

United Nations Children's Fund (UNICEF)  
in partnership with  
the Social Fund for Development (SFD)

# Stakeholder Engagement Plan (SEP)

Updated for the Third Additional Financing (P181468) for the Yemen  
Emergency Social Protection Enhancement and COVID-19 Response  
Project (ESPCRP) (parent project P173582)

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## Acronyms

AF	First Additional Financing
AF2	Second Additional Financing
AF3	Third Additional Financing
COVID-19	Corona Virus Disease 19
CfW	Cash for Work
ESPECRP	Emergency Social Protection Enhancement and COVID-19 Response Project
ESS	Environmental and Social Standard
FGD	Focus Group Discussion
GBV	Gender Based Violence
GM	Grievance Mechanism
IDA	International Development Association
IDP	Internally Displaced Person
KII	Key Informant Interview
MIS	Management Information System
PME	Planning Monitoring and Evaluation
PC	Payment Cycle
PSEA	Protection against Sexual Exploitation and Abuse
PWP	Public Works Project
SFD	Social Fund for Development
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SMEPs	Small and Micro Enterprise Promotion Service
SWF	Social Welfare Fund
TPM	Third Party Monitoring
UCT	Unconditional Cash Transfer
UN	United Nations
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund

## 1. Introduction/Project Description

**Country context.** The ongoing conflict in Yemen has resulted in a catastrophic humanitarian emergency with an increasing toll of civilian deaths and casualties across the country. Over 80 percent of Yemen's population is estimated to need humanitarian assistance and more than 4.3 million Yemenis have become internally displaced with an estimated 3.3 million requiring assistance. The ongoing conflict has destroyed much of the institutional ability of key ministries, governorates and local authorities to deliver essential social services to citizens. Public service restoration is also essential for a smooth transition to recovery, as a political agreement is being negotiated.

**Purpose.** The Yemen Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP) builds on the completed IDA financed Emergency Crisis Response Project (ECRP) to deliver support to vulnerable Yemenis affected by conflict, COVID-19 and climate-related shocks. The Project covers all country's 333 districts of the 22 governorates that have high levels of distress index and most vulnerable communities.

**Project Development Objective.** The project development objective is “to provide cash transfers, temporary employment, and increased access to basic services and economic opportunities to food-insecure populations affected by COVID-19, the conflict and climate-related shocks, as well as to strengthen the capacity of national institutions”.

**Project components |** The Project is composed of four main components, namely:

- *Component 1: Unconditional Cash Transfers (UCT)*, delivering cash transfers to the vulnerable households identified by the Social Welfare Fund (SWF) while also strengthening the capacity of social protection stakeholders notably the Social Fund for Development (SFD) and SWF
  - *Subcomponent 1.2 ‘Digital payment pilot and financial literacy’*, specifically supporting a shift to receive digital payments for beneficiaries who wish to shift, including incentives and facilitating acquisition of IDs augmented by access to financial literacy interventions
  - *Subcomponent 1.3 ‘Microwork for Youth Pilot’* – newly introduced under AF3, to support young Yemenis who are part of UCT beneficiary households improve access to microwork opportunities regionally and globally
- *Component 2: Geo-focused bundles to reduce food insecurity and malnutrition*, that combine immediate and long-term relief to food insecurity and malnutrition by building relevant community assets as well as supporting local food production and distribution
  - *Subcomponent 2.1 ‘Cash for Nutrition’ (CfN)* provides cash support and complementary services for households with mothers and children at risk of malnutrition in selected communities
  - *Subcomponent 2.2 ‘Cash for Work’ (CfW)* provides temporary employment opportunities to vulnerable populations from the selected communities to build valuable community assets, focusing on subprojects that contribute directly or indirectly to reducing food insecurity and malnutrition for the: (i) restoration and irrigation of agricultural land; (ii) access to water and sanitation;<sup>17</sup> and (iii) and access to markets (e.g. road rehabilitation).
  - *Subcomponent 2.3 ‘Community Assets’* supports community-identified subprojects to build

community assets that contribute directly or indirectly to reducing food insecurity and malnutrition.

- *Subcomponent 2.4 'Economic opportunities and food market resilience'* will bolster the role of Small and Micro Enterprises (SMEs) in contributing to food security and reducing malnutrition among the most vulnerable groups.
- *Component 3: Project Management, Monitoring, Evaluation and Capacity Building of National Institutions*
- *Component 4: Contingency Emergency Response* which will be activated in the event of an eligible crisis or emergency, where the project will contribute to providing immediate and effective response to said crisis or emergency

**The ESPECRP is being prepared in accordance with the World Bank's Environment and Social Framework (ESF) and UNICEF's respective policies and procedures.**

## 2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the implementing agency will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the project and any activities related to the project. The SEP specifically emphasizes methods to engage groups considered most vulnerable and that are at risk of being left out of project benefits.

**This SEP is being updated under the Additional Financing 3 (AF3) for Component 1 of ESPECRP, with UNICEF as implementing agency. United Nations Development Programme (UNDP) which is responsible for implementing component 2 has developed its own SEP.**

## 3. Stakeholder identification and analysis per project component

### 3.1. Methodology

For the ESPECRP, the following stakeholders have been identified and analyzed for component 1 and its sub-components. These stakeholders include affected parties (as defined in section 3.2), other interested parties (as defined in section 3.3) and disadvantaged/vulnerable individuals or groups (as defined in section 3.4).

### 3.2. Affected parties

Affected parties include local communities, community members and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category:

*For component 1: Unconditional Cash Transfers (UCT) and its sub-components 1.1 'Digital payment pilot and financial literacy' and 1.2.: "Microwork for Youth Pilot" :*

- UCT recipient households (SWF beneficiary list)
- Service provider personnel involved in the implementation of the UCT activities

### 3.3. Other interested parties

The projects' stakeholders also include parties other than the directly affected communities, including:

*For component 1: Unconditional Cash Transfers (UCT) and its sub-components 1.1 'Digital payment pilot and financial literacy' and 1.2.: "Microwork for Youth Pilot" :*

- Community members not on the SWF list
- Authorities and local actors supporting facilitation and outreach activities for the UCT payments
- Other humanitarian and development agencies and partners

### 3.4. Disadvantaged / vulnerable individuals or groups

Within the Project, the vulnerable or disadvantaged groups may include but are not limited to the following:

*For component 1: Unconditional Cash Transfers (UCT) and its sub-components 1.1 'Digital payment pilot and financial literacy' and 1.2. 'Microwork for Youth Pilot':*

- Illiterate individuals, who will not be able to access any written information disseminated by the Project
- Females/female-headed households, who due to socio-cultural norms may be unable to join spaces where males are present or express their views and opinions freely in the presence of males. They may also have movement restrictions (requiring a male companion) affecting their ability to reach payment sites
- Persons with disabilities, whose disability may impact their access to written or audio information, or restrict their access to locations where information is disseminated and payment services are provided
- Families/individuals living in remote and hard-to-reach locations, who may need to entail long and complex journeys to travel to populated locations where payment sites are established
- Internally Displaced People (IDP), who may feel discriminated against in their host communities
- Elderly and chronically ill people, who may have mobility restrictions limiting their access to locations where information is disseminated and payment services are provided

Vulnerable groups within the communities affected by the project will continue to be confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

## 4. Stakeholder Engagement Program

### 4.1. Summary of stakeholder engagement done during project preparation

The ESPECRP builds on the already closed Yemen Emergency Crisis Response Project (2017-2021), where the UCT component had already been implemented and consultation meetings had taken place with every payment cycle. Since the start of the ESPECRP (2021-2023), consultation meetings continued to be conducted as detailed below:

**Table 1: Summary of previous stakeholder engagement**

Meetings	Venue	Number of participants	Key issues discussed
<i>For component 1: Unconditional Cash Transfers (UCT) and its sub-component 1.1 'Digital payment pilot and financial literacy'</i>			
General community meetings (males and females)	Public spaces, houses of local leaders, Mosques, Schools, Health Centers	Payment Cycle (PC) 1 (Oct 2021): <b>122,029</b> PC2 (Mar 2022): <b>118,553</b> PC3 (Jun 2022): <b>118,954</b> PC4 (Nov 2022): <b>163,475</b> PC5 (Mar 2023): <b>164,688</b> PC6 (Aug 2023): <b>167,757</b>	Information was provided on the following topics: <ul style="list-style-type: none"> <li>• Payment period, eligibility criteria, how the benefit amount is calculated, scheduling mechanism</li> <li>• Services provided by the Project to serve the most vulnerable</li> <li>• Grievance Mechanism (GM), including Sexual Exploitation and Abuse (SEA) and fraud prevention and reporting</li> </ul>
Female-only community meetings	Houses of female local actors	PC1 (Oct 2021): <b>6,671</b> PC2 (Mar 2022): <b>6,879</b> PC3 (Jun 2022): <b>6,881</b> PC4 (Nov 2022): <b>12,953</b> PC5 (Mar 2023): <b>13,923</b> PC6 (Aug 2023): <b>15,831</b>	<ul style="list-style-type: none"> <li>• Prevention of communicable diseases while visiting the payment sites</li> <li>• Digital payment services</li> <li>• Location of payment sites and assessment of potential accessibility and security concerns</li> <li>• Advice/information regarding suitable local actors to assist and support at the village/locality level to address any security concerns that can arise during the payment period</li> </ul>

## **4.2. Summary of project stakeholder needs and methods, tools and techniques for stakeholder engagement**

The Stakeholder Engagement Plan below outlines the engagement process, methods, including sequencing, topics of consultations and target stakeholders. The strategy to consult/inform vulnerable groups/individuals will be consulted/informed is detailed in section 4.3.



Table 2: SEP Summary Table

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency/ Timeline
Implementation stage	Local authorities, local actors (teachers, health workers, etc), UCT targeted households, general community members - countrywide	<ul style="list-style-type: none"> <li>- Present the project and receive feedback on project activities</li> <li>- Inform on the requirements and dates to collect the cash and enrol in digital payments</li> <li>- Consult on the suitability of the proposed location of payment sites</li> <li>- Give information on GM, fraud and SEA prevention, as well as measures to prevent the spread of communicable diseases</li> </ul>	<p><b>For consultation and dissemination of information:</b> Community consultations</p> <p><b>For dissemination of information:</b> Radio, Printouts, Mosque announcements, WhatsApp groups, Facebook, SMS</p>	SFD	Every payment cycle (i.e. three times a year as there are three payment cycles a year)
	Central level authorities including SWF (Consultative Committee)	<ul style="list-style-type: none"> <li>- Present the project and receive feedback on project activities</li> <li>- Inform on progress of activities</li> <li>- Receive feedback on areas requiring improvement</li> </ul>	Official meetings	SFD	Every payment cycle (i.e. three times a year as there are three payment cycles a year)
	Youth from UCT households in selected districts	<ul style="list-style-type: none"> <li>- Present the project and receive feedback on project activities and <b>environmental and social risks, and proposed mitigation measures</b></li> <li>- Inform on progress of activities</li> <li>- Receive feedback on areas requiring improvement, including addressing risks and exclusion</li> </ul>	Focus Group Discussions	To be determined upon project design	Every 6 months - To be confirmed upon project design
Preparation stage (applicable only to sub-component 1.3)	Youth from UCT households in selected districts	<ul style="list-style-type: none"> <li>- Present the project and receive feedback from youth on their interest to participate in the training and microwork opportunities, preferences and possible access barriers, particularly for females</li> </ul>	Focus Group Discussions	UNICEF (through a contracted firm)	By May 2024 (estimated)

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency/ Timeline
<i>under this update)</i>		<i>and persons with disabilities, and on expected risks and impacts</i>			

### 4.3. Proposed strategy to incorporate the views of vulnerable groups

The project will continue seeking the views of vulnerable groups as women/youth, male youth, females, illiterate individuals, persons with disabilities and families/individuals living in remote and hard to reach locations and the other vulnerable groups identified under chapter 3.4. The following measures are in place and will be maintained to remove obstacles to full and enabling participation / access to information:

*For component 1: Unconditional Cash Transfers (UCT) and sub-components 1.2 'Digital payment pilot and financial literacy' and 1.3: "Microwork for Youth Pilot'*

- Organisation of female-only community meetings and female-only WhatsApp groups
- Deployment of outreach (mobile) teams to reach remote communities; use of phone to reach out to beneficiaries where required
- Dissemination of the key messages through multiple channels that can be accessed by illiterate individuals and people with mobility restrictions such as radio and audio-video animations, as well as reliance on Imams and local leaders and community actors to cascade down the information through word of mouth

## 5. Resources and Responsibilities for implementing stakeholder engagement

### 5.1. Implementation Arrangements and Resources

*For component 1: Unconditional Cash Transfers (UCT) and sub-component 1.2 'Digital payment pilot and financial literacy'*

SFD, under UNICEF oversight, is responsible for the implementation of Stakeholder Engagement Plan. The entities responsible for carrying out stakeholder engagement activities are the facilitation team.

The project's stakeholder engagement implementation arrangements are as follows:

- SFD allocates a Facilitation and Outreach team to conduct the consultations across the country. The number of staff and their role is defined based on the number of UCT household recipients in each geographical area, as well as restrictions to access. Once support has been received from the authorities at central, governorate and district level, the Facilitation team then liaises with the local leaders to organise the community consultations.
- The participation in the community consultations follows an inclusive approach, free of manipulation, interface, coercion, and intimidation to ensure a good representation of the stakeholders. The plan for engagement will be shared by the Facilitation team before every payment cycle and reviewed to assess the coverage and inclusion of all the targeted communities to ensure inclusion of the most vulnerable and disadvantaged groups.
- Participants are encouraged to share their feedback on the proposed activities. Where challenges are being faced, the participants jointly seek solutions. For example, a critical area of consultation is the suitability of the payment site locations to the communities. The feedback received by the Facilitation

team then feeds into the development of the payment plan which is agreed with the financial service providers and that details the type of payment sites and their location.

- The key messages which are used during these consultations will be agreed between SFD and UNICEF before every payment cycle, and disseminated through the various channels described in table 2 so is widely distributed among all stakeholders on a timely and understandable.
- The dialogues with the communities continue throughout the payment period, with the Facilitation team liaising with local actors on a continuous basis to gather their feedback on potential areas of support required by the communities, and UCT households and other community members being able to reach out to the Project through the Grievance Mechanism (GM) at any point in time to provide their feedback.

The stakeholder engagement activities are documented through a mobile application used for community meetings. The information is stored in the UCT Management Information System (UCT MIS).

### *For sub-component 1.3.: "Microwork for Youth Pilot"*

UNICEF will hire a consultancy firm to conduct consultations with youth from the UCT households as well as local actors, as part of the design phase of the Microwork for Youth Pilot sub-component. During these consultations, youth will be informed of the purpose of the project and asked to share their interests and preferences. The project team will also present possible environmental and social risks of the activity and proposed mitigation measures and receive feedback from youth to better understand ES risks and how to address them in the activity. They will also be asked to map potential challenges and barriers, and propose solutions to overcome these. The consultation will cover elements related to the acceptance of the initiative, potential exclusion factors, potential environmental/social risks and impacts, and other potential negative impacts.

These consultations will feed into an assessment that will also contemplate the demand for microwork opportunities at both national and global levels, and that will inform the customization of trainings based on youth's specific needs. The purpose of this assessment is to inform the design of the initiative, and hence embedding the consultation in this assessment will enable to ensure that stakeholders can raise concerns/questions and which may impact design and mitigation measures.

**The stakeholder engagement activities will be included in the SEP within two months of Project Effective Date. See Annex 1 for a sample template to record summaries of consultations.**

## **Budget**

The budget estimate for the preparing and implementing this SEP for Component 1 and its sub-components is 4,153,780 USD for UNICEF under AF3. The budget breakdown can be found in Annex 2.

## **6. Grievance Mechanism**

A Grievance Mechanism is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to the environmental and social performance of a project to be submitted and responded to in a timely, inclusive and accessible manner.

## 6.1. Description of Grievance Mechanism (GM)

*For component 1: Unconditional Cash Transfers (UCT) and sub-components 1.2 'Digital payment pilot and financial literacy' and 1.2. 'Microwork for Youth Pilot':*

The GM is supported by the UCT Management Information System where all grievances are stored, automatically categorized, and where specific workflows are triggered depending on the category of the grievance in line with existing protocols. All actions taken in response are also documented in the MIS, until the grievance is closed. Dashboards with aggregated data on grievances by status are used to monitor if all grievances are analysed, acted upon and redressed. Table 3 provides an overview of the GM steps.

**Table 3: GM steps**

Step	Description of process (e.g.)	Timeframe	Responsibility
Grievance uptake	Grievances can be submitted via the following channels: <ul style="list-style-type: none"> <li>• Toll-free telephone hotline: 8003090 operated by SFD</li> <li>• Social media: UNICEF Facebook</li> <li>• Smartphone application developed by UNICEF for the UCT grievance collection</li> </ul>	Whole project duration	Call Center officers (managed by SFD)  Field deployed personnel (managed by either UNICEF or SFD)
Sorting, processing	Any complaint received is logged into the UCT MIS; and automatically categorized according to the following complaint categories: Beneficiary Issues, Gender Issues, Service Quality, Mistreatment, Suspected Fraud	Upon receipt of complaint	Automated through the UCT-MIS
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant through an SMS which also contains the grievance ID for ease of follow up	Immediately	Automated through the UCT-MIS
Verification, investigation, action	Investigation of the complaint is led by the Case Managers as per established protocols. Where the resolution of a complaint requires the complainant to be reached at home, a Case Management Assistant is deployed. The resolution of the complaint is communicated to the complainant by the Case Manager or SMS (depending on the nature of the complaint)	Within 8 working days	Case Management team (managed by SFD)
Monitoring and evaluation	Data on complaints are collected through the UCT-MIS and available to UNICEF and SFD on a daily basis for monitoring	Real time	Automated through the UCT-MIS

Step	Description of process (e.g.)	Timeframe	Responsibility
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected through the Third-Party monitoring arrangements	Every payment cycle (i.e. three times a year)	UNICEF
Training	Training of GM personnel takes place before every payment cycle on safeguarding measures and project protocols	Every payment cycle (i.e. three times a year)	SFD
Appeals process	When/if the complainants are not satisfied with the proposed resolution of the complaint, the complaint will be reopened and the reassessed	As applicable	SFD

### SEA complaints

The GM is sensitive to handling SEA complaints, including the option of reporting anonymously, a response and accountability protocol including referral pathways to connect survivors with needed SEA services. These grievances are categorized in a dedicated grievance category accessible only to the SEA Specialist and SEA Focal Points.

The management of these grievances follow the procedures established by UNICEF at the global level.

## 7. Monitoring and Reporting

### 7.1. Summary of how SEP will be monitored and reported upon (including indicators)

The SEP is monitored based on both qualitative reporting (based on progress reports) and quantitative reporting linked to results indicators on stakeholder engagement and grievance mechanism performance.

SEP reporting will be done as part of regular narrative progress reports, including qualitative and quantitative reporting on the overall activities undertaken as part of stakeholder engagement commitments, including on:

- (i) The community consultation activities undertaken every payment cycle of the UCT payment activities (Annex 1)
- (ii) Progress against the indicators included in the SEP (included in Annex 3)
- (iii) Feedback from the consultations that will be undertaken as part of the assessment for sub-component 1.2. 'Microwork for Youth Pilot', and how these will inform the project scope and design

### 7.2. Reporting back to stakeholder groups

The SEP is revised and updated as necessary during project implementation.

*For component 1: Unconditional Cash Transfers (UCT) and its sub-components 1.1 'Digital payment pilot and financial literacy' and 1.2. 'Microwork for Youth Pilot':*

Summaries and internal reports on grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions are collated by responsible staff and reviewed by UNICEF and SFD during the stock-taking exercises.

Specific mechanisms to report back to the stakeholders include the following: phone calls and SMS to complainants, community consultations and informal or formal meetings. This reporting back to the stakeholders is performed upon grievance resolution, in the next community meeting, or as needed.

## 8. Annexes

- Annex 1. Template to capture minutes/records of consultation meetings
- Annex 2. SEP Budget
- Annex 3. Monitoring and Reporting on the SEP

Annex 1 Template to Capture Consultation

Stakeholder (Group or Individual)	Date	Location	Number of participants (male, female, total)	Participation of vulnerable groups	Summary of Feedback	Response of Project Implementation Team	Follow-up Action/Next Steps



## Annex 2: SEP Budget Table

<b>Budget categories</b>	<b>Cost per payment cycle (USD)</b>	<b>AF3 (two payment cycles) (USD)</b>
<b>1. Community consultations</b>	<b>820,000</b>	<b>1,640,000</b>
<b>2. Grievance Management (GM)</b>	<b>1,106,890</b>	<b>2,213,780</b>
<b>3. Assessment for microwork component</b>	<b>150,000</b>	<b>300,000</b>
<b>TOTAL</b>	<b>2,076,890</b>	<b>4,153,780</b>

### Annex 3. Monitoring and Reporting on the SEP

SEP performance questions	Indicators	Data Collection Methods
<ul style="list-style-type: none"> <li>• What are the satisfaction levels of the users of the UCT Call Centre?</li> <li>• How quickly are the grievances resolved per the timeline in the SEP?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of satisfaction of cash recipients with the Call Centre (target: 70% highly satisfied, 25% satisfied, 5% unsatisfied)</li> <li>• % of grievances received that are addressed and responded to within a timeline that has been specified and publicly communicated by the project (target: 90%)</li> </ul>	TPM report  UCT-MIS
<ul style="list-style-type: none"> <li>• How many people were engaged in community consultation activities?</li> <li>• Was priority information disclosed to relevant parties throughout the project cycle?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants in general community meetings and female-only community meetings, disaggregated by gender of the participant and inclusion of vulnerable groups (target: 168,000 for general meetings, 16,000 for female only meetings)</li> <li>• % of community meetings where all key messages were disseminated and discussed (target: 90%)</li> <li>• Recipients who received information from at least one of direct or indirect means of facilitation about payment dates, times &amp; places (target: 90%)</li> </ul>	SFD community meeting reports  TPM report  TPM report