Platform for the Management of Desert Locusts and other Trans-Boundary Pests

Emergency Locust Response Program Phase 3 (South Sudan and IGAD)

P174546

August 2021

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1.0 Project Description

The East Africa region has been grappling with swarms of desert locusts since 2019 when mature desert locust (DL) swarms from Yemen crossed the Gulf of Aden and arrived in northeast Ethiopia and northern Somalia. At the time, the weather and ecological conditions of the IGAD region were unusually favourable, contributing to the worst desert locust upsurge in over 25 years. Capable of reproducing rapidly and traversing long distances, the locusts spread across the Greater Horn of Africa in vast numbers and established themselves rapidly in Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, the Sudan, Uganda, and Tanzania, where they damaged crops, pasture, and other vegetation.

The current upsurge brought to light ill-preparedness and capacity gaps, and reinforced the need for increased flow of information between countries where DL is endemic and those where they are not. Sustainable control and management of the DL and other transboundary pests' invasion requires coordinated interventions with all affected countries, and a regional platform that provides an early warning system for continuous intensive surveillance and monitoring in a coordinated way could help the region.

IGAD will set up and operationalize an Inter-Regional Platform for the Sustainable Management of Desert Locusts and other Trans-Boundary Pests project, as part of the World Bank's Emergency Locust Response Program Phase 3 (SSELRP) that supports the Republic of South Sudan and IGAD to respond to the challenges posed by the desert locust invasion¹.

The overall goal of the platform will be to strengthen synergies, sustained management and control of desert locusts and other transboundary pests in the IGAD region. The platform will be utilised to strengthen regional and national capacity for coordination, monitoring, surveillance, and control operations and improve early warning and early response.

The platform will be extended not only to IGAD member states, but to all countries affected by the desert locusts and other trans-boundary pests. Operationalization of the platform will be conducted in partnership with the Desert Locust Control Organization for Eastern Africa (DLCO-EA) and the Commission for Controlling the Desert Locust in the Central Region (CRC).

¹ <https://documents1.worldbank.org/curated/en/130801618252711943/pdf/Project-Information-Documents-Emergency-Locust-Response-Program-Phase-3-South-Sudan-and-IGAD-P174546.pdf>

2.0 Brief Summary of Stakeholder Engagement Activities conducted during project design

IGAD conducted stakeholder engagements with key stakeholders including its Member States and development partners such as UN agencies as detailed below;

Table 1: Stakeholder engagement activities conducted during project design

Stakeholder Group	Location	Interest and Key Point
FAO, WB and AFD	Virtual September 2020 – June 2021	<p>FAO, World Bank and AFD are key players in the control, and management of DL and other transboundary pests.</p> <p>The partners worked with IGAD to organise three key desert locust related events (see below) by facilitating communication flow, invitations and engaging other parties and regularly sharing updates through existing DL fora.</p> <p>IGAD engaged them to review, discuss and consolidate results of the assessments they conducted on desert locusts</p>
IGAD and its Member States Technical Partners (FAO, CRC, DLCO-EA, other UN Agencies and NGOs) Regional development partners (World Bank, AFD, USAID, EU, FSDO, etc.)	Virtual 21 st January 2021	<p>Populations within IGAD member states are directly affected by DL invasion while technical and regional partners are charged with planning, and mobilizing response actions</p> <p>A regional meeting was organised to discuss, endorse findings and highlight gaps in data assessments conducted by FAO, WB and AFD.</p> <p>The meeting also sought recommendations from member states and partners</p>
	Virtual 4 th -5 th May 2021	<p>Recommendations from the above meeting were presented to policy and programming experts during a regional technical stakeholder consultation.</p> <p>The objective was to discuss and reformulate a set of stratified recommendations for countries, regional or continental institutions and global partners.</p>
IGAD Member State Ministers of Agriculture Regional Technical Partners (FAO, CRC, DLCO-EA, other UN Agencies and NGOs) Regional development partners (World Bank, AFD, USAID, EU, FSDO, etc)	Virtual 17 th June 2021	<p>Presented agreed upon set of stratified recommendations in order for the Ministers of Agriculture from IGAD Member States to reach consensus on a desirable setting for monitoring, preventing and responding to future Desert Locust outbreaks in the region.</p> <p>The Ministers of Agriculture endorsed a <u>communiqué</u> to act as a route map to sustainably and efficiently manage and control desert locusts and other transboundary pests.</p>

3.0 Stakeholder identification and analysis

IGAD will engage two categories of stakeholders: affected parties and other interested parties.

3.1 Affected parties

The main stakeholders likely to be directly affected by the project are the IGAD Member states - frontline countries (Sudan, Eritrea, Ethiopia, and Somalia) and invasion countries (South Sudan, Kenya, Djibouti, and Uganda). The project will also indirectly affect other countries affected by the DL and other trans-boundary pests including Yemen and Saudi Arabia, among others.

Table 2: Directly and indirectly Affected Parties

Stakeholder	Engagement or interest
IGAD Member states (MS) Frontline countries ² - Sudan, Eritrea, Ethiopia, and Somalia Invasion countries ³ - South Sudan, Kenya, Djibouti, and Uganda	MS have populations that are most affected by DL and other trans-boundary pests. Project interventions such as guidelines for national preparedness plans for desert locust invasion, support to finalize national preparedness plans, a regional preparedness plan and knowledge management and communication products will contribute to capacity strengthening for both frontline and invasion countries to respond to the threat.
Other countries affected by the desert locusts and other trans-boundary pests	Effective control and management of the DL and other trans-boundary pests in the IGAD region requires dedicated and sustained involvement of all affected countries, in and outside the region, employing an area-wide/inter-regional approach, through applying integrated methodologies and support frameworks; and with all state and non-state stakeholders acting in a coordinated manner.

3.2 Other Interested parties

These are stakeholders that will play a big role in the management of the platform and implementation of the project activities. Implementing partners will play a key role in the overall institutional structure and arrangements of the platform, through either jointly implementing the activities with IGAD or acting as sources of information and technical capacity.

² Contain breeding sites where locusts are endemic and where gregarization starts.

³ Do not have breeding sites but need to be aware of DL development in neighboring countries to increase preparedness.

Table 3: Other Interested Parties

Stakeholder	Engagement or interest
IGAD Secretariat and specialised institutions	IGAD specialised agencies such as ICPAC ⁴ , CEWARN ⁵ and ICPALD ⁶ produce and disseminate information resources that will inform response actions for DL and other transboundary pests management. The project will engage these institutions to provide timely, accurate and relevant information that will contribute to the strengthening of an early warning system for DL and other trans-boundary pests.
Desert Locust Control Organization for Eastern Africa (DLCO-EA) and the Commission for Controlling the Desert Locust in the Central Region (CRC).	<p>DLCO-EA and CRC are among the regional bodies mandated to control DL and other trans-boundary pests within the region. Working closely with these two institutions will further strengthen regional communication and coordination that facilitated timely response before, during and after outbreaks and upsurges.</p> <p>Together with IGAD, DLCO-EA will co-chair the Ministerial Forum, General Assembly and Steering Committee, all structures in the inter-regional platform.</p>
International and regional partners such as FAO, other UN Agencies, World Bank, AFD, USAID, EU, FSDO, NGOs, Research institutions among others	<p>The partners have invaluable experience including knowledge, skills, and resources for the management of desert locusts and other transboundary pests, which will be very useful for project implementation.</p> <p>IGAD will work closely with them to plan and implement response actions such as warning, timely assessments, communication products among others</p>
Media	These have wide regional and global coverage that can be utilised for awareness creation and visibility. They will want to know the DL and other transboundary pests' trajectory, impact on food security, nutrition and resilience in the region as well as any knowledge and information resources produced

⁴ IGAD Climate Prediction and Applications Center

⁵ IGAD Conflict Early Warning and Response Mechanism

⁶ IGAD Centre for Pastoral Areas and Livestock Development

3.4 Summary of project stakeholder needs

Table 4: Summary of project stakeholder needs

Community	Stakeholder group	Key characteristics	Language requirements	Preferred notification means	Specific needs
IGAD Member states Frontline countries - Sudan, Eritrea, Ethiopia, and Somalia Invasion countries - South Sudan, Kenya, Djibouti, and Uganda	Plant Protection Directorates in the Ministries of Agriculture Food security technical working groups and focal points	Consists of high-level technical representatives whose knowledge and skills informs response actions and policies	English - Sudan, Eritrea, Ethiopia, and Somalia Arabic - Sudan	Email, telephone calls, meetings (in person or virtual)	Project roles and responsibilities, planned stakeholder engagements, information generation and dissemination. Regular formal and informal meetings
	National IDDRSI ⁷ Coordinators and focal points	Mobilise, organise and harmonize activities that contribute to the implementation of Country Programming Papers (CPPs) aimed at building resilience to future climatic and economic shocks	English	Email, telephone calls, meetings (in person or virtual)	DL and other transboundary pests' trajectory, planned stakeholder engagements, knowledge and information resources. Regular formal and informal meetings
Other countries affected by the desert locusts	Yemen and Saudi Arabia	DL enter the IGAD region through these countries. Yemen is characterized by	Arabic	Email, telephone calls, meetings (in person or virtual)	DL and other transboundary pests' trajectory, joint control and management efforts,

⁷ IGAD developed the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI).

and other trans-boundary pests		insecurity which limits control efforts			experience sharing. Meet at least twice a year
IGAD Secretariat and specialised institutions	ICPAC, CEWARN, and ICPALD, IDDRSI Platform Coordination Unit	Provide regional climate, conflict, livestock and resilience related information that is relevant for DL monitoring and surveillance	English	Email, telephone calls, meetings (in person or virtual)	Project roles and responsibilities, support in stakeholder engagements, information generation and dissemination. Regular formal and informal meetings
International and regional partners	UN Agencies, World Bank, AFD, USAID, EU, FSDO, DLCO-EA, CRC Research institutions	They are mandated to facilitate control of DL and other transboundary pests. Have experience, knowledge, skills and resources (funds, systems, personnel etc.)	English	Email, telephone calls, meetings (in person or virtual)	Project progress, project preparation and implementation, other stakeholder engagements, joint control and management efforts, experience sharing Regular formal and informal meetings
Media	Radio and TV stations, international media, IGAD websites and social media pages	Wide regional and global coverage that can be utilised for awareness creation and visibility	English	Email, telephone calls, meetings (in person or virtual)	Alerts, press releases, project reports and events Periodic meetings with media channels

4.0 Stakeholder Engagement Program

4.1 Purpose and timing of the stakeholder engagement program

The overall goal of this Stakeholder Engagement Plan is to ensure a systematic, consistent, comprehensive and coordinated approach to stakeholder participation and communication throughout the project cycle. The SEP outlines ways in which the project team will communicate with stakeholders and feedback mechanism to be utilised.

The plan will guide timely engagement with key stakeholders as well as dissemination and increased access to relevant project information. The project will innovate ways for consultations to be effective and meaningful to project and stakeholder needs while considering Covid-19 restrictions. Strategies to be employed include virtual and physical meetings, phone calls, and emails.

In addition to this SEP, IGAD will develop an Environmental and Social Commitment Plan (ESCP) and a Labor Management Procedures (LMP) which will be widely disseminated on the IGAD and World Bank websites to ensure access to information about the social and environmental risks and respective mitigation measures. Designated human resource and communications department staff (focal persons) will be trained on the comprehensive ESF and requirements of ESS2 and ESS10 three months after project effectiveness, to ensure understanding and effective implementation of this ESCP. IGAD will further prepare and submit to the Bank regular monitoring reports on the environmental, social, health, and safety (ESHS) performance of the Project. The first report will be submitted three months after project implementation followed by quarterly reports throughout the project implementation period.

4.2 Proposed strategy for information disclosure

Electronic copies of the disclosure materials will be placed on the IGAD (and ICPAC)⁸ and World Bank websites to allow easy access for all stakeholders. The IGAD and ICPAC websites have an on-line feedback feature that will enable readers to leave their comments in relation to the information shared. The disclosure materials will also be shared with the targeted stakeholders through email, and during project related meetings.

In addition to disclosure of the various project materials (ESCP, SEP, PID and LMP), formal channels will be put in place to register and document comments and suggestions from the public. These grievance arrangements shall be made publicly available to receive and facilitate resolution of concerns in relation to the Project.

⁸ <https://igad.int/>; <https://www.icpac.net/>

Table 5: Stakeholder Engagement and Disclosure Methods

Project stage	Information to be disclosed	Target Stakeholders	Communication channels	Timetable: Locations/ dates	Responsibility
Project Preparation	Project documents - ESF, ESCP, SEP, PID and LMP	Project Implementing Unit (PIU)	Email, intranet, trainings, meetings website	In person or virtual	IGAD
		Affected and interested parties	Email, website, meetings (in person or virtual)	Three months after project effectiveness	
	Annual Work Program (AWP)	Affected, implementing and interested parties	Email	A week after approval by the World Bank	IGAD
Set up of the institutional structure for the Platform	Regional Transboundary Pest Response Coordination Unit (TPRCU), Ministerial Forum, General Assembly, Steering Committee	Members of the different structures and all other stakeholders	Email, website, formal and informal meetings, social media	In person or virtual At least two weeks after their establishment and approval of the ToRs	IGAD
Other activity Implementation and monitoring	Monitoring reports on the environmental, social, health, and safety (ESHS) performance	World Bank and all other stakeholders	Email, website	1st report three months after project implementation and subsequent reports quarterly	IGAD
	Project progress reports	All stakeholders	Email, website, meetings	In person or virtual meeting; Bi-annually	IGAD
	Guidelines and procedures for the Steering Committee, data and information collection; and for national preparedness plans for DL invasion Knowledge management and communication products	All stakeholders	Email, website, meetings, social media, posters, banners, leaflets, studies	In person or virtual As and when completed	IGAD

4.3 Proposed strategy for consultation

IGAD will conduct consultations with all identified stakeholders with the aim of creating awareness, improving access to information and receiving/giving feedback on project implementation. The communication channels highlighted above will play a key role in ensuring information flow between IGAD and its stakeholders. The current COVID-19 crisis requires flexibility in approach to avoid exposing stakeholders to the virus. Project implementation will therefore follow health guidelines given by WHO, IGAD Secretariat, respective IGAD Member States and internationally sound-practices.

Table 6: Stakeholder consultation plan

Stage	Target stakeholders	Topic of consultation	Method used	Location/frequency	Responsibilities
Project Preparation	World Bank	Development, approval and disclosure of ESF, ESCP, SEP, PID and LMP, Annual Work Program	Email, meetings	Virtual and continuous	IGAD, World Bank
	IGAD Member states (MS)	Project documents - ESF, ESCP, SEP, PID and LMP disclosures	Email, meetings, Trainings (for the PIU)	Virtual and physical	IGAD
	Other countries affected by the DL and other trans-boundary pests	Project scope and rationale		Periodic	
	IGAD Secretariat and specialised institutions, PIU	Grievance mechanism process		Daily, quarterly (for the PIU)	
	DLCO-EA and CRC	Annual Work Program (AWP)			
	Other international and regional partners - FAO, other UN Agencies, AFD, USAID, EU, FSDO, Research institutions, NGOs etc.				
	Media	Project documents - PID disclosures		Press release	
	Project scope and rationale				

Set up of the institutional structure for the Platform	<p>IGAD Member states (MS)</p> <p>IGAD Secretariat and specialised institutions</p> <p>DLCO-EA and CRC</p> <p>International and regional partners- World Bank, FAO, other UN Agencies, AFD, USAID, EU, FSDO, Research institutions, NGOs ETC.</p>	<p>Composition and ToRs for the regional Transboundary Pest Response Coordination Unit (TPRCU), Ministerial Forum, General Assembly, and Steering Committee</p> <p>Preparation of guidelines and procedures for the Steering Committee</p> <p>Preparation of guidelines and operational procedures for data and information collection</p>	Email, meetings, Intranet (for IGAD staff)	Virtual and physical As needed	IGAD
Other activity Implementation and monitoring	<p>IGAD Member states (MS), Secretariat and specialised institutions,</p> <p>DLCO-EA and CRC</p> <p>Other countries affected by the DL and other trans-boundary pests</p> <p>International and regional partners - World Bank FAO, other UN Agencies, AFD, USAID, EU, FSDO, Research institutions, NGOs ETC.</p>	<p>Preparation of guidelines for national preparedness plans for desert locust invasion, support to finalize national preparedness plans, knowledge management and communication products</p> <p>Project status</p> <p>Joint response actions, South-south cooperation and experience sharing events</p> <p>Meeting preparations for the Ministerial Forum, General Assembly, Steering Committee and DLRCU</p>	Email, meetings, Surveys, polls, and questionnaires (in case of assessments)	Virtual and physical As needed	IGAD
	Media	Visibility for the project	Email, meetings	Virtual and physical, as needed	IGAD

4.4 Timelines

Stakeholder consultations will be conducted throughout the project 3-year lifecycle as indicated in the tables above. Consultations will be conducted during project preparation, set up of the institutional structure for the Inter-regional Platform for the Management of Desert Locusts and other Trans-Boundary Pests and the activity implementation and monitoring processes.

Selected staff will be trained on key documents such as the ESF, ESCP, SEP, PID and LMP at least three months after project effectiveness to increase their awareness and understanding while quarterly project monitoring reports on the environmental, social, health, and safety (ESHS) performance and biannual project progress reports will be made available through the IGAD, ICPAC and World Bank websites.

IGAD will actively utilise the institutional structure and arrangements of the platform to conduct meaningful engagements with all stakeholders. Among these is the annual Ministerial Forum⁹ that will endorse documents/actions and a General Assembly¹⁰ which will review project progress and approve short to long-term work plans and progress after receiving feedback from the technical committee. In addition, bi-annual Steering Committee¹¹ meetings and regular meetings of the Desert Locust and Transboundary Pest Response Coordination Unit (DLRCU) will be organised. This structure will ensure continuous consultation with key stakeholders, reporting, sharing of experiences and feed back on project implementation.

4.5 Review of Comments

The PIU will maintain open lines of communication with all stakeholders to encourage information flow-including feedback, understanding of the project and its key documents and to strengthen working relationships.

Comments from stakeholders will be gathered through email, social media, during meetings- both formal and informal- and included in periodic project reports necessary. Response to the comments will be done directly to the individual(s) or through email, meetings or reports.

5.0 Resources and Responsibilities for implementing stakeholder engagement activities

Stakeholder engagement will be the responsibility of the Project Implementation Unit that will be stationed at ICPAC under the IGAD Food security, nutrition and Resilience Analysis Hub (IFRAH). All project staff will play a key role in the consultation processes through their interaction with the different stakeholders. However, with supervision from the Platform Coordinator, the Communication and Reporting Officer and the Knowledge Management / M&E Specialist will play a key role in implementing this SEP.

Funds have been set aside for periodic consultations with stakeholders as well as production and dissemination of visibility and information materials such as brochures, posters, banners, newsletters, reports.

⁹ Composed of Ministers In-charge of Agriculture, Crop Protection and Rangelands from IGAD Member States and other participating countries, Senior officials from development partners and other stakeholders

¹⁰ composed of high level technical and political representatives of all stakeholders involved both from within the IGAD region and beyond

¹¹ Members include: Executive officials at the level of Director/Director General/Permanent and Undersecretary from IGAD MS government ministries and agencies that deal with DL and other trans-boundary pests, DLCO-EA, IGAD, development partners, UN agencies and NGOs

Periodic updates on project progress, and the environmental, social, health, and safety (ESHS) performance, comments and feedback will be compiled by the Knowledge Management/M&E Specialist, with support from other staff and disseminated to stakeholders through the identified engagement channels.

6.0 Grievance Mechanism

IGAD will be guided by the International Labour Organisation (ILO)¹² grievance handling procedure, whose Examination of Grievances Recommendation, 1967 (No. 130), stipulates two general principles;

1. Every worker should have the right to submit a grievance without suffering any prejudice whatsoever as a result.
2. Any grievances submitted should be examined via an effective procedure which is open to all workers.

Emphasis will be placed on dialogue and maintaining open lines of communication with the stakeholders as a way of receiving and responding to grievances. The PIU will ensure timely and uncomplicated response to grieves, and where the PIU is unable to offer an adequate response or where the grievance raised is deemed of high risk or impact to the project or IGAD as an institution, this will be forwarded to the ICPAC senior management for corrective action. Communication will be maintained with the complainant until his/her grievance is resolved.

Grievances will be received by the Communications teams through IGAD and ICPAC websites and social media platforms, and by other staff through email, phone calls and in-person meetings. Monthly reports on public grievances and proposed/implemented corrective measures will be compiled and shared with the responsible staff for further monitoring and follow up. A summary of implementation of the grievance mechanism will be provided to the public as part of the project progress report.

Further, continuous sharing of email, phone and website contacts will be done during meetings and on visibility platforms and materials as a way of encouraging stakeholders to interact with the project team.

7.0 Monitoring and Reporting

The Stakeholder Engagement Plan will be a living document, periodically updated to reflect project and stakeholder contexts and appropriateness of consultation processes and methods.

7.1 Involvement of stakeholders in monitoring activities

Whereas IGAD will mobilise and organize collective action consistent with the needs for an area-wide approach and integrated pest management, implementation and monitoring of these actions will involve all key stakeholders including Member States, DLCO-EA and other regional and international partners involved and/or affected by DL and other trans-boundary pests. Coordination efforts, will not be limited to facilitating cross-learning and sharing of information among partners, but also ensuring that the

¹² ILO.2018. [Grievance Handling](#). Factsheet No. 5. ISSN 2227-9334 (web)

Platform members are actively involved in surveillance, monitoring and reporting of DL and other pests, developing synchronized work plans, harmonising methodologies and coordinating operations at the national, regional and international levels.

The institutional structure and arrangements of the Platform comprises of stakeholders at different levels where they will have the opportunity to contribute not only to project implementation but to monitoring and reporting on project progress as well.

7.2 Reporting back to stakeholder groups

Results of stakeholder engagement activities such as reports on grievances and proposed/implemented corrective measures, activity and project progress reports will be disseminated internally and externally using various media channels as indicated below;

- Reports on grievances and proposed/implemented corrective measures- these will continuously (as they come in) be shared with the responsible staff for monitoring and follow up. Grievances deemed of high risk or impact to the project or IGAD as an institution will be forwarded to the ICPAC senior management for corrective action. IGAD will, as much as possible, also ensure timeliness of the feedback on grievances. This will be through email, phone calls, and formal and informal meetings.
- Activity and project progress reports will also be utilised to share results of stakeholder engagement activities. The reports will be shared through email, formal and informal meetings, IGAD and World Bank websites as well as social media.

Annex: List of Identified Stakeholders

IGAD	<ol style="list-style-type: none"> 1. Secretariat 2. IGAD developed the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI). 3. IGAD Climate Prediction and Applications Center (ICPAC) 4. IGAD Food security, nutrition and Resilience Analysis Hub (IFRAH) 5. IGAD Centre for Pastoral Areas and Livestock Development (ICPALD) 6. IGAD Conflict Early Warning and Response Mechanism (CEWARD)
IGAD Member State level	<p>All IGAD Member states - Djibouti, Ethiopia, Eritrea, Kenya, Somalia, South Sudan, Sudan, and Uganda. Specifically;</p> <ol style="list-style-type: none"> 1. Ministers in-charge of Agriculture, Crop Protection and Rangelands 2. NGOs
Regional and International level	<ol style="list-style-type: none"> 1. The World Bank 2. Agence Française de Développement (French Development Agency) (AFD) 3. Food and Agriculture Organization of the United Nations (FAO) 4. Desert Locust Control Organization for Eastern Africa (DLCO-EA) 5. FAO Commission for Controlling the Desert Locust in the Central Region (CRC) 6. Regional and International NGOs
Mass media	<p>National, regional and international mass media including;</p> <ol style="list-style-type: none"> 1. Newspapers 2. Radio stations 3. Television stations 4. IGAD and other partners social media platforms