



UNITED NATIONS OFFICE FOR PROJECT SERVICES

**Yemen Emergency Electricity Access Project-Phase II
(YEEAP2)
P178347)**

Stakeholder Engagement Plan (SEP)

13 February 2022



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2. Abbreviations

CERC	Contingent Emergency Response Component
CSO	Civil Society Organization
ESF	Environmental and Social Framework of the World Bank
ESHS	Environment, Social (including labor), Health, and Safety
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
ESSO	Environmental and Social Standards Officer
GBV	Gender Based Violence
GM	Grievance Mechanism
IDP	Internally Displace Person
LMP	Labor Management Procedures
MFI	Microfinance Institution
MoPIC	Ministry of Planning and International Cooperation
MoWE	Ministry of Water and Environment
NGO	Non-Governmental Organization
PAP	Project Affected People
PUE	Productive Use of Energy
PV	Photovoltaic
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment
SEP	Stakeholder Engagement Plan
SMP	Security Management Plan
TPM	Third Party Monitoring
UNDP	United Nations Development Program
UNICEF	United Nations Children's Emergency Fund
UNOPS	United Nations Office for Project Services
WASH	Water, Sanitation and Hygiene
WFP	World Food Program
WHO	World Health Organization
WUA	Water User Associations

Chapter 1

Introduction and Background

1.1 Introduction

3. This Stakeholder Engagement Plan (SEP) was prepared by UNOPS for the Yemen Emergency Electricity Access Project-Phase II (YEEAP 2; P178347), in accordance with the World Bank Environmental and Social Standard on Stakeholder Engagement and Information Disclosure (ESS10).
4. 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.
5. UNOPS has also prepared an Environmental and Social Management Framework (ESMF) and an Environmental and Social Commitment Plan (ESCP) to meet the requirements of the World Bank Environmental and Social Standard on the Assessment and Management of Environmental and Social Risks (ESS1). The ESMF, SEP and ESMP will be disclosed before Project Appraisal.
6. UNOPS will in parallel prepare a Labor Management Procedure (LMP) to meet the requirements of ESS2, Labor and Working Conditions, a GBV/SEA/SH Plan and a Security Management Plan (SMP) to meet the requirements of ESS4, Community Health and safety.

1.2 Objective

7. The SEP outlines the ways in which UNOPS 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.
8. UNOPS is 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

9. 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
10. A well-defined SEP can be an important means to address such 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.
11. 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 Description

12. YEEAP 2 will continue with the approach that was championed by the YEEAP Phase 1 to expand access to electricity by households and by electricity dependent public services for rural and peri-urban population in Yemen through the use of photovoltaic panels. Like YEEAP 1, the proposed Project will reach remote areas of Yemen, with a balanced distribution of facilities across North and South, and be delivered by UNOPS through Microfinance Institutions (MFIs), solar distributors and installers, and local contractors. A significant advantage of working with the local private sector is the ability to reach remote rural areas and the building up of private sector capacity in the country, which will be critical for Yemen's reconstruction and recovery.
13. In addition to scaling up YEEAP 1 activities, the YEEAP 2 will collaborate and coordinate with the Health, Education, and WASH sector teams to ensure critical issues of common interest are addressed. Interventions have been designed to enhance the benefits realized and incorporate the lessons learned under YEEAP 1, as well as allow UNOPS the flexibility to respond to the variable circumstances brought about by both the ongoing conflict and COVID-19.

i. Component 1: Financing for Off-grid Solar (US\$ 80 million)

Subcomponent 1.1. Solar home systems for households (US\$ 20 million)

- (i) scale-up provision of pico solar systems for households, building on the success of both the in-kind grant support mechanism targeting smaller, more working capital constrained MFIs, and the results-based financing mechanism targeting larger, less capital-constrained MFIs
 - (ii) were applicable, introduce a new component for larger, medium-sized household solar systems.
14. Depending on the outcome of studies being conducted under YEEAP 1, a pilot program for Pay-As-You-Go that could enhance female beneficiary participation, may also be initiated. The component will take into account lessons learned from YEEAP 1 in encouraging sales to women (credit and cash) through financial incentives.

Subcomponent 1.2. Solar systems for health clinics, drinking water wells and schools (US\$ 50 million)

15. The Project will continue to scale up the delivery of lifesaving interventions designed under YEEAP 1, and seek to broaden collaboration with Health, Education, and Water, Sanitation and Hygiene (WASH) for greater impact and sustainability of interventions by:
 - (i) Providing solar systems to additional primary health centers/units, including maternal and reproductive health care facilities, and expanding to health facilities in districts that require larger budgets per facility (health facilities will be crucial for treating more complicated and inpatient cases that health centers/units cannot handle). These might require additional interventions including, but not limited to, building dedicated rooms for batteries, rewiring and retrofitting existing electric components in the facilities.
 - (ii) Scaling-up the provision of solar solutions for drinking water wells as the demand for clear, potable water is huge, urgent, and requires additional interventions all over Yemen, including supporting activities like provision of submersible pumps, solar panels, water storage tanks, small desalination units, small water networks, and water meters as well as capacity building support to Water User Associations (WUA) in collaboration with WASH

- and women collaboratives¹.
- (iii) Providing solar systems to additional girl and boy schools, in collaboration with ongoing education sector interventions.

Subcomponent 1.3. Support to COVID-19 health care facilities (US\$ 10 million)

16. This component will focus specifically on scaling up of the COVID-19 response, previously Component 3 of YEEAP 1. Additional COVID-19 isolation units and vaccine cold chain units will be identified to deliver the beneficial impacts of providing electricity to COVID-19 treatment facilities. rapid response teams that work in areas with limited access to electricity as part of healthcare and logistics operations under the country-wide COVID-19 response.

i. Component 2: Implementation Support and Market Development (US\$ 20 million)

Subcomponent 2.1. Project Implementation Support through UNOPS (US\$ 9 million)

17. This subcomponent will finance:
- (i) general management support (indirect) costs for UNOPS
 - (ii) direct management and supervision costs required to support the implementation of the project (including the use of remote monitoring technology)
 - (iii) independent audits of project activities, if required
 - (iv) the establishment of a Grievance Redress Mechanism (GRM) in the UNOPS Sana'a Office to document complaints and ensure follow-up.
18. UNOPS will engage a third-party monitoring (TPM) agent to undertake independent performance verification and field monitoring of activities funded under the project.

Subcomponent 2.2. Technical Assistance (TA) for Power Sector Recovery (US\$ 6 million)

19. The aim of this subcomponent is to prepare for the recovery of the power sector as the country emerges from the conflict. It will be informed by the outcome of Yemen Energy Sector TA (P178128), and will involve both on-grid and off-grid intervention, including:
- (i) power sector reform, policy, institutional and regulatory aspects
 - (ii) rapid studies on rehabilitation, reconstruction and expansion of generation, transmission and distribution systems, and to the extent possible the preparation of associated pre-feasibility studies
 - (iii) the preparation of a geospatial-based electrification plan consisting of grid-based expansion, mini-grids and stand-alone system and assessing the suitability of public sector and private sector delivery models
 - (iv) a diagnostic of PEC to assess performance improvement needs including capacity building, structural and system enhancements like improvements in metering, billing and collection.

Subcomponent 2.3. Technical Assistance to Support Solar-PV Market (US\$ 5 million)

20. In addition to Project Implementation Support (through UNOPS and the TPM, the Project will lay the foundations for sustainability and the scale up of the solar market through a series of market assessments, scoping studies, and technical assistance/capacity building activities for MFIs, solar PV

¹ The project does not support water usage for agricultural or commercial purposes and, given water scarcity issues due to climate change and drought conditions in Yemen, imposes usage limitations to protect against overuse.

suppliers and beneficiaries. They would be mainstreamed in subsequent projects. Topics will include:

- (i) **Off-Grid Solar Pay-As-You-Go (PAYG) Pilot.** A market assessment is being carried out under YEEAP 1 to analyze the potential market for PAYG in Yemen. If MFIs express interest, the Project will support the design and implementation of PAYG pilots in the proposed project as part of Component 1.1.
- (ii) **Off-Grid Solar Market Assessment.** The project will undertake a market assessment to provide a comprehensive analysis of: a) the current market for the Productive Use of Energy (PUE) market for appliance categories such as cooling, cold storage, ice-making, drying, agro-processing and livestock and its key stakeholders; b) the potential market; c) the main market barriers; and d) recommendations regarding how market barriers might be overcome.
- (iii) **Mini-Grid Market Assessment.** The Project will support an assessment of the sectoral legal, policy, and regulatory reforms required to establish a mini grid market, evaluate the current market and the potential market, identify the main barriers to establishing mini-grids, and indicate how these might be overcome. On the technical side, the assessment will take full account of plans for grid extension and the work of other stakeholders in this area before seeking to identify a specific geographical area where the project might develop and test a model for supporting electricity service delivery through mini-grids and analyze mini-grid feasibility in more detail for that location. The assessment will also take stock of international best practice regarding support to the mini-grid sector in other FCV or humanitarian settings, such as Somalia.
- (iv) **Quality Standards and Capacity Building.** YEEAP 1 developed a set of guidelines to promote quality in the wider component-based off-grid solar market, consisting of a set of recommended IEC standards which could be used to select quality components, as well as guidelines for system sizing, installation, and maintenance by qualified engineers. The Project will develop a comprehensive quality assurance framework for component-based off-grid solar systems and related PUE appliances, and support the training of MFIs and their distribution partners to meet these requirements. UNOPS will develop a revised ESMF, incorporating component-based off-grid solar systems and PUE appliances, so that off-grid solar PUE can be supported either under the Project or from the outset in future operations, depending upon findings.
- (v) **E-Waste Management Scoping and Capacity Building.** The project will explore options to incentivize and finance product/component takeback from end-users to MFIs for Solar Home Systems and O&M contract holders for public facilities, as well as reverse logistics for MFIs/contractors to return products and components to accredited facilities where they can be recycled or safely disposed of. Targeted interventions to strengthen e-waste recycling infrastructure will also be considered, if necessary, as well as assessment of options and costs implications for repair, component replacement, partial recycling, full recycling, safe disposal, and environmental and social implications and mitigation measures will all be considered. Once a viable, sustainable solution has been identified, MFIs and contractors will be provided with funding and technical support to implement the solution, as part of Component 1.
- (vi) **Sector Electricity Needs Assessments.** The Project will carry out a series of needs assessment covering priority sectors for public service delivery such as water supply, education, and vaccine cold chains. Each assessment will assess the sector's electricity needs, the status of current supply, and make recommendations for how the Component 1.2 can best be targeted to deliver impact at scale:

- The water sector assessment will consider opportunities to enhance access to drinking water through provision of submersible pumps, solar panels, water storage tanks, small desalination units, small water networks and water meters, as well as capacity building support to Water User Associations (WUAs) to ensure O&M of the water system, with a particular focus on the needs of women.
 - The education sector assessment will consider opportunities to enhance educational attendance and attainment (especially of girls) through the provision of electricity at either primary or secondary facilities, for lighting, cooling, use of computers and/or internet access.
 - For cold chains, the use of diesel generators currently places a significant financial burden on the health sector, and solar could present an opportunity to both lower cost of electricity whilst improving quality and reliability of service.
 - All sector needs assessments will map what activities other stakeholders such as government agencies, aid agencies and NGOs (Non-Governmental Organizations) are currently delivering or have planned, to ensure strong coordination and maximize the added value of the project's activities.
- (vii) **Gender Impact Assessment.** The Project will support a gender impact assessment that will drill down into available data to better understand the experience of women and girls through the Project, and to develop a strategy to further enhance the Project's impact on women and girls in terms of electricity access, financial inclusion, market access and job creation as well as potential health, education, and water outcomes.

i. Component 3. Contingency Emergency Response Component (CERC)

21. The objective of this component is to provide immediate response to an eligible crisis or emergency following the procedures governed by paragraph 12, Section III of the Bank Policy, Investment Project Financing. There is a possibility that, during project implementation, a natural disaster, epidemic or another emergency may occur, which would cause a major adverse economic and/or social impact. In anticipation of such an event, the Contingent Emergency Response Component (CERC) allows the implementing agency 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 Yemen, the international community, or the UN.

1.5 Beneficiaries

22. The proposed project's two primary groups of beneficiaries are: (i) rural and peri-urban populations, who will benefit directly from improved access to modern energy and electricity-dependent services through solar home systems and improved access to services; the project is designed to reduce gender gaps related to women's access to energy and finance, thus benefiting women and girls in particular; and (ii) critical public service providers (health clinics, schools, rural water user associations, and COVID-19 isolation facilities/units), which will benefit from improved access to electricity through grant-financed solar systems. Support to rural and peri-urban livelihoods and access to primary public service delivery remains critical in view of the hardships caused by the continued conflict and the ongoing pandemic. Indirect beneficiaries of the project include the local contractors, MFIs and distributors involved in the project that benefit from increased capacity to provide quality solar products and services to customers outside of the project. This is expected to benefit the beneficiaries under the project as well as solar users in Yemen in general (households, businesses, and the public sector). In addition, with an estimated 50–60 percent of the investment value expected to remain in

the local economy, the project will contribute to the creation of jobs and mobilization of private capital, benefitting the Yemeni economy.

1.6 Implementation Arrangements

23. The proposed project will be implemented by UNOPS in partnership with local MFIs and local contractors (see Figure 3). Working through UNOPS as implementing agency during YEEAP 1 enabled the project to reach all parts of Yemen and manage implementation in an adaptive and flexible manner. This includes coordination with all sides of the conflict during implementation and re-prioritization of supported facilities in response to changes in the security situation, as well as a flexible design of the grants to MFIs under Component 1.1 Providing Basic Electricity Supply to Households, where MFIs can re-prioritize governorates and business models as needed.
24. The priority interventions will be selected in close consultation with local entities and stakeholders identified throughout Project preparation, in coordination with UNOPS, in accordance with selection criteria developed and agreed with the World Bank.
25. UNOPS will be responsible for monitoring in accordance with the Results Framework and ensure that implementation is appropriately responsive to changing circumstances on the ground. UNOPS will provide quarterly progress reports to the World Bank, incorporating regular monthly progress reports by the MFIs, following an agreed template that will include: (a) a summary of the progress and the context within which the project is implemented; (b) activities carried out during the reporting period; (c) any challenges encountered and measures taken; (d) changes introduced during implementation, including changes in the budget; (e) achievements and results of the project with reference to identified indicators; and (f) the work plan for the subsequent reporting period. In addition, UNOPS will provide updated GIS maps of the project areas to help monitor progress of activities under Subcomponent 1.2 and 1.3.
26. The Third-party Monitoring Agency will be engaged as to undertake independent verification of project activities in accordance with the Terms of Reference (TOR) developed by UNOPS and agreed upon with the World Bank. UNOPS will share the TPM agency quarterly reports with the World Bank and will include in the report the actions taken to address any implementation issues identified by the TPM agency.

Chapter 2

Summary of Previous Stakeholder Engagement Activities

2.1 Stakeholder Engagement during YEEAP 1

27. YEEAP 2 is a continuation of YEEAP 1 (P163777)². 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 YEEAP 1 addressed Stakeholder Engagement in Chapter 12. It summarized consultations held on the YEEAP 1 ESMF in late 2017 to early 2018, and defined consultation and disclosure requirements for subprojects that UNOPS implemented for the 154 subprojects implemented during YEEAP 1. The same subproject consultation and disclosure requirements have been included in the ESMF for YEEAP 2.
28. YEEAP 1 carried out public consultations throughout the second and third year of the project. The following are the key findings of these consultations:
- Early engagement and communication with local authorities, service providers, 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 GRM³ for YEEAP 1 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 YEEAP 1

29. UNOPS has identified four key lessons from YEEAP 1:
- 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.

² YEEAP 1 was implemented under the World Bank Safeguard Policies, whereas YEEAP 2 will be implemented under the Environmental and Social Framework.

³ The term Grievance Redress Mechanism (GRM) was in use under the Safeguard Policies. Grievance Mechanism (GM) is used instead under the ESF.

- 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.
- Close coordination and effective communication with central local authorities must continue in YEEAP 2 to ensure ownership, engagement and investment sustainability.

2.3 Public Consultations during YEEAP 1

30. UNOPS prepared 25 area specific Environmental and Social Management Plans (ESMPs) for the supply and installation of solar PV systems in health facilities, schools, and water wells in various target districts as per the Table 1. During the preparation of the ESMPs, UNOPS conducted gender-based consultation sessions during the preparation of these ESMPs with 4,154 beneficiaries, including 2,263 males and 1,891 females. The consultations:

- Ensured the participation of subproject beneficiaries both females and males
- Informed beneficiaries about the activities to be undertaken, the sub-project timetable and work plan
- Informed beneficiaries, both male and female, on their rights to participate in all subproject implementation phases, provide feedback and raise their concerns.
- Discussed the potential negative impacts of the subproject and presented the proposed mitigation measures
- Documented and addressed the concerns and expectations of local communities, and to get their feedback on the subproject
- Informed the beneficiaries about the Grievance Mechanism, and explained how to send or communicate complaints
- Provided information on sexual harassment, exploitation and abuse, and on the principles of confidentiality
- Raises awareness regarding protection measures for COVID-19

Table 1. List of Environmental and Social Management Plans (ESMPs) with the numbers of participants (Dates of consultations to be included in a later revision)

Subproject Description	Beneficiaries	
	Female	Male
Supply and Installation of Solar PV Systems to 28 Rural Facilities	149	194
Supply and Installation of Small-Scale Solar PV Systems to 10 Health Centers and 19 Schools in Lahj, Abyan and Al Dhala'a and Hodeida Governorates	54	42
Supply and Installation of Small-Scale Solar PV Systems to 26 Health Centers and 25 Schools in Sana'a, Dhamar, Ibb and Taiz Governorates	112	114
Supply and Installation of Solar PV Systems to 31 Rural Facilities (16 Health Centers and 15 Schools) in Hadramout, Al Mahra and Shabwah Governorates	56	113
Supply and Installation of Small-Scale Solar PV Systems to 47 Rural Facilities (31 Schools and 16 Health Centers) in Sana'a, Dhamar and Hajjah Governorates	288	241
Supply and Installation of Small-Scale Solar PV Systems to 18 Rural Facilities (15 Schools and 4 Health Centers) in Aden, Lahj and Hodeida Governorates	58	58
Supply and Installation of Small-Scale Solar PV Systems to 25 Rural Facilities (12 Health Centers and 13 Schools) in Al Mahara, and Hodeida Governorates	64	61

Supply and Installation of Small-Scale Solar PV Systems to 37 Rural Facilities (18 Health Centers and 19 Schools) in Mareb, Al Jawf, Al Baida, Sada'a and Hadramout Governorates	124	133
Supply and Installation of Small-Scale Solar PV Systems to 13 Rural Facilities (6 Health Centers and 7 Schools) in Mareb, Al Jawf, Sada'a, and Shabwa Governorates	61	55
Supply and Installation of Small-Scale Solar PV Systems to 9 Rural Facilities (4 Health Centers and 5 Schools) in Taiz Governorate	28	69
Supply and Installation of Small-Scale Solar PV Systems to 39 Rural Facilities (23 Health Centers and 16 Schools) in Sana'a, Amanat Al Asimah, Ibb, Taiz, Al Mahwit, Hodeida, Raymah, Sa'adah, and Lahj Governorates	188	243
Supply and Installation of Small-Scale Solar PV Systems to 40 Facilities (16 Health Centers and 24 Schools) in Aden, Lahj, Al Dhalea, Shabwah, Hadramout and Al Mahrah Governorates	113	91
Supply and Installation of Small-Scale Solar PV Systems to 22 Rural Facilities (20 Health Centers and 2 Hospitals) in Al-Baydah, Raymah, Al-Hudaydah, Sa'ada, Sana'a, Amanat Al-Asimah and Dhamar Governorates	49	124
Supply and Installation of Small-Scale Solar PV Systems to 28 Rural Facilities (12 Health Centers and 16 Schools) in Abyan, Ad-Dhale'a, Lahj, Taiz, Aden and Hadramout Governorates	140	139
Supply and Installation of Small-Scale Solar PV Systems 3 health centers in Hajjah governorate.	49	124
11 Health Units and 12 Schools in Sana'a, Dhamar, Al Mahweet and Taiz Governorates	12	14
Supply and Installation of Small-Scale Solar PV Systems for 8 Health Units and 8 Schools around Aden in Abyan, Lahej and Al Dhala Governorates	4	24
Supply, Installation and Operation of Solar Water Pumping Systems into 7 Rural Wells in Sanaa, Amran, Hajjah and Al-Mahweet Governorates Sub-Projects	47	81
Supply, Installation and Operation of Solar Water Pumping Systems to 6 Wells in Shabwah, Hadramout, Al Mahrah and Ibb Governorate	36	52
Supply, Installation and Operation of Solar Water Pumping Systems into 4 Rural Wells in Al-Dhalea, Abyan, Hajjah, and Sa'dah Governorates Sub-Projects	37	47
Supply, Installation and Operation of Solar Water Pumping Systems to 5 Wells in Amran, Sa'adah, Shabwah and Sana'a Governorates	45	55
Supply, Installation and Operation of Solar Water Pumping Systems into 5 Rural Wells in Al Dhala'a, Lahej, Mareb and Abyan Governorates	42	37
Supply, Installation and Operation of Solar Water Pumping Systems to 7 Wells in Hodaidah, Dhamar, Lahj and Sana'a Governorates	55	58
Supply, Installation and Operation of Solar Water Pumping Systems to 4 Wells in Al Mahweet, Sadah, Lahj and Taiz Governorates	36	41
Supply, Installation and Operation of Solar Water Pumping Systems into 3 Rural Wells in Taiz Governorate Sub-Project	44	53
Total	1,891	2,263

2.4 Stakeholder Engagement during Project Preparation

2.4.1 Consultations regarding YEEAP 2

31. Despite the emergency situation and the current COVID-19 pandemic, UNOPS consulted with public authorities between November 2021 and January 2022 as per the table below. The consultations were carried during field missions and official meetings, virtual meetings, and through phone calls.
32. The consultations sought to ensure that YEEAP 2 responds to the “urgent” priority needs identified

during the implementation of YEEAP 1. They focused on the following issues:

- Supporting the national responses to the COVID-19 pandemic by providing access to reliable source of electricity (solar energy) in rural and peri-urban areas
- Enhancing public services in health, education, and water supply through the provision of solar energy solutions to eligible facilities in target areas
- Enabling households' access to electricity through the provision of pico solar systems to households in rural and peri-urban areas who meet the project edibility criteria

Table 2. Consultations with public authorities, local authorities, and other stakeholders

Category	Organization	Date
Central Authority	Ministry of Planning and International Cooperation	15 December 2021
Central Authority	Ministry of Water and Environment	23 November 2021, 1 January 2022
Central Authority	Ministry of Health	21 November 2021
Central Authority	Ministry of Local Authority	21 November 2021
Central Authority	General Authority for Rural Water Supply	December 2021-January 2022
Local Authority	Local Authority in Aden	24-25 November 2021
Local Authority	Local Authority in Sana'a	18 December 2021
Local Authority	Local Authority in Lahj	20 November 2021
Local Authority	Local Authority in Abyan	25 November 2021
Local Authority	Local Authority in Sa'adah	27 September 2021
Local Authority	Local Authority in Hodeida	5 December 2021
Local Authority	Local Authority in Al- Dhalie	25 November 2021
Local Authority	Local Authority in Taiz	19 November 2021
Local Authority	Local Authority in Mukalla	27 November 2021
National Institution	University of Aden	4 November 2021
National Institution	University of Sana'a	11 January 2022
United Nations	WHO	9 November 2021-Periodic Health Cluster meetings
United Nations	UNICEF	9 November 2021 and WASH Cluster meetings
Development Partner	KfW	29 December 2021
Development Partner	Saudi Reconstruction of Yemen Program	23 November 2021

2.4.2 ESF Consultations

- UNOPS consulted with selected Yemeni civil society organizations, MFIs, and contractors to discuss and seek their inputs and feedback on the YEEAP 2 environmental and social risk management instruments.
- Consultations were carried out by phone on 12 and 13 January 2022 with selected Yemeni Civil Society Organizations, MFIs, and contractors, as per the following table.

Table 3. List of CSOs, MFIs and contractors consulted during the preparation of YEEAP 2

Organization	Type	Participant	Title
--------------	------	-------------	-------

For All Foundation	CSO	Ms. Sabah Badri	Executive manager
Manahil Al -Hudaydah for Development	CSO	Ms. Asma'a Taher Mohammed	Executive Director
Generations without Qat	CSO	Mr. Mohamed Alaswadi	Project Manager
Wa3i Foundation	CSO	Ms. Ghada Alamoodi	Project Manager
Progress Organizations for Development	CSO	Mr. Othman Ali	General Director
Kuraimi Bank	MFI	Mr. Taha Eskander	Project Manger
Al-Amal MF Bank	MFI	Mr. Samih Alhakimi	Project Manager
National Microfinance Foundation	MFI	Mr. Sharaf Alkibsi	Executive Director
Yemen Kuwait Bank (YKB)	MFI	Mr. Ahmed Alathary	Project Manager
Al-Atheer EST for trading	Contractor	Mr. Mohammed Naser	Executive Director
Tagadod for Solar Energy	Contractor	Mr. Rami Al-Duba'e	Technical Manager
Stidama Rene-Tech Enterprise	Contractor	Mr. Hilal Al-Faqih	Managing Director
Abdulmajeed Al-Wahbani Trading Group	Contractor	Mr. Bassam Al-Hamadi	Project Manager

35. These participants have strong presence in most of urban and rural areas cities in Yemen and have recognized partnerships with international NGOs and UN agencies such as UNOPS, 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:

- Although all participants have a good understanding and experience in adopting and implementing safeguard plans, the new WB ESF seems to include more requirements that require capacity building and additional resources to implement.
- Mr. Rami Al-Duba'e (Tagadod for Solar Energy) stated that the environmental and social requirements should not only be included as contractual clauses for contractors whereby contractors are liable to their compliance at all time. These requirements should be also taught and impart to contractors through tailored capacity building training before the tendering process. UNOPS has taken this suggestion into consideration for YEEAP 2.
- Although YEEAP 2 can build on the success of YEEAP 1, special attention should be given to the increasingly challenging situation in Yemen (i.e., ground fighting, limited access, and the pandemic), which could hinder the project's implementation in rural areas.
- The For All Foundation shared their experience in carrying out citizen engagements, most particularly the fact that the ongoing challenges and the Yemeni tribal traditions and norms have caused major barrier in carrying out gender-based consultations with women in rural areas.
- Mr. Hilal Al-Faqih (Abdulmajeed Al-Wahbani Trading Group), Ms. Sabah Badri (For All Foundation), and Mr. Samih Al-Haimi (Al-Amal MF Bank), recommended that UNOPS organize SEP consultations based on YEEAP 2 target sectors to ensure relevant productive discussion and feedback during SEP consultations. UNOPS has taken this recommendation into consideration.
- All participants expressed their concern about the sustainable local market availability of the "High quality products" that YEEAP 1 and 2 provide after both projects complete (ending the grant and subsidy funding of high quality products to beneficiaries).
- All participants expressed an interest to participate in capacity training and stakeholder consultations that mutually benefit them and local communities under YEEAP 2. UNOPS

indicated that it would notify these participants (and others) regarding any upcoming ESF training opportunities, as well as stakeholder consultations in the different target areas.

Chapter 3

Stakeholder Identification and Analysis

36. 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 4. List of the main institutional stakeholders

Category	Organization	Description
Central Authority	Ministry of Planning and International Cooperation (MoPIC) and its local offices	Line Ministry with local presence
Central Authority	Ministry of Water and Environment (MoWE) and its local offices	Line Ministry with local presence
Central Authority	National Water Resources Authority (NWRA)	Independent authority
Central Authority	General Authority for Rural Water Supply (GARWS)	Independent authority under MoWE
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
Central Authority	Ministry of Trade and Industry (MoTI)	Line Ministry with local presence
Central Authority	Ministry of Local Authority (MoLA)	Line Ministry with local presence
Local Authority	Governor's Office	Independent local authority that is elected locally
Local Authority	Municipal Councils	Within the local authority 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

37. Affected parties are the persons, groups and other entities within target areas 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. YEEAP 2 affected parties include:

- Residents, business entities, and individual entrepreneurs in the area of the Project that can benefit from the improved access to electricity
- Local water subscribers
- NWRA

- GARWS
- Primary schools in rural areas
- Health centers and clinics in rural areas
- Communities in the vicinity of planned Project activities
- MFIs
- 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;

38. Because of the nature of institutional arrangements, NGOs were not used during YEEAP 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

39. 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), the Ministry of Local Authority (MoLA) and the Ministry of Trade and Industry (MoTI).
- Local Authorities and Municipal Councils, in the areas 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
- Other humanitarian and development agencies and partners that are engaged in WASH and Health interventions in the target areas
- 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

40. 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 will engage with vulnerable groups and individuals through a gender-sensitive consultations to ensure that their understanding of and input into the overall process are commensurate to those of the other stakeholders. The vulnerable groups for YEEAP 2 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

41. 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.
42. UNOPS 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.

3.4 Summary of Stakeholder Needs

43. The Project targets 3.5 million potential beneficiaries living in thousands of rural and peri-urban localities in over 250 districts. Each locality has its own set of barriers to communication, in terms of the ongoing conflict, remoteness and poor roads, lack of electricity and lack of education.
44. Given the circumstances, it is not logistically possible to reach all beneficiaries. Accordingly, the strategy adopted by the YEEAP 1 and continued in this Project is to use commercial intermediaries, in cooperation with local authorities. Thus, every district authority will be informed, but not every locality. Each intermediary will get the PV systems known through awareness and marketing campaigns, in the hope of creating demand. Experience has shown that most of the sensitization is the result of word of mouth and that large scale campaigns are not as effective. Even then, the eligible demand induced by the Project already far exceeds Project funding, which will limit the number of effective beneficiaries.

Chapter 4

Stakeholder Engagement Program

4.1 Methodology

45. In accordance with best practice, UNOPS will apply the following principles to their stakeholder engagement activities:

- *Openness.* UNOPS 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 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 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 will organize separate meetings and focus group discussions for women, and use women facilitators.

4.2 Engagement Methods and Techniques

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

Table 5. Methods and Tools for Stakeholder Engagement

Method/Tool	Description and Use	Contents	Target Groups ⁴
Information Provision			
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. Placement at the offices of local administrations and NGOs, libraries and other public venues.	Used to convey information on the Project and regular updates on its progress to local, and national stakeholders. This will be done during every TPM visit	Printed materials present illustrative and written information on Project activities, facilities, technologies and design solutions, as well as impact mitigation measures. Presented contents are concise and adapted to a layperson reader. Graphics and pictorials are widely used to describe technical aspects.	Households and vulnerable groups in the selected target areas NGOs and Civil Society
Printed advertisements in the media	Inserts, announcements, press releases, short articles or feature stories in the printed media – newspapers and magazines At a minimum once in every governorate	Notification of forthcoming public events or commencement of specific Project activities. General description of the Project and its benefits to the community.	Residents and other interested parties (i.e., business owners and suppliers) in the five target areas
Visual presentations during consultation meeting	Visually convey Project information to affected communities and other interested audiences during every consultation meeting.	Description of the Project and related solutions/impact management measures. Updates on Project development.	All stakeholders
Information Feedback			
Information repositories accompanied by a feedback mechanism Materials can be made available in publicly accessible places such as local administrations, and project website for the duration of a disclosure period or permanently.	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. Throughout Project implementation	Project Website with its various Project-related materials ESMF documentation Project GIS online platform TPM	Directly affected communities in the subproject sites

⁴ UNOPS hopes that 25% of potential beneficiaries will be informed about the Project

Method/Tool	Description and Use	Contents	Target Groups ⁴
<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>Throughout Project implementation</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>The information will be posted on the Project website following Project effectiveness.</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 (TPM)</p> <p>Questionnaires can be distributed during household visits.</p>	<p>The TPM in the target areas will include the use of surveys, interviews and questionnaires to obtain stakeholder views.</p> <p>A minimum of two TPM visits per subproject.</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 ⁴
Grievance Mechanism Feedback 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. Throughout Project implementation.	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 areas
Consultation & Participation			
Public consultations 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. Every six-months	Detailed information on the activities, including a presentation and an interactive Questions & Answers session with the audience.	Directly affected communities in target areas. Other communities within the target areas NGOs and civil society Residents in subproject sites
Household visits by 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. As part of the TPM visits to subproject areas.	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 target areas
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. Quarterly	Project-related materials. Any issues that are of interest or concern to the local communities and other stakeholders.	Directly affected communities in target areas and any other stakeholders and interested parties.

Method/Tool	Description and Use	Contents	Target Groups ⁴
Site Tours Security and safety restrictions might apply	Visits to Project areas 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. Every semester, as comprehensive as logistically possible.	Demonstration of specific examples of Project's design solutions and approaches to managing impacts.	Local communities within target areas Media groups. NGOs and other initiative groups.

4.3 Proposed Strategy for Information Disclosure

47. UNOPS 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), and the Labor Management Procedures (LMP) 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. These documents will remain in the public domain throughout Project preparation and implementation.
48. 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 Project⁵.
49. UNOPS 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 television, newspapers, posters, brochures and leaflets as well as via websites and social media.

Table 6. Proposed Strategy for Information Disclosure

Stakeholders	Information to be Disclosed	Methods
Prior to Project Effectiveness		
Government authorities and agencies	<ul style="list-style-type: none"> ● Project Summary ● ESMF, SEP, LMP 	<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 	<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 	<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
Prior and during Subproject implementation		
Local authorities and community leaders	<ul style="list-style-type: none"> ● Subproject proposal 	<ul style="list-style-type: none"> ● Paper or electronic dissemination

⁵ As suggested in the SEP Template dated June 2018:

The strategy should include means to consult with project-affected stakeholders if there are significant changes to the project resulting in additional risks and impacts. Following such consultation, an updated ESCP will be disclosed.

Templates help to illustrate the requirements of the ESSs and propose sample approaches to fulfilling the requirements; they are not Bank policy and are meant to be a useful and voluntary tool. In case of any inconsistency or conflict with the ESSs, the provisions of the ESSs prevail.

	<ul style="list-style-type: none"> ● Information required for the purposes of regulation and permitting. ● ESHS requirements ● ESMPs ● SEP, including the Project Grievance Mechanism ● Consultation results 	<ul style="list-style-type: none"> ● In person or virtual meetings ● UNOPS web site
Targeted beneficiaries and Project Affected Persons	<ul style="list-style-type: none"> ● Subproject proposal ● Subproject ESMP ● LMP, SEP ● Regular updates on Project development. ● Consultation results 	<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 ● Consultation results 	<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.
Project direct workers	<ul style="list-style-type: none"> ● Project Operations Manual ● Worker Grievance Procedure ● Consultation results 	<ul style="list-style-type: none"> ● Paper or electronic dissemination ● In person or virtual meetings
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

50. UNOPS 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

51. UNOPS will ensure that consultations are meaningful. As indicated in paragraph 42 of ESS10, meaningful consultations use 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.*

52. UNOPS 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 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.

53. UNOPS 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 measures⁶.

54. UNOPS 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
55. 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?
 - 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?
56. 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.
57. The table below details the planned stakeholder consultation activities.

4.5 Proposed strategy to incorporate the views of vulnerable groups

58. UNOPS 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 workplaces or in their communities. Special attention will be paid to engage with women as intermediaries.

⁶ 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

Table 7. Stakeholder Consultation Methods

Topic of Consultation	Method used	Timetable, Location and Dates	Target Stakeholders	Responsibilities
Project Effectiveness				
Project Scope and rationale	Official meetings	Once in each target area, prior to Project effectiveness	<ul style="list-style-type: none"> ● Governorates ● Local authorities 	UNOPS Project Manager
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 	Once in each target area, prior to Project effectiveness (as soon as possible)	<ul style="list-style-type: none"> ● Local authorities ● NGOs and CSOs ● Community representatives 	UNOPS ESSO
Project launch	Official meetings	Once in each target area, within one month after Project effectiveness	<ul style="list-style-type: none"> ● Governorates ● Local authorities ● NGOs, CSOs and UN agencies 	UNOPS Project Manager with support of UNOPS ESSO
Disclosure of Project Environmental and Social Instruments (ESMF, SEP, LMP)	Documents to be made publicly available and announced through the UNOPS web site <ul style="list-style-type: none"> ● Public meetings 	Once in each target area, within one month of Project effectiveness	<ul style="list-style-type: none"> ● Governorates ● Local authorities ● NGOs, CSOs and UN agencies ● Community Representatives 	UNOPS ESSO
Subproject Implementation				
Subproject Selection and Rationale	Subproject proposal to be publicly announced through the web sites of UNOPS <ul style="list-style-type: none"> ● Targeted meetings ● Outreach as required 	Once in each target district, prior to the start of activities	<ul style="list-style-type: none"> ● Local Authorities ● Subproject affected persons and communities ● NGOs and CSOs 	UNOPS
Employment opportunities	In person public meetings	Once in each target district prior to the start of activities	Potential workers	Subproject engineer, with the support of UNOPS 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	Once in each target district, following contractor selection, but prior to start of works	<ul style="list-style-type: none"> ● Contracted Workers ● Contractors 	UNOPS ESSO and Health and Safety Office, in collaboration with subproject engineer and procurement officer
Grievance Mechanism	In person public meetings and focus groups	One in each affected neighborhoods before the beginning of works	<ul style="list-style-type: none"> ● Subproject affected persons or communities ● Community Representatives 	UNOPS ESSO

			<ul style="list-style-type: none"> • NGOs and CSOs 	
Vulnerability	Focused target groups	Once in each 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
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 Project Manager and ESSO

Chapter 5

Resources and Responsibilities for Implementing Stakeholder Engagement Activities

5.1 Management functions and responsibilities

59. UNOPS will be responsible for carrying out stakeholder engagement activities. UNOPS' ESSO will ensure the implementation of the stakeholder engagement activities.
60. The stakeholder engagement activities will be documented through UNOPS' reporting and documentation as part of the project progress reporting requirements.

5.2 Resources

61. 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 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 to assist on specific tasks.

Chapter 6

Grievance Mechanism

62. UNOPS established and has been managing a Grievance Mechanism⁷ (GM) for YEEAP 1 to enable beneficiaries to communicate their concerns regarding the Project.⁸ The YEEAP 2 GM will extend the YEEAP 1 GM, as well as build on the GMs put in place by UNOPS for Phases 1 and of the Yemen Integrated Urban Services Emergency Project II (P164190 and P175791) and the Yemen Emergency Human Capital Project (P176750).
63. 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 to systematically register, track, investigate and promptly resolve complaints and respond to inquiries.
64. The UNOPS Program Manager based in the Sana'a Office has the overall responsibility to address Project activity-related complaints and inquiries from Project affected communities or individuals regarding any environmental or social impacts due to subproject activities. MFIs will not be required to establish distinct GMs, as UNOPS will centrally manage all complaints.
65. 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, and the GM focal points in the target areas.

6.1 Procedures for Complaints

6.1.1 Registering Complaints

66. 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 and by mail, telephone, email, and UNOPS' website:

Address	Haddah Street, former European Union Office Building, Sana'a
Hotline	8000 190
WhatsApp	+967-739-888-388
Email	gm-yemen@unops.org
Website	www.unops.org

67. 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.
68. The Project contractors will also keep a log of issues brought directly to their attention verbally or in

⁷ While the term Grievance Mechanism (GM) is used for this SEP as indicated in ESS10, the term Grievance Redress Mechanism (GRM) was used in the ESMF for YEEAP 1.

⁸ A distinct Grievance Mechanism for workers will be set up by each of the contracting entities, including UNOPS. This requirement will be further defined in the Project Labor Management Procedures.

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.

69. 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.
70. 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

71. The GM log maintained by UNOPS will track the date the complaint was received, name of plaintiff, gender, date responded to, the type of response, and if the complaint was resolved to the satisfaction of the plaintiff.
72. The ESSO will coordinate with local field staff and local government officials to ensure prompt follow up action in response to each complaint. More specifically, the ESSO will for named complaints:
 - Register the complaint in the Project Complaint's Log
 - Classify the complaint as minor, moderate, serious, major or catastrophic
 - Send the plaintiff an officially stamped review card indicating:
 - plaintiff name or legal representative
 - plaintiff address
 - complaint title
 - review date
 - list of annexes submitted with the complaint
 - Communicate with the plaintiff to discuss the complaint within three working days of its registration
 - Determine the legitimacy of the complaint. If necessary, the ESSO will consult Project Engineers
 - Inform the plaintiff in writing if the complaint is accepted or rejected within one week of receiving the complaint.
 - Close the complaint if it is unfounded, and provide a verbal or written response to the plaintiff
 - Propose a solution to the plaintiff if the complaint is accepted, and if the plaintiff agrees to the proposed solution, close the complaint with a signed agreement
 - Work with engineers and contractors to resolve the complaint within 28 days of its submission.
73. When a complaint requires an urgent response, as in the case of an emergency, UNOPS will address as quickly as logistically possible.
74. UNOPS will include its log of complaints to the World Bank as part of UNOPS quarterly reporting to the World Bank.
75. All complaints and inquiries received by UNOPS during YEEAP 1 between 2018 and 2020 were resolved. Most cases addressed to the Project GM were inquiries about the project information, the pico system sale-points, and pico system selling prices. UNOPS was able to provide the requested information within two days. The remaining cases were complaints about defects in the power bank of purchased pico systems and minor electrical malfunctions of the solar PV systems. Those cases were resolved by: i) ensuring that pico system buyers could return defective systems to the respective

local MFIs' point of sale, and could request a replacement as per their warranties; and ii) instructing the Project site engineers and contractors to inspect and fix the electrical malfunctions of the solar PV systems.

76. UNOPS will escalate the resolution of unresolved complaints during YEEAP 2 to the corporate level, first at the level of the hub in Amman and if necessary to headquarters in Copenhagen, while also keeping the World Bank informed.

6.1.3 Gender Based Violence

77. 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.

78. 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

79. UNOPS will conduct a kickoff workshop involving beneficiary representatives to inform them on GM procedures.

80. Furthermore, the Grievance Mechanism will be presented to beneficiaries of selected facilities during the consultation process for subprojects.

Chapter 7

Monitoring and Reporting

7.1 Involvement of Stakeholders in Monitoring Activities

81. 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

82. UNOPS 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.

83. 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.

84. 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.

85. UNOPS will publish and produce standalone annual report on the Project's interactions with stakeholders during the year.

86. 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.

87. Annex 1.

Grievance Complaint, and Suggestion Form

نموذج لآلية التظلمات والشكاوى

استمارة توثيق ومتابعة شكاوى المستفيدين من المشروع الطارئ لايصال الكهرباء المرحلة الثانية

"Documenting and Monitoring Complaints Form of Beneficiaries of Yemen Emergency Access to Electricity Phase 2"

		الاسم الثلاثي للمستفيد: Beneficiary Name	
رقم الهاتف للمتابعة Tel No. for 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 الشكوى Complaint Type

موضوع الشكوى:

Complaint Subject

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

- الجهة التي يجب أن يقدم لها الشكوى: UNOPS/Sana'a – Hotline: 8000 190 - SMS:739888388 Email: GRM.yemen@unops.org

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

.....
-الرأي في جدية الشكوى:.....

Opinion on the seriousness of the complaint

.....
-الجهة المحول لها الشكوى :.....

The complaint transferred to

.....
- المدة الزمنية اللازمة للبت في الشكوى:.....

Time required for response

.....
-مدى رضى المستفيد عن الاستجابة لحل شكواه:.....

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 الشكوى ووظيفته:

Name of person received the complaint and his/her position

توقيع الموظف المختص / Signature

..... : Date التاريخ

