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**REPUBLIC OF YEMEN
INTEGRATED URBAN SERVICES EMERGENCY PROJECT II
P175791**

Stakeholder Engagement Plan (SEP)

30 April 2021



Second Yemen Integrated Urban Services Emergency Project (P175791) Environmental and Social Management Framework

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1 Introduction/Project Description

1.1 Introduction

1. This Stakeholder Engagement Plan (SEP) was prepared by UNOPS for the Second Yemen Integrated Urban Services Emergency Project (YIUSEP II), in accordance with the World Bank Environmental and Social Standard on Stakeholder Engagement and Information Disclosure (ESS10).
2. UNOPS will update the SEP as necessary, in light of experiences during Project implementation. Any update will be submitted to the World Bank for prior review before becoming effective.
3. UNOPS has in parallel prepared an Environmental and Social Management Framework (ESMF) to meet the requirements of ESS1, a Labor Management Procedures (LMP) to meet the requirements of ESS2, Security Management Plan (LMP) and a GBV/SEA/SH Prevention and Response Action Plan to meet the requirements of ESS4, and a Resettlement Framework (RF) to meet the requirements of ESS5.

1.2 Objective

4. The SEP outlines the ways in which UNOPS and its three local Implementing Partners will communicate with stakeholders throughout the entire project cycle, including public information disclosure and consultation, as well as a mechanism by which affected persons and communities can raise concerns, provide feedback, or make complaints about activities related to the Project.
5. UNOPS and its Implementing Partners are committed to ensuring the meaningful, effective and informed engagement of stakeholders throughout the Project's lifecycle. This will help ensure a smooth collaboration between project staff and targeted stakeholders, and minimize and mitigate environmental and social risks related to the Project activities. Key stakeholders must not only be informed, but also consulted and provided with the means to contribute to the Project's sustainability.

1.3 Context

6. Projects in a conflict environment, such as Yemen, carry specific risks:
 - (i) elite capture and/or corruption can exacerbate existing tensions
 - (ii) infrastructure being built that is not sustainable, or does not correspond to community and individual beneficiaries' (women and men's) priorities and needs among others
 - (iii) emergency processes inadvertently undermine local institutions.
7. A well-defined SEP can be an important means to address some of these risks. In addition, it helps build ownership of the project activities by all stakeholders including local councils, citizens of both sexes, and representatives of vulnerable groups by providing concrete methods for engagement and building on local methods of participation and awareness raising where they exist.
8. Lastly, in the context of a pandemic, broad, culturally appropriate, and adapted awareness raising activities are particularly important to properly sensitize the communities to the risks related to infectious diseases.

1.4 Project Description¹

9. The overall objective of the Second Yemen Integrated Urban Services Emergency Project (YIUSEP II) is to restore access to critical urban services of selected cities within the Republic of Yemen. The project design is based on findings and lessons learned from relevant analytical studies and operational experience in fragile, conflict, and violent (FCV) environments. The Yemen Dynamics Needs Assessment (DNA) highlights the need for an integrated and multi-sectoral World

¹ This Chapter is based on the Project description in the Project Appraisal Document (P175791)

Bank engagement in urban settings and coordinated infrastructure investments in the urban water, urban roads, municipal services, solid waste management and electricity sectors that promote cross-sectoral linkages and complementarities.

10. The Project has three components:

Component 1. Service restoration

11. The component will include small-scale, neighborhood-level tertiary municipal goods and infrastructure that will improve access to municipal services.

- Tertiary Municipal Services and Solid Waste Management
 - Flood management
 - Solid waste management
 - Rehabilitation of neighborhood sanitation infrastructure
 - Stone paving of neighborhood streets
 - Rehabilitation of local parks and green spaces
- Urban Water and Sanitation
- Urban Roads
- Energy for Critical Services

Component 2. Implementation Support and Capacity Development

- Project Implementation and Management Support
- Enhanced Capacity Building
- Third Party Monitoring

Component 3. Contingent Emergency Response

12. The Contingent Emergency Response Component (CERC) allows UNOPS to receive support by reallocating funds from other project components or serving as a conduit to process additional financing from other funding sources for eligible emergencies to mitigate, respond to and recover from the potential harmful consequences arising from the emergency. Disbursements under this subcomponent will be subject to the declaration of emergency by the RoY, the international community, or the UN.

1.5 Implementation Arrangements

13. As indicated in the Project Appraisal Document (PAD): *“The proposed project is an emergency operation processed under OP 2.30 and OP 10.00 paragraph 12. It uses UNOPS as the recipient of IDA funds and alternative implementation agency on an exceptional basis under the Financial Management Framework Agreement (FMFA) between the World Bank and UN agencies. The project will be implemented by UNOPS through direct implementation as well as project cooperation agreements between UNOPS and local partners.”* The local Implementing Partners are the Public Works Project (PWP), the Road Maintenance Fund Implementation Unit (RMF-IU), and the Urban Water Project Management Unit (UW-PMU).

2 Brief Summary of Previous Stakeholder Engagement Activities

2.1 Stakeholder Engagement during YIUSEP I

14. YIUSEP II is a continuation of YIUSEP I (P164190). A distinct project was prepared rather than an Additional Financing, because of the need to transition to the Environmental and Social Framework. The ESMF for YIUSEP addressed Stakeholder Engagement in Chapter 12. It summarized consultations held on the YIUSEP ESMF in late 2017 to early 2018, and defined consultation and disclosure requirements for subprojects that UNOPS implemented for the 154 subprojects implemented during YIUSEP I. The same subproject consultation and disclosure requirements have been included in the ESMF for YIUSEP II.

15. YIUSEP I carried out citizen engagements and public consultations throughout the second and third year of the project. The following are the key findings of these consultations:

- Restoring critical services is an urgent priority need, especially in WASH, electricity, and transport.
- Early engagement and communication with local authorities, service providers (i.e., LCs), and beneficiaries are key for successful implementation and delivery.
- Integration of efforts and effective technical coordination among humanitarian/development partners and local stakeholders are essential for successful delivery.
- Tangible and visible results are important. Excessive visibility and communication can undermine Project activities by creating expectations that cannot be met. Effective communication and visibility must reflect the actual needs expressed by target beneficiaries and local authorities and what the Project can realistically achieve
- Beyond the public disclosure requirements, the Project GRM provided an effective means for stakeholders to voice not only their complaints but also their concerns or queries in a timely manner.
- UNOPS' eSourcing on the UN Global Market and the bilingual website with its interactive GIS platform also increased the Project's transparency and accountability during tendering, implementation, and post-delivery.

2.2 Lessons Learned during YIUSEP I

UNOPS has identified three key lessons from YIUSEP I:

- Kickoff meetings with contractors must be better structured and organized to cover all relevant aspects of subprojects, such as risk assessment, health and safety, the objective of the Project Grievance Mechanism (GM), the role of third part monitors (TPM), protection against sexual exploitation and abuse (PSEA), gender considerations, procurement and logistics, and implementation plans.
- GM contact details must be shared with relevant stakeholders (i.e., workers and beneficiaries) during TPM filed visits, UNOPS staff inspection visits, Gender Based Violence (GBV), PSEA, and health and safety training for contractors and workers, and throughout the stakeholder engagement process
- GM contact details must be included in all printed public material: leaflets, brochures, and fact sheets.

2.3 Citizen Engagement during YIUSEP I (subcomponent 2.2)

16. Citizen Engagement was a key part of YIUSEP I. It included:

- a context-sensitive public communication plan that will be devised and rolled out with the start of subproject implementation and throughout Project duration.

- citizen engagement in the identification, prioritization, and monitoring of investment projects, including consultations with local councils/communities and key stakeholders at grass root levels
- the establishment of beneficiary committees with equal male and female representation, including stakeholders and local communities

17. In addition to working with the local Implementing Partners, UNOPS engaged with local authorities, local institutions, and individual communities throughout YIUSEP implementation in order to facilitate community ownership and sustainability of project interventions. By associating local councils and government officials, the project helped develop local capacity for participatory planning.

18. Oxfam was commissioned by the World Bank to carry out citizen engagement in Sana'a and Aden. UNOPS commissioned a company in 2018 to carry out citizen engagement in Saadah and Mukalla cities, and to develop a communication plan for each city. The consultations sought to minimize the potential for conflict between the communities where subprojects were being implemented and those where they were not. The project communicated to the communities and local authorities of targeted cities the reason why certain investments were a high priority, the sustainability of each option, and the scope of the participation and subsequent feedback. The consultations also avoided pulling into the planning process citizens who were not likely to receive a service through the Project, so as not to raise unrealistic expectations. Consultations confirmed that the activities supported by the Project were prioritized by stakeholders.

19. UNOPS hired a consulting firm in 2019 to carry out citizen engagement in four additional cities (Amran, Dhamar, Taiz, and Zinjibar). The firm completed an inception report and work plan that was approved, but was not able to carry out the public consultations because the IRG in Aden and de-facto government in Sana'a did not provide the relevant security permissions. As a consequence, UNOPS had to terminate its contract with the firm.

2.4 Stakeholder Engagement during Project Preparation

2.4.1 Consultations regarding YIUSEP II

20. Despite the emergency situation and the current COVID-19 pandemic, UNOPS consulted with public authorities and the Implementing Partners (PWP, RMF-IU, and Urban PMU) between September 2020 and March 2021 as per the table below. The consultations were carried during field missions and official meetings, virtual meetings, and through phone calls.

21. The consultations sought to ensure that YIUSEP II responds to the “urgent” priority needs identified during the implementation of YIUSEP I. They focused on the following issues:

- Supporting the national responses to the COVID-19 pandemic and to flood damages
- Restoring public services and access to markets with a focus on water supply and sanitation services
- Improving the institutional capacities of local implementing partners and local institutions
- Creating jobs and economic activities for people who lost their livelihoods and businesses as a result of the ongoing conflict, COVID-19, and flash floods

Table 1. Consultations with public authorities, local authorities, implementing partners, and other stakeholders

Category	Organization	Date
Central Authority	Prime Minister	14 January 2021
Central Authority	Ministry of Planning and International Cooperation	13 January 2021
Central Authority	Ministry of Water and Environment	12 January 2021
Central Authority	Ministry of Health	18 November 2020
Central Authority	Ministry of Public Works	16 February 2021
Central Authority	Ministry of Transport	13 January 2021
Implementing Partner	Public Works Project (PWP)	16 August 2020 and Periodic meetings
Implementing Partner	Road Maintenance Fund (RMF)	17 August 2020 and periodic meetings
Implementing Partner	Urban Water – PMU (UW-PMU)	17 November 2020 and periodic meetings
Local Authority	Local Authority in Aden	17 November 2020
Local Authority	Local Authority in Sana'a	2 September 2021
Local Authority	Local Authority in Lahj	18 November 2020
Local Authority	Local Authority in Abyan	18 November 2020
Local Authority	Local Authority in Dhamar	17 August 2020
Local Authority	Local Authority in Amran	9 September 2020
Local Authority	Local Authority in Sa'adah	7 September 2020
Local Authority	Local Authority in Hodeida	15 September 2020
Local Authority	Local Authority in Al- Dhalie	15 January 2021
Local Authority	Local Authority in Taiz	26 August 2020
Local Authority	Local Authority in Mukalla	20 December 2020
Local Authority	Water and Sanitation Local Corporations	June-July 2020
Local Authority	Local Cleaning Funds	June-July 2020
National Institution	Water and Environment Center of Sana'a University	7 July 2020
National Institution	Science and Technology Centre of Aden University	8 July 2020
United Nations	WHO	Periodic Health Cluster meetings
United Nations	UNICEF	2 September 2021 and WASH Cluster meetings
Development Partner	Saudi Reconstruction and Development of Yemen	19 November 2020
Development Partner	GIZ	27 July 2020, 16 March 2021
INGO	Care	18 August 2020

2.4.2 ESF Consultations

22. UNOPS consulted with its Implementing Partners (IPs) and selected Yemeni civil society organizations to discuss and seek their inputs and feedback on the YIUSEP II environmental and social risk management instruments.

Public Works Project (PWP)

23. Consultations in person and by phone took place with PWP's General Manager, Mr. Abdu Saeed, and Programme Specialist, Ms. Ibtihal Foud on 18 and 25 April 2021. They both indicated that PWP has already started the preparation of the environmental and social risk management instruments based on the new ESF, as per their current engagement with UNDP as a local implementing partner in the newly WB Social Protection funded project.

24. PWP reaffirmed its understanding of the ESF objectives and their plans to have adequate

resources to implement them (for example by recruiting a full-time Gender Officer). However, PWP also expressed concerns regarding the complexity of these instruments, particularly the requirements for GBV/PSEA awareness raising stipulated in the SEA/SH Prevention and Response Action Plan, the Security management Plan (SMP), and the Labor Management Procedures (LMP).

25. PWP agreed with the GBV approach as stated in the project GBV plan and with the planned capacity support stated in the project ESCP and SEP to train PWP personnel, consultants, and contractors at the start and throughout YIUSEP II.

Urban Water PMU (UW-PMU)

26. On 18 and 26 April 2021, UNOPS consulted by phone with Ms. Arwa Houmadi, the General Manager of UW-PMU, on the ESF requirement. Similar to PWP, she informed UNOPS that the unit has been working with UNICEF in the development and preparation of environmental and social risk management instruments, as part of their current engagement as a local implementing partner in the WB COVID-19 Response funded project (additional financing). They also shared concerns about shared about the “long list” of requirements and the “need to build UW-PMU’s capacity” to comply with these requirements.

27. As stated in the ESCP and SEP of YIUSEP II, UNOPS indicated to UW PMU that a series of capacity support activities in form of trainings and joint consultations will take place at the start and throughout YIUSEP II implementation, to ensure that UW PMU staff and consultants have the capacity to comply with the ESF requirements.

Road Maintenance Fund – Implementation Unit (RMF-IU)

28. On 17 and 26 April 2021, UNOPS consulted by phone with Mr. Mueen Al-Mas, Chairman of RMF, on the draft environmental and social risk management instruments of YIUSEP II. He conveyed his concerns regarding the complexity of the ESF requirements, and the need for RMF-IU to have adequate human resources to be able to comply with these requirements. He further elaborated that the road sub-component represents 15% of the YIUSEP II investment plan and any institutional support from YIUSEP II may not be sufficient to ensure the needed resources.

Yemeni Civil Society Organizations

29. Consultations were carried out by phone on 28 and 29 April 2021 with selected Yemeni Civil Society Organizations, as per the following table.

Table 2. List of CSOs consulted during the preparation of the Project

	Organization	Participant	Title
1	For All Foundation	Ms. Sabah Badri	Executive manager
2	National Foundation for Development and Humanitarian Response	Ms. Fatmeh Sharfaldain	Protection and Gender Program Officer
3	Young Leaders Development Foundation	Ms. Nawal Dubais	Programme Manager
4	Resonate Yemen	Ms. Yassmin Hassan	Research Officer
5	Percent Corp. for Polling & Transparency Promotion	Mr. Ali Abdullah	M&E Officer
6	Yemen Organization for Combating Human Trafficking (YORDH)	Mr. Mohammed Alrassas	MEAL Officer
7	Yemen Family Care Association	Ms. Huda Taher	Protection Specialist
8	Jusoor Foundation for Development Solutions	Mr. Mohammed Al Ban	Executive Manager
9	Renaissance Development Organization	Mr. Mohammed Al Sayid	Executive Manager
10	Mayar Foundation for Development	Mr. Ayman Al Ahdal	Board Chairman

30. These CSOs have strong presence in most of urban cities in Yemen and have recognized partnerships with international NGOs such as the King Salman Center, the UAE Red Crescent, and UN agencies such as UNDP, IOM, UNFPA, OCHA, and UN Women. Due to the current COVID-19 situation and the poor internet connections in Yemen, the consultations were carried out by phone. The main outcomes of those consultations were:

- The CSOs have a good understanding and experience in adopting and implementing safeguard plans and engagements.
- Ms. Sabah Badri (For All Foundation) stated that the CSOs' capacity to comply and deliver environmental and social requirements, including consultation, is subject to donors' (or main partners') enforced policies and guidelines, and on the extent of capacity support provided by donors.
- Most CSOs are excited about the SEP for YIUSEP II because "it is far-reaching" as indicated by Mr. Ali Abdullah (Percent Corp). However, they hope that UNOPS can implement it as planned because the increasingly challenging situation in Yemen (i.e., ground fighting, limited access, and the pandemic) could hinder its smooth implementation.
- The For All Foundation shared their experience in carrying out citizen engagements, most particularly the fact that the ongoing challenges have caused substantial delays in completing assignments.
- Ms. Sabah Badri (For All Foundation), Ms. Yassmin Hassan (Resonate Yemen), and Mr. Ayman Al Ahdal (Mayar Foundation for Development) recommended that UNOPS organize SEP consultations based on YIUSEP II target sectors and CSO specialization, to ensure relevant productive discussion and feedback during SEP consultations. UNOPS has taken this recommendation into consideration.
- All CSOs expressed their "huge interest" to participate in capacity training and stakeholder consultations that mutually benefit them and local communities under YIUSEP II. UNOPS indicated that it would notify these CSO (and others) regarding any upcoming ESF training opportunities, as well as stakeholder consultations in the different target cities.

3 Stakeholder Identification and Analysis

31. Project stakeholders include individuals, groups, communities, or other entities that are either affected or likely to be affected by the Project (Project-affected parties), as well as individuals, groups, communities, or other entities that may have an interest in the Project (other interested parties).

Table 3. List of the main institutional stakeholders

Category	Organization	Description
Central Authority	Ministry of Water and Environment (MoWE) and its local offices	Line Ministry with local presence
Central Authority	Ministry of Planning and International Cooperation (MoPIC) and its local offices	Line Ministry with local presence
Central Authority	Road Maintenance Fund and its local offices	Independent national program
Central Authority	Public Works Project (PWP)	Independent national program
Central Authority	Urban Water-Project Management Unit (UW-PMU)	Independent national program
Central Authority	Ministry of Public Works and Highways (MoPWH) and its local offices	Line Ministry with local presence
Central Authority	Ministry of Health and Population (MoHP) and its local offices	Line Ministry with local presence
Central Authority	Ministry of Education (MoE) and its local offices	Line Ministry with local presence
Local Authority	Local Water and Sanitation Corporations (LCs)	Independent local service provider
Local Authority	Local Cleaning Funds	Independent local service provider
Local Authority	Governor's Office	Independent local authority that is elected locally
Local Authority	Municipal Councils	Within the local authority that is elected at the municipality level
United Nations	Yemen WASH Cluster	UN Coordination Group
United Nations	Yemen Health Cluster	UN Coordination Group
United Nations	Yemen Education Cluster	UN Coordination Group
United Nations	Yemen Office for the Coordination of Humanitarian Affairs (OCHA)	UN Office Yemen Office for the Coordination of Humanitarian Affairs

3.1 Affected Parties

32. Affected parties are the persons, groups and other entities within target cities that are or could be directly influenced by Project activities or have been identified as most susceptible to change associated with the Project, and who must be closely engaged in identifying risks and their significance, as well as in decision-making on mitigation and management measures. YIUSEP II affected parties include:

- Local Water and Sanitation Corporations
- Local Cleaning Funds
- Communities in the vicinity of planned Project activities
- The local service subscribers (i.e., water and sanitation, and/or end-users)
- Residents, business entities, and individual entrepreneurs in the area of the project that can benefit from the employment, training and business opportunities stemming from the Project;

- Business owners and providers of services, goods and materials within the project area that will be involved in the project's wider supply chain or may be considered for the role of project's suppliers in the future;

33. Because of the nature of institutional arrangements, NGOs were not used during YIUSEP 1. Nonetheless, the Project may yet tap the capacity of local NGOs and advocacy groups to help in disseminating information and raising awareness regarding the Project among potentially affected communities.

3.2 Other Interested Parties

34. Other interested parties are individuals, groups, or entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the Project, and thus may affect the Project's implementation. They include:

- Government of Yemen – government officials, permitting and regulatory agencies at the national and local levels, including Ministry of Water and Environment (MoWE) and its local offices and environmental protection authorities, Ministry of Planning and International Cooperation (MoPIC), Ministry of Public Works and Highways (MoPWH), the Ministry of Water and Environment (MoWE).
- The Public Works Project, the Road Maintenance Fund, and the Urban Water Project Management Unit.
- Local Authorities and Municipal Councils, in the cities where the Project will intervene
- Community-based groups and non-governmental organizations (NGOs) that represent local residents and other local interest groups, and act on their behalf
- UN WASH, and the COVID-19 Task Force
- Other humanitarian and development agencies and partners that are engaged in WASH and Health interventions in the target cities.
- Mass media and associated interest groups, including local, regional and national printed and broadcasting media, digital/web-based entities, and their associations.

3.3 Disadvantaged and Vulnerable Individuals or Groups

35. Vulnerable groups are persons who may be disproportionately impacted or further disadvantaged by Project activities, and thus may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with Project activities. Vulnerability may stem from a person's origin, gender, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g., marginalized groups and Internally Displaced Persons (IDPs), or dependence on other individuals. UNOPS and its Implementing Partners will engage with vulnerable groups and individuals through a gender-sensitive citizen engagement to ensure that their understanding of and input into the overall process are commensurate to those of the other stakeholders. The vulnerable groups for YIUSEP II include:

- Elderly people and veterans of war
- Persons with disabilities
- The poor
- Women-headed households or single mothers with underage children
- The unemployed
- IDPs and marginalized groups
- Potential encroachers or waste pickers close to landfill sites

36. Marginalized groups in Yemen are typically first or second-generation Yemeni individuals who were born in Yemen, but with illegal immigrant parents, or refugees who came to Yemen from countries around the Horn of Africa (i.e., Somalia, Eritrea, Ethiopia) and are being marginalized and socially excluded; mainly due to their African race, heritage, and lack of Yemeni citizenship and Yemeni origins. They usually live in socially excluded poor communities deprived from equal rights and living conditions.

37. UNOPS and its Implementing Partners will seek the views of vulnerable and disadvantaged groups during consultations, and take these views into account during Project implementation. Information sharing techniques will be tailored according to the nature and common types of vulnerabilities, for example visuals and sign language interpreters will be used for people with hearing disabilities and illiterate persons; and venues will be chosen to be easily accessible to people with physical disabilities. Measures will also include specific sessions for women.

4 Stakeholder Engagement Program

4.1 Methodology

38. In accordance with best practice, UNOPS and its Implementing Partners will apply the following principles to their stakeholder engagement activities:

- *Openness.* UNOPS and its Implementing Partners will carry out public consultation throughout Project preparation and implementation Project life-cycle, in an open manner, free of external manipulation, interference, coercion or intimidation. Venues will be easily reachable, and not require long commutes, entrance fees, or preliminary access authorization.
- *Culturally appropriateness.* The format, timing and venue will respect local customs and norms.
- *Informed participation and feedback:* UNOPS and its Implementing Partners will provide and widely distribute information to all stakeholders in an appropriate format, and provide opportunities to stakeholders provide feedback, and will analyze and address stakeholder comments and concerns.
- *Inclusivity.* Consultations will engage all segments of the local society, including disabled persons, the elderly, minorities, and other vulnerable individuals. If necessary, UNOPS and its Implementing Partners will provide logistical assistance to enable participants with limited physical abilities and those with insufficient financial or limited transportation means to attend public meetings organized by the Project.
- *Gender sensitivity.* As necessary, UNOPS and its Implementing Partners will organize separate meetings and focus group discussions for women, and use women facilitators.

4.2 Engagement Methods and Techniques

39. The following table summarizes the engagement methods and tools that UNOPS may apply.

Table 4. Methods and Tools for Stakeholder Engagement

Method/Tool	Description and Use	Contents	Target Groups
Information Provision			
<p>Distribution of printed public materials: leaflets, brochures, fact sheets, as part of consultation meetings, public hearings, discussions and meetings with stakeholders, as well as household visits in remote areas.</p> <p>Placement at the offices of local administrations and NGOs, libraries and other public venues.</p>	Used to convey information on the Project and regular updates on its progress to local, and national stakeholders.	<p>Printed materials present illustrative and written information on Project activities, facilities, technologies and design solutions, as well as impact mitigation measures.</p> <p>Presented contents are concise and adapted to a layperson reader. Graphics and pictorials are widely used to describe technical aspects.</p>	Households and vulnerable groups in the selected target cities. NGOs and Civil Society
Distribution of printed public materials: newsletters/ updates through post, emailing, electronic subscription, delivery in person.	A newsletter or an update circular sent out to Project stakeholders on a regular basis to maintain awareness of the Project development.	Important highlights of Project achievements, announcements of planned activities, changes, and overall progress.	Households and residents in the selected target cities. NGOs and civil society Public venues in the selected target cities – local administrations, libraries
Printed advertisements in the media	Inserts, announcements, press releases, short articles or feature stories in the printed media – newspapers and magazines	<p>Notification of forthcoming public events or commencement of specific Project activities.</p> <p>General description of the Project and its benefits to the community.</p>	Residents and other interested parties (i.e., business owners and suppliers) in the five target cities
Visual presentations during consultation meeting	Visually convey Project information to affected communities and other interested audiences.	<p>Description of the Project and related solutions/impact management measures.</p> <p>Updates on Project development.</p>	All stakeholders
Information Feedback			
<p>Information repositories accompanied by a feedback mechanism</p> <p>Materials can be made available in publicly accessible places such as local administrations, local Implementing Partners, and project website for the duration of a disclosure period or permanently.</p>	Placement of Project-related information and printed materials in dedicated/designated locations that also provide visitors and readers with an opportunity to leave their comments in a feedback register.	<p>Project Website with its various Project-related materials</p> <p>ESMF documentation</p> <p>Project GIS online platform</p> <p>Citizen engagement and TPM</p>	Directly affected communities in the subproject sites

Method/Tool	Description and Use	Contents	Target Groups
<p>Dedicated telephone line (hotline), email and SMS messaging.</p> <p>Project designated staff will answer and respond to the calls, emails and messages.</p>	<p>Providing the public with channels to obtain information, make enquiries, or provide feedback, through a designated and manned telephone line, as well email and SMS messaging.</p> <p>Initially, telephone numbers of Project's specialized staff can be shared with the public, particularly staff involved in stakeholder engagement, public relations and environmental protection.</p>	<p>Any issues that are of interest or concern to the local communities and other stakeholders.</p>	<p>Local communities within the subproject sites.</p> <p>Any other stakeholders and interested parties.</p>
<p>Internet/Digital Media</p> <p>Not all stakeholders have access to the internet, especially in remote areas</p>	<p>Launch of Project website to promote various information and updates on the overall Project, impact and progress, procurement and tender announcements, as well as on Project's engagement activities with the public.</p> <p>Web-site will include a GM form that allows viewers to leave comments or ask questions about the Project, and a GIS mapping platform that allows viewers to locate project activities and obtain updated information (i.e., progress status and photos, outputs, budget, duration, contractor; name).</p>	<p>Various Project-related documents and materials such as the PAD and ESMF, news and announcements as well as the project GIS platform</p>	<p>Affected communities, Project stakeholders and other interested parties that have access to the internet resources.</p>
<p>Surveys, Interviews and Questionnaires (Citizen Engagement and TPM)</p> <p>Questionnaires can be distributed during household visits.</p>	<p>The Project's citizen engagement and TPM in the target cities will include the use of surveys, interviews and questionnaires to obtain stakeholder views.</p>	<p>Description of the proposed Project and related solutions/impact management measures.</p> <p>Questions targeting stakeholder perception of the Project, associated impacts and benefits, concerns and suggestions.</p>	<p>Directly affected households in subproject sites.</p> <p>NGOs and civil society</p> <p>Other communities within subproject sites</p>

Method/Tool	Description and Use	Contents	Target Groups
Grievance Mechanism Feedback & Suggestion Box at appropriate locations in safe public places	As part of the Project GM, a suggestion box will be established at each project site and at UNOPS Offices to encourage residents in the affected communities to leave written feedback and comments about the Project. Contents of the suggestion box will be checked regularly by designated Project GM, to ensure timely collection of inputs and of response/action, as necessary.	Any questions, queries or concerns, especially for stakeholders that may have a difficulty expressing their views and issues during public consultations.	Directly affected households in subproject sites. Other communities within target cities
Consultation & Participation			
Public consultations (citizen engagement) Targeted invitations are sent out to stakeholders.	Project representatives, the affected public, authorities, regulatory bodies and other stakeholders will conduct gender-sensitive consultations on planned Project activities.	Detailed information on the activities, including a presentation and an interactive Questions & Answers session with the audience.	Directly affected communities in the five target cities. Other communities within the five target cities NGOs and civil society Residents in subproject sites
Household visits (citizen engagement and TPM)	Household-level visits can be conducted to solicit feedback from community members and vulnerable persons who may be unable to attend the formal public consultations.	Description of the Project and related solutions/impact management measures. Any questions, queries or concerns, especially for stakeholders that may have a difficulty expressing their views and issues during formal community-wide consultations.	Directly affected persons in subproject sites
Focus Group Discussions and Round Table Workshops (citizen engagement)	Used to facilitate discussion on Project activities that merit collective examination with various groups of stakeholders.	Project activities and plans, design solutions and impact mitigation/management measures that require detailed discussion with affected stakeholders.	Directly affected households in the subproject sites, youth, elderly, women, and other vulnerable groups. NGOs and civil society
Information centers and field offices	Project's designated venue for depositing Project-related information that also offers open hours to the community and other members of the public, with Project staff available to respond to queries or provide clarifications.	Project-related materials. Any issues that are of interest or concern to the local communities and other stakeholders.	Directly affected communities in the five target cities and any other stakeholders and interested parties.

Method/Tool	Description and Use	Contents	Target Groups
Site Tours Security and safety restrictions might apply	Visits to Project Site and facilities organized for local communities, authorities and the media to demonstrate Project solutions. Visitors are accompanied by the Project's staff and specialists to cover various aspects and to address questions arising from the public during the tour.	Demonstration of specific examples of Project's design solutions and approaches to managing impacts.	Local communities within target cities Media groups. NGOs and other initiative groups.

4.3 Proposed Strategy for Information Disclosure

40. UNOPS and its Implementing Partners will disclose Project information to the targeted stakeholder audiences. Key dates for information disclosure are at the start of the project, at mid-term as well as at the end of the lifespan of the project. UNOPS will translate this SEP, as well as the Project Environmental and Social Management Framework (ESMF), the Resettlement Framework, the Labor Management Procedures (LMP), the Gender based violence (GBV) Prevention and Response Action Plan into Arabic, and make hard copies in English and Arabic publicly available at its Project Office in Sana'a, as well as the UNOPS Project website, and through the websites of the Implementing Partners (PWP, RMF-IU and UW-PMU). These documents will remain in the public domain throughout Project preparation and implementation.

41. The SEP will be updated as necessary during Project implementation to include any new stakeholders that might be identified, and to revise methods of engagement to maintain their effectiveness and relevance to the Project.

42. UNOPS and its Implementing Partners will disclose information using a combination of different channels, as found suitable for each specific subproject. These can include face-to-face meetings where applicable, accompanied by information shared via radio, television, newspapers, posters, brochures and leaflets as well as via websites and social media.

Table 5. Proposed Strategy for Information Disclosure

Stakeholders	Information to be Disclosed	Methods
<i>Prior to Project Appraisal</i>		
Government authorities and agencies	<ul style="list-style-type: none"> Project Summary ESMF, SEP, LMP Security Management Plan, GBV Prevention and Response Action Plan 	<ul style="list-style-type: none"> Dissemination of the E&S instruments (paper or electronic) Access to UNOPS web site In person or virtual meetings Capacity building activities
Non-governmental and community-based organizations	<ul style="list-style-type: none"> Project Summary ESMF, SEP, LMP GBV Prevention and response Action Plan 	<ul style="list-style-type: none"> Dissemination of hard copies at designated locations Access to UNOPS web site In person or virtual meetings
General Public	<ul style="list-style-type: none"> Project Summary ESMF, SEP, LMP GBV Prevention and response Action Plan 	<ul style="list-style-type: none"> Access to UNOPS web site Press releases in the local media Information leaflets and brochures Notification through local radio or TV News Mosques
Project direct workers	<ul style="list-style-type: none"> Project Operations Manual Worker Grievance Procedure GBV Prevention and response Action Plan 	<ul style="list-style-type: none"> Paper or electronic dissemination In person or virtual meetings
<i>Prior and during Subproject implementation</i>		
Local authorities and community leaders	<ul style="list-style-type: none"> Subproject proposal Information required for the purposes of regulation and permitting. ESHS requirements ESMPs and any Resettlement Action Plans SEP, including the Project Grievance Mechanism 	<ul style="list-style-type: none"> Paper or electronic dissemination In person or virtual meetings UNOPS web site

Stakeholders	Information to be Disclosed	Methods
Targeted beneficiaries and Project Affected Persons	<ul style="list-style-type: none"> • Subproject proposal • Subproject ESMP • Resettlement Plan (if required) • LMP, SEP and GBV Prevention and Response Action Plan • Regular updates on Project development. 	<ul style="list-style-type: none"> • Dissemination of hard copies at designated public locations. • In person consultation meetings. • Separate focus groups with vulnerable groups, as appropriate. • UNOPS web site • Press releases in the local media. • Information leaflets and brochures.
Contractors and their workers	<ul style="list-style-type: none"> • Tender/procurement announcements • Subproject ESMPs • ESHS requirements • Code of Conduct • Worker Grievance Mechanism 	<ul style="list-style-type: none"> • UNOPS web site • In person or virtual meetings • In-person or virtual training • Signature of the Code of Conduct
Related businesses and enterprises	<ul style="list-style-type: none"> • Stakeholder Engagement Plan; • Public Grievance Procedure; • Updates on Project development and tender/procurement announcements. 	<ul style="list-style-type: none"> • Electronic publications and press releases on the Project web-site. • Information leaflets and brochures. • Procurement notifications.
During Project Implementation		
Government Authorities and Agencies	<ul style="list-style-type: none"> • Regular updates on Project development 	<ul style="list-style-type: none"> • In person or virtual meetings • Correspondence and emails • UNOPS web site
Project Direct Workers	<ul style="list-style-type: none"> • Project updates 	<ul style="list-style-type: none"> • Emails to Project workers • Regular in person or virtual meetings • Posts on information boards. • Reports, leaflets.
Non-governmental and community-based organizations	<ul style="list-style-type: none"> • Project updates 	<ul style="list-style-type: none"> • Project status reports • In person or virtual meetings

43. UNOPS and its Implementing Partners will also explore targeted disclosure methods, as described in following section on consultations, to inform vulnerable groups such as:

- Young people and children (Less than 15 years) because of their potential indifference towards public services restoration.
- Disabled people facing local social and economic constraints such as lack of motivation, over-protection, and lack of personal disability equipment and/or mobility aids equipment.
- Illegal immigrants and IDPs who reside in camps far away from target areas.

4.4 Stakeholder Consultation Plan

44. UNOPS and its Implementing Partners will ensure that consultations are meaningful. Meaningful consultations are a two-way process that:

- Begins early in the project planning process to gather initial views on the project proposal and inform project design;
- Encourages stakeholder feedback, particularly as a way of informing project design and engagement by stakeholders in the identification and mitigation of environmental and social risks and impacts;
- Continues on an ongoing basis, as risks and impacts arise;
- Is based on the prior disclosure and dissemination of relevant, transparent, objective, meaningful and easily accessible information in a timeframe that enables meaningful

consultations with stakeholders in a culturally appropriate format, in relevant local language(s) and is understandable to stakeholders;

- Considers and responds to feedback;
- Supports active and inclusive engagement with project-affected parties;
- Is free of external manipulation, interference, coercion, discrimination, and intimidation
- Is documented and disclosed.

45. UNOPS and its Implementing Partners will also:

- Provide advance public notification of meetings through publicly accessible locations and channels. Proof of notification should be kept.
- As necessary, directly invite relevant stakeholders (e.g., representatives of authorities, leaders of local communities)
- Draft an agenda for all meetings to provide a clear and itemized outline of the meeting's structure, sequence, chairpersons, the range of issues that will be discussed, and the format of the discussion
- Provide information in a format that is readily understandable to an audience of laypersons, and free of excessive technical jargon. Preference will be given to verbal and visual methods of communication (including presentations, pictorials, illustrations, graphics and animation) accompanied by hand-out materials imparting the relevant information in understandable terms. Where technical specifics of the project's particular activities or solutions are required to be delivered in greater detail, UNOPS and its Implementing Partners will ensure that the description of technical issues is adapted to their level of understanding.
- Ensure that presentations can be seen and heard by all participants. This might include the provision of a microphone, proper illumination, the use of a projector, and places allocated for wheelchair users.

46. UNOPS and its Implementing Partners will implement precautionary measures to minimize the risk of COVID-19 transmission when conducting consultation activities (such as public meetings and home visits), based on UN and WHO Guidance, as well as locally defined measures².

47. UNOPS and its Implementing Partners will document all meetings to capture all comments received from the stakeholders, including by:

- Taking down the names and affiliations of all participants. Wherever possible, attendees' signatures will be obtained as a proof of their participation. Details of the attendees who were not initially on the list (e.g., those participating in place of somebody else, or general public) should be included in addition to those who have registered for the meeting in advance.
- Assigning a person to take written minutes of the meeting
- Recording the meeting
- Taking pictures
- Video recording the meeting where and when feasible

48. UNOPS will distribute feedback forms to participants, to capture the views and suggestions from persons who may have refrained from expressing their views or concerns in public. The feedback forms may include the following points:

- Participant's name and affiliation (optional)
- How did they learn about the Project and the consultation meeting?
- Are they generally in favor of the Project?
- What are their main concerns or expectations/hopes associated with the Project or the particular activity discussed at the meeting?

² UNOPS will also take into account the World Bank Technical Note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings

- Do they think the Project will bring some advantages to their community as a whole?
- Is there anything in the Project and its design solutions that they would like to change or improve?
- Do they think that the consultation meeting was useful in understanding the specific activities of the Project, as well as associated impacts and mitigation measures? What aspects of the meeting they particularly appreciated or would recommend for improvement?

49. Participants that might not be able to fill the evaluation form due to literacy constraints or concerns about its confidentiality, will be given the option of expressing their feedback verbally to a Project staff who will take notes.

50. The following table details the planned stakeholder consultation activities.

Table 6. Stakeholder Consultation Methods

Topic of Consultation	Method used	Timetable, Location and Dates	Target Stakeholders	Responsibilities
Project Effectiveness				
Project Scope and rationale	Official meetings	In target cities, prior to Project effectiveness	<ul style="list-style-type: none"> • Governorates • Local authorities 	UNOPS Project Manager and local heads of Implementing Partners (PWP, RMF-IU, and UW-PMU).
Environmental and Social Risk Management	<ul style="list-style-type: none"> • In person and virtual meetings, and focus groups • Separate meetings for women and vulnerable 	In target cities, prior to Project effectiveness (as soon as possible)	<ul style="list-style-type: none"> • Local authorities • Local Implementing Partners • NGOs and CSOs • Community representatives 	UNOPS ESSO and Gender Mainstreaming Officer, and Implementing Partner ESSOs
Project launch	Official meetings	In target cities, within one month after Project effectiveness	<ul style="list-style-type: none"> • Governorates • Local authorities • Local offices of implanting partners • NGOs, CSOs and UN agencies 	UNOPS Project Manager with support of UNOPS ESSO and Gender Mainstreaming Officer, and Implementing Partner ESSOs
Disclosure of Project Environmental and Social Instruments (ESMF, Resettlement Framework, SEP, LMP, and GBV Prevention and Response Plan)	Documents to be made publicly available and announced through the UNOPS web site <ul style="list-style-type: none"> • Public meetings 	In target cities, within one month of Project effectiveness	<ul style="list-style-type: none"> • Governorates • Local authorities • Local offices of implanting partners • NGOs, CSOs and UN agencies • Community Representatives 	UNOPS ESSO and Gender Mainstreaming Officer, and Implementing Partner ESSOs
Subproject Implementation				
Subproject Selection and Rationale	Subproject proposal to be publicly announced Through the web sites of UNOPS and the concerned Implementing Partner <ul style="list-style-type: none"> • Targeted meetings • Outreach as required 	In target districts, prior to the start of activities	<ul style="list-style-type: none"> • Local Authorities • Subproject affected persons and communities • NGOs and CSOs 	UNOPS or concerned Implementing Partner

Topic of Consultation	Method used	Timetable, Location and Dates	Target Stakeholders	Responsibilities
Employment opportunities	In person public meetings	In target district prior to the start of activities	Potential workers	Subproject engineer, with the support of UNOPS ESSO and Health and Safety Officer, or concerned Implementing Partner ESSO and Health and Safety Officer
<ul style="list-style-type: none"> • Worker Grievance Mechanism • Code of Conduct • ESHS requirements 	In person meetings with contracted workers	In target, following contractor selection, but prior to start of works	<ul style="list-style-type: none"> • Contracted Workers • Contractors 	UNOPS or concerned Implementing Partner ESSO and Health and Safety Office, in collaboration with subproject engineer and procurement officer
Grievance Mechanism	In person public meetings and focus groups	In affected neighborhoods before the beginning of works	<ul style="list-style-type: none"> • Subproject affected persons or communities • Community Representatives • NGOs and CSOs 	UNOPS ESSO and Gender Mainstreaming Officer, or Implementing Partner ESSO
Vulnerability	Focused target groups	In affected neighborhoods, prior to subproject activities, and throughout subproject implementation	Vulnerable groups such as: <ul style="list-style-type: none"> • Elderly people • Veterans of war • Persons with disabilities • The poor • Women-headed households • Single mothers with underage children • The unemployed • IDPs and marginalized groups 	UNOPS ESSO and Gender Mainstreaming Officer, or Implementing Partner ESSO
Economic Displacement	In person meetings, ensuring that all economically displaced persons are consulted	Throughout the resettlement and livelihood restoration process, starting before the start of works	People that might be temporarily economically displaced Potential encroachers or waste pickers close to landfill sites	UNOPS ESSO and Gender Mainstreaming Officer, or Implementing Partner ESSO
Project Status	Public meetings Radio, TV announcements	At least quarterly throughout subproject implementation, until the completion of all subproject related activities	<ul style="list-style-type: none"> • Local Authorities • Subproject affected persons and communities • NGOs and CSOs 	UNOPS ESSO and Gender Mainstreaming Officer, or Implementing Partner ESSO

4.5 Proposed strategy to incorporate the views of vulnerable groups

51. UNOPS and its Implementing Partners will carry out targeted stakeholder engagement with vulnerable groups to understand their concerns and needs in terms of receiving information, accessing urban services, and other challenges they might face at home, at work places or in their communities. Special attention will be paid to engage with women as intermediaries.

5 Resources and Responsibilities for Implementing Stakeholder Engagement Activities

5.1 Resources

52. UNOPS' ESSO and the ESSOs in the Implementing Partners will ensure the implementation of the stakeholder engagement activities. The stakeholder engagement budget will be part of the Project Management Component, and will be finalized once the overall Project budget has been agreed with the World Bank.

- UNOPS is fully covering, as part of the fee that it will charge the Bank, the cost of the ESSO and of the Gender Mainstreaming Officers, as well as any associated operational costs.
- The Implementing Partners are covering the cost of their respective ESSOs and Health and Safety Officers as part of their respective Project Cooperative Agreement (PCA) with UNOPS. These ESSOs might not work full time on YIUSEP II activities, as each Implementing Partners in involved in several projects.
- The cost of due diligence for specific subprojects (preparation of the screening form, consultations, GM, preparation of ESMPs, and monitoring) are included in the costs/budget for each subproject. These costs are thus scalable to the level and scope of the potential risks and impacts, and might include the costs of consultants recruited by UNOPS or an Implementing Partner to assist on specific tasks.

5.2 Management functions and responsibilities

53. UNOPS and its Implementing Partners will be responsible for carrying out stakeholder engagement activities. The stakeholder engagement activities will be documented through UNOPS' reporting and documentation as part of the project progress reporting requirements.

6 Grievance Mechanism

54. UNOPS will establish and manage a Grievance Mechanism (GM) to enable beneficiaries to communicate their concerns regarding the Project, building on existing Grievance Mechanisms put in place for the Yemen Integrated Urban Services Emergency Project (YIUSEP) and the Yemen Emergency Electricity Access Project (YEEAP).

55. The GM details the procedures that communities and individuals, who believe they are adversely affected by the Project or a specific subproject or who have general inquiries, can use to submit their complaints, as well as the procedures used by UNOPS and its Implementing Partners to systematically register, track, investigate and promptly resolve complaints and respond to inquiries. The Project's GM will be used for both environmental and social issues (ESMF) and resettlement issues (RPF).³

56. The UNOPS Program Manager based in the Sana'a Office has the overall responsibility to

³ The Project's Resettlement Framework indicates that "throughout the resettlement process, the ESSOs would consult and sensitize PAPs and any relevant stakeholder to the types of compensation, valuation principles, and the Grievance Mechanism."

address Project activity-related complaints and inquiries from Project affected communities or individuals regarding any environmental or social impacts due to subproject activities. The UNOPS ESSO in the Sana'a Office will serve as UNOPS' GM focal point, and handle Project activity-related complaints with the assistance of the UNOPS' City Engineers in the target cities. Each of the three Implementing Partners ESSO will serve as their GM focal point. UNOPS will coordinate with the Implementing Partners and will set a unified timeframe for reporting grievances.

6.1 Procedures for Complaints

6.1.1 Registering Complaints

57. UNOPS is providing multiple access points to the GM focal point for beneficiaries to voice their concerns. These access points will be advertised at subproject level, and include: complaint box at Project activity sites, at UNOPS' offices in Sana'a, Aden and Mukalla, and by mail, telephone, email, and UNOPS' website:

Address	Haddah Street, former European Union Office Building, Sana'a
Telephone	+967 1 504914 and +967 1 504915
Email	gm-yemen@unops.org
Website	www.unops.org

58. Grievances can be brought up by affected people in case of: (i) non-fulfillment of contracts or agreements; (ii) compensation entitlements; (iii) types and levels of compensation; (iv) disputes related to destruction of assets or livelihoods; (v) disturbances caused by construction activities, such as noise, vibration, dust or smell. Anonymous complaints will be admissible.

59. The Implementing Partners and Project contractors will also keep a log of issues brought directly to their attention verbally or in writing by Project affected communities or individuals, and relay these concerns in writing to UNOPS on a next day basis. UNOPS will determine if these concerns rise to the level of a complaint.

60. UNOPS will register the complaint in a dedicated log, including a copy of the complaint and supporting documents. A draft template for registering grievances is found in Annex 1.

61. UNOPS will record and document complaints received in the subproject file and the subproject progress reports, including the number and type of complaints and the results of their resolution.

6.1.2 Tracking, Investigating and Resolving Complaints

62. The GM log maintained by UNOPS will track the date the complaint was received, date responded to, the type of response, and if the complaint was resolved to the satisfaction of the plaintiff.

63. The ESSO will coordinate with the Implementing Partner ESSOs, local field staff and local government officials to ensure prompt follow up action in response to each complaint. More specifically, they will for named complaints:

- (i) inform the plaintiff if the complaint is accepted or rejected within one week of receiving the complaint; any technical input from Project engineers; if necessary, the response will require input from Project engineers
- (ii) if the complaint is accepted, send the plaintiff an officially stamped review card indicating:
 - o plaintiff name or legal representative
 - o plaintiff address
 - o complaint title
 - o review date
 - o list of annexes submitted with the complaint
- (iii) work with engineers, Implementing Partners, and contractors to resolve the complaint within 28 days of its submission.

64. When a complaint requires an urgent response, as in the case of an emergency, UNOPS will address as quickly as logistically possible.

65. UNOPS will include the log of complaints to the World Bank as part of UNOPS quarterly reporting to the World Bank.

66. All complaints during YIUSEP I were resolved. UNOPS procedure for unresolved complaints during YIUSEP II will be to escalate their resolution to the corporate level, while also keeping the World Bank informed.

6.1.3 Gender Based Violence

67. The GM will address gender-based violence (GBV), sexual exploitation and abuse (SEA), and sexual harassment (SH) in a manner that avoids stigmatization, rejection, and reprisals against survivors. The GM will assist SEA/SH survivors by referring them to GBV service providers for support immediately after receiving a complaint directly from a survivor. The information in the GM relative to GBV/SEA/SH will be confidential, especially when related to the identity of the complainant.

68. UNOPS will also make the GM gender sensitive by recruiting female staff to:

- inform women about the project and its possible benefits to women, in a culturally sensitive manner
- inform women of the Project's GM and its procedures
- receive any project-related complaints from women

6.1.4 Activating the Grievance Mechanism

69. UNOPS will conduct a kickoff workshop involving the Implementing Partners and beneficiary representatives to inform them on GM procedures.

6.2 Grievance Mechanisms of the Implementing Partners

6.2.1 RMF-IU and UW-PIU

RMF-IU and UW-PIU will use the UNOPS GM for YIUSEP II, until they establish their own Grievance Mechanisms.

6.2.2 PWP GRM

70. In the context of the Labor-Intensive Public Works Project Additional Financing (LIPWP-AF; P148366), PWP established the following GRM (Section 3.3 of the ESMF):

Grievance mechanisms provide a formal avenue for affected groups or stakeholders to engage with the project implementers or owners on issues of concern or unaddressed impacts. Grievances are any complaints or suggestions about the way a project is being implemented. They may take the form of specific complaints, concerns, and suggestions about routine project activities. Identifying and responding to grievances supports the development of positive relationships between projects and beneficiaries and the potentially affected groups/communities, and other stakeholders.

Grievances can be an indication of growing stakeholder concerns (real and perceived) and can escalate if not identified and resolved. The management of grievances is therefore a vital component of stakeholder management and an important aspect of risk management for a project. Projects may have a range of potential adverse impacts to people and the environment in general, identifying grievances and ensuring timely resolution is therefore very necessary. As such the ESMF has developed a grievance management process to serve as a guide during project implementation.

- **Stage 1.** *If any persons have any complaints, concerns or suggestions with the sub-project design and implementation, he or she can lodge an oral or written grievance through mail, email, or phone text message to the following agencies: a) the local council at district level; b) The Regional office of LIPWP-AF. In case an oral complaint is made, it will be written on paper by the receiving unit. The above issue will be resolved within 15 days.*

- **Stage 2.** *If the persons are not satisfied with the decision of the local council or the Regional LIPWP-AF office, he or she can bring the complaint to the attention to the Governor office within one month from the date of the receipt of the decision. The issue shall be resolved within 15 days.*
- **Stage 3.** *If the person is not satisfied with the decision of the Governor Office, he or she can bring the complaint to the attention of the LIPWP-AF central Office within one month from the date of the receipt of the decision.*
- **Stage 4.** *Once the LIPWP-AF central Office receives the complaints. It needs to be resolved within one months in coordination with regional PWP office and local government.*

71. In the context of YIUSEP, PWP strengthened its GRM to meet the requirements of YIUSEP's GRM. The same will be done in the context of YIUSEP II, where PWP will adjust their GRM to meet all the requirements of the UNOPS GM.

7 Monitoring and Reporting

7.1 Involvement of Stakeholders in Monitoring Activities

72. As part of its Citizen Engagement, UNOPS will involve stakeholders in monitoring activities by actively engaging key project stakeholders in reflecting and assessing the progress of their project, and achieving the expected results. For this purpose, UNOPS will follow the core principles of Participatory Monitoring and Evaluation:

- Local people are active participants — not just sources of information.
- Stakeholders evaluate, outsiders facilitate.
- Focus on building stakeholder capacity for analysis and problem-solving.
- Process builds commitment to implementing any recommended corrective actions.

7.2 Reporting back to Stakeholders

73. UNOPS and its implanting partners will keep stakeholders informed as the project develops, including reporting on project environmental and social performance, and implementation of the stakeholder engagement plan and grievance mechanism.

74. The SEP will be periodically revised and updated as necessary in the course of project implementation, in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the development. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP.

75. The ESSO will prepare monthly summaries reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions, and transmit these summary reports to UNOPS' Project Manager. The monthly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner.

76. UNOPS will publish a produce standalone annual report on project's interaction with the stakeholders during the year.

77. The ESSO will also monitor the following Key Performance Indicators (KPIs) on a regular basis, including the following parameters:

- number of public hearings, consultation meetings and other public discussions/forums conducted within the year
- frequency of public engagement activities
- number of public grievances received within a reporting period the year, including the number of those resolved within the prescribed timeline
- number of press materials published/broadcasted in the local, regional, and national media]

- should continue to be reported to UNOPS until it determines the issue is resolved satisfactorily.

Annex 1. Grievance Complaint, and Suggestion Form

نموذج لآلية التظلمات والشكاوى

استمارة توثيق ومتابعة شكاوى المستفيدين من المشروع الطارئ للخدمات الحضرية المتكاملة

"Documenting and Monitoring Complaints Form of Beneficiaries of Yemen Integrated Urban Services Emergency Project"

		الاسم الثلاثي للمستفيد: Beneficiary Name	
Tel No. for رقم الهاتف للمتابعة follow up		رقم البطاقة الشخصية: ID No.	
		العنوان الدائم: Permanent Address	
		اسم النشاط المنفذ (مركز/وحدة) Name of activity under implementation	
المحافظة: Governorate	المديرية: District	القرية: Village	مكان تنفيذ النشاط: Place of activity under implementation

أخرى Other	مالية Financial	فنية Technical	إدارية Administrative	نوع الشكاوى Complaint Type

موضوع الشكاوى:

Complaint Subject

		الوضع الحالي: Current Situation	
		أسباب المشكلة: Reason of the problem	
توقيع صاحب الشكاوى: Complainant Signature		التاريخ: Date	

- الجهة التي يجب أن يقدم لها الشكاوى: UNOPS/Sana'a – Tel: 01 504914/915 - SMS:739888388 Email: GRM.yemen@unops.org ..

.....
The entity which the complaint should be forwarded to:

.....
-الرأي في جدية الشكاوى: Opinion on the seriousness of the complaint

.....
-الجهة المحول لها الشكاوى: The complaint transferred to

.....
- المدة الزمنية اللازمة للبت في الشكاوى: Time required for response

.....
-مدى رضى المستفيد عن الاستجابة لحل شكاواه: Satisfaction of beneficiary in responding to his/her complaint

.....
Satisfaction of beneficiary in responding to his/her complaint

		الإجراءات المتخذة : Action taken	
التاريخ: Date		ما ترتب عليها من نتائج: The results of the action taken	

.....
اسم مستلم الشكاوى ووظيفته: Name of person received the complaint and his/her position

.....
Name of person received the complaint and his/her position

توقيع الموظف المختص/ Signature

..... : التاريخ Date