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Stakeholder Engagement Plan (SEP)

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Emergency Lifeline Connectivity Project (P177053)

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Table of Content

Abbreviations	4
1 Introduction/Project Description	1
1.1 Introduction	1
1.2 Project Description	1
1.3 Context	2
1.4 Citizen Engagement	3
1.5 Gender Action Plan (GAP)	3
2 Brief Summary of Previous Stakeholder Engagement Activities	3
2.1 Stakeholder Engagement during Project preparation	3
2.2 Stakeholder Engagement After Project Effectiveness	4
2.2.2 Stakeholders Engagement at the Subprojects level	5
3 Stakeholder Identification and Analysis	8
3.1 Affected Parties	8
3.2 Other Interested Parties	8
3.3 Disadvantaged and Vulnerable Individuals or Groups	9
4 Stakeholder Engagement Program	9
4.1 Methodology	9
4.2 Engagement Methods and Techniques	10
4.3 Proposed Strategy for Information Disclosure	15
4.4 Stakeholder Consultation Plan	16
4.5 Proposed strategy to incorporate the view of vulnerable groups	21
5 Resources and Responsibilities for Implementing Stakeholder Engagement Activities	21
5.1 Resources	21
5.2 Management functions and responsibilities	21
6 Grievance Mechanism	21
6.1 Procedures for Complaints	22
6.2 Grievance Mechanisms of the Implementing Partners	23
7 Monitoring and Reporting	23
7.1 Involvement of Stakeholders in Monitoring Activities	23
7.2 Reporting back to Stakeholders	23
Annex 1. Public consultation details	25
Annex 2. Stakeholders Questionnaire at Subproject Level	29
Annex 3. Grievance Complaint, and Suggestion Form	31

Abbreviations

CSO	Civil Society Organizations
E&S	Environmental and Social
ESHS	Environment, Social, Health and Safety
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESMS	Environmental and Social Management System
ESSO	Environmental and Social Safeguards Officer
GAP	Gender Action Plan
GBV	Gender Based Violence
GM	Grievance Mechanism
IDP	Internally Displaced Person
LMP	Labor Management Procedures
ME	Micro Enterprise
MIS	Management Information System
MoPIC	Ministry of Planning and International Cooperation
MoPWH	Ministry of Public Works and Highways
NGO	Non-Governmental Organization
OHS	Occupational, Health and Safety
PAD	World Bank's Project Appraisal Document
PMC	Project Management Consultant
RAP	Rural Access Program
RAMS	Road Asset Management System
RED	Roads Economic Decision Model of the World Bank
RMF	Road Maintenance Fund
RoY	Republic of Yemen
SEA/SH	Sexual Exploitation and Abuse / Sexual Harrasment
SEP	Stakeholders Engagement Plan
SMEPS	Small and Micro Enterprise Promotion Service
TPMA	Third-Party-Monitoring Agent
UN	United Nations
UNOPS	United Nations Office for Project Services
YELCP	Yemen Emergency Lifeline Connectivity Project

1 Introduction/Project Description

1.1 Introduction

1. The overall objective of the Stakeholder Engagement Plan (SEP) is to define a program for stakeholder engagement, including public information disclosure and consultation, throughout the entire project cycle. The SEP outlines the ways in which UNOPS and its implementing partners will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project and any activities related to the project.
2. 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 to 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 and raise complaints or provide feedback.
3. Due to the urgency of the project and COVID-19 restrictions, a preliminary SEP has been prepared at the early stages of the Project and more inclusive consultations conducted and included in the updated SEP. The SEP will be updated on a regular basis to include inclusive consultations with all stakeholders and affected parties across all activities implemented under the Project.

1.2 Project Description¹

4. The overall objectives are to reduce transport cost of essential commodities by increasing and maintaining road access to food and other humanitarian aid centers in a safe and reliable manner, and provide employment and entrepreneurship opportunities to rural poor within the project area. The Project has four components:
5. ***Component 1: Rural and Village Access Roads Improvement and Maintenance (US\$41.00million)***
6. ***Component 1.A: Rehabilitation of Lifeline Rural Access Roads (US\$33.00 million)***. This component will finance the following: (i) rural access road upgrading (150 km) and spot improvement (ii) construction of market stalls for potential roadside vendors and (iii) studies, designs, production of tender documents and independent supervision of the civil works. Activities under this component will adopt climate resilient and less carbon-intensive design and construction approaches including bioengineering for slope stabilization; utilization of locally available climate-friendly natural stones, sand and aggregates for side slopes, stone culverts, as well as planting trees along the roads as a carbon sink.
7. ***Component 1.B: Employment-Intensive Road Maintenance (US\$ 8.00 million)***. This component will support (i) creation/strengthening of microenterprises (ME), (ii) training MEs, and (iii) labor-intensive maintenance of rural and village access roads through MEs (about 60 km village access roads (VAR) and 150 km rural roads and), (iv) consultancy services for studies, preparation of training modules, designs, production of tender documents and independent supervision linked to the civil works, and (v) supporting female internships in road maintenance. The project will work with Small and Micro Enterprise Promotion Service (SMEPS) to mobilize communities to form microenterprises. These entities will be trained by the project in business management, project management, road maintenance techniques, quality control, maintenance pricing and tendering, contract management and project financial management. MEs will be provided opportunities to participate in bids for road maintenance works advertised by the project in their respective areas and awarded contracts when successful and be provided with on-the-job support.

¹ This Chapter is based on the Project Appraisal Document (PAD) November 8, 2021.

They will be provided with advance payments for initial mobilization and purchase of maintenance tools and limited equipment rentals; the advance payment will be recovered over a maximum of 18 months. The contracts will be for a minimum of two years and extendable based on fund availability and past performance. Female-headed households will be provided priority on labor selection by MEs as shall be provided in the bidding documents.

Component 2: Strengthening Management Capacity of Transport Sector Public Institutions (US\$ 2.00 million). Building on the recent assessment of Yemen's national institutions to support their transition to national project implementation, this component will finance: (i) strengthening project management capacities of the RMF-IU and RAP through a program of capacity building provided by a consulting firm, and for RAP to provide implementation support to the Project on certain tasks based on meeting triggers set in the capacity building program as will be agreed between UNOPS and the World Bank, with the aim to preparing them to efficiently manage the network in post-crisis Yemen, (ii) support for the RAP to revive its Management Informant System (MIS), (iii) Support RMF to reactivate its Road Asset Management System (RAMS) and tools, strengthening RAP's and RMF's capacity to predict, respond and design resilient roads infrastructure to extreme climate events such as floods, to assess vulnerability of infrastructure assets and prepare and implement resilient investment plans, (iv) establishment of a partnership between local transport sector institutions and universities to offer internship programs for women in implementing institutions. This will be done through a technical assistance consultancy including targeted training, as well as equipment and knowledge acquisition.

Component 3: Project Implementation and Monitoring Support, Studies and Preparatory Activities (US\$ 7.0 million). The component will finance: (i) UNOPS' general management support (indirect costs and direct project management and oversight costs), (ii) Beneficiary satisfaction Survey (iii) project monitoring and evaluation activities by Third Party Monitoring Agent (TPMA) and beneficiary satisfaction survey, and (iv) sector studies and other preparatory activities of potential follow-on operations to scale up the proposed project and the ME approach, and other sectoral investments.

8. **Component 4: Contingent Emergency Response (US\$0 million; to be capitalized in case of emergency).** The objective of this component is to improve the country's response capacity in the event of a new emergency, following the procedures governed by paragraph 12 of the World Bank Policy on Investment Policy Financing (Rapid Response to Crises and Emergencies). 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 Republic of Yemen through the implementing agency 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 Republic of Yemen, the international community, or the United Nations (UN).
9. The project will be implemented by UNOPS through direct implementation as well as project cooperation agreements between UNOPS and an implementing partner: the Rural Access Program (RAP).

1.3 Context

10. 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.
11. 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.

12. 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.
13. **Selection Criteria.** The Rural Access Program was launched in 2001 with the goal to provide equitable all-weather road access to the rural Yemeni population. The program received a strong support from the donor community including World Bank. Given the huge demand for roads and limited resource available, the RAP, upon consultation of all stakeholders has developed a transparent multi-criteria selection and prioritization framework to develop the rural road network across Yemen. The framework has been applied to the national rural roads program, to all projects regardless of the source of financing, which provided donors the confidence to adopt it in their respective financing. The selection parameters include, level of accessibility, population, poverty, cost/benefit, per capita cost. The proposed project would consider vulnerability to climate change and food security to refining the currently prioritized list of road projects

1.4 Citizen Engagement

14. Stakeholder engagement is an integral part of the Project's design. UNOPS is carrying out Citizen Engagements in the communities of the target locations during the first year of the project. The Citizen Engagement process engages local stakeholders, especially vulnerable and marginalized groups, in gender-sensitive consultations to identify local priority needs and interventions that the Project can undertake.

1.5 Gender Action Plan (GAP)

15. UNOPS has developed a Project-specific Gender Action Plan (GAP) after the completion of the citizen engagement, as a result of the gender screening results conducted during the citizen engagements. The GAP responds to findings from the gender analysis and other relevant information on gender-based constraints and opportunities relevant to project planned activities.

2 Brief Summary of Previous Stakeholder Engagement Activities

16. Given the nature of the project and ongoing discussions on the Project's design, including its final targeting strategy, consultations have to date been limited to coordination and technical meetings between UNOPS, the World Bank, Rural Access Program (RAP), and relevant line ministries. Additionally, due to the urgency of the project and COVID-19 restrictions, a preliminary SEP has been prepared as the starting point of an iterative process to develop a more comprehensive stakeholder engagement strategy and plan. More inclusive consultations conducted, and the preliminary SEP updated with more details after project approval. Nonetheless, UNOPS already has a significant presence in Yemen. Inclusive consultations have been carried out by UNOPS and its local implementing partner (RAP) with stakeholders involved in the Project in which summary of the concerns/findings, date of consultation, number of participants, etc have been included within the updated SEP.

2.1 Stakeholder Engagement during Project preparation

17. Given the emergency situation² and the current COVID-19 pandemic, UNOPS could conduct limited consultations beyond engaging with public authorities and the implementing partner. UNOPS consulted with its implementing partner (RAP), the Ministry of Planning and International Cooperation, Ministry of Public Works and Highways, Road Maintenance Fund, and

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

selected rural communities. The main outcomes of these consultations were about the need to update the selection and prioritization criteria of rural and village access roads with a main focus on food security; as well as the importance of early citizen engagements with rural communities and relevant stakeholders of selected project sites.

18. Public consultation during the preparation for the YELCP has been conducted on November 24, 2021 in Aden governorate with stakeholder representatives in which the following entities participated in the consultation:

- The MoPIC General Directors of local offices
- Governors and their Deputies
- Local council members and local district General Directors
- Chief of Local Council of Road Maintenance Fund
- Deputy and Directors Ministry of Public Works and Highways (MoPWH) and its local offices
- Representatives of Rural Access Program (RAP)
- Representatives of local authority, civil society, and women associations including the National Network of Youth and Disabilities
- Local Internally Displaced Persons (IDPs) and beneficiaries

The attendees were briefed on the proposed Project scope as well as the targeted areas. Furthermore, the participants expressed their suggestions, enquiries and opinions on the various aspects of the Project. In total 5 participants from UNOPS and 68 participants from the above mentioned entities attended the session. Participants details as well as the topics of discussions and outcomes are detailed in annex 1.

2.2 Stakeholder Engagement After Project Effectiveness

19. UNOPS has conducted a series of stakeholders engagement activities with various stakeholders as identified in this plan in which the proposed intervention, subprojects details as well as the associated risks, impacts and mitigation measures. Parties involved in the consultation process include:

- Central authorities and line ministries
- Local authorities at the subproject areas
- Implementing partners including RAP, SMEPS and RMF
- Community leaders
- Representatives of local authority, civil society, and women associations including the National Network of Youth and Disabilities
- Communities at the subproject areas
- Affected parties and beneficiaries at the subproject level

2.2.1 Stakeholders Engagement at the Project level

20. Summary of the stakeholders activities carried out at the Project level with line ministries, local authorities and partners is available below:

- Regular meetings in Sana'a between UNOPS (5 participants) and MoPWH officials (10 participants) including the minister, deputies and general directors in which the planned activities under YELCP were reviewed along with the implementation arrangements.
- Regular and frequent meetings between UNOPS and RAP to monitor the project progress as well as the actions needed to implement the environmental and social requirements.
- Meeting in March 2022 in Aden between UNOPS team (4 participants) with the MoPIC governmental officials including the minister, deputies and general directors (10 participants) where the YELCP implementation plan has been discussed with emphasis from the governmental officials to accelerate the implementation arrangements.
- Meeting on 14 April 2022 between UNOPS (3 participants) with the local officials (15 participants) in Taiz and Ibb that involved the community leaders in which the YELCP intervention and the overall UNOPS projects discussed and communicated.

- Site visit to Hajjah governorate in May 2022 in which the proposed subprojects sites in the governorate were visited by the UNOPS team (3 participants) together with the local officials and community/tribe leaders (15 participants).
- Meetings in Aden on 14 June 2022 between UNOPS officials (6 participants) and governmental officials (50 participants) from MoPIC, MoPWH, RMF and local authorities including the ministers, deputies, governors and general directors in which the UNOPS projects in the country including the YELCP were detailed along with the upcoming plans. The officials and UNOPS team emphasized on the importance of regular and continuous communication between the different parties in facilitating and accelerating the implementation.
- Meetings with SMEPS on 27 August and 7 September 2022 with the participation of 7 members from UNOPS YELCP team (5 men, 2 women) and 4 members from SMEPS (1 woman and 3 men)
- Meeting on 31 August 2022 between UNOPS and MoPWH in Sana'a where the project intervention, implementation plans and way forward have been discussed with the participation of 5 from UNOPS and 10 officials from MoPWH including the minister and deputies.
- Kickoff meeting with the project TPM in the attendance of 10 UNOPS staff (7 men, 3 women) and 7 Moore Yemen staff (5 men, 2 women) in which the issues below discussed and communicated:
 - Project background, intervention and partners
 - Project design and components
 - TPM scope and requirements
 - Project environmental and social documents as well as the applicable requirements
 - Health and safety requirements, rules, regulations, monitoring and reporting agenda.
 - GM details
 - Procurement and communication guidelines
 - Gender, SEA/SH prevention

2.2.2 Stakeholders Engagement at the Subprojects level

21. Stakeholders engagement at the subproject level took place during the design review process and documentation preparation in which the local authorities, communities, beneficiaries, households and business owners were involved. Consultations across 6 subprojects took place till end of September 2022 in which several meetings conducted at the subproject areas/ road sections and list of questionnaires on the benefits/concerns that might be associated with the implementation have been distributed/asked to the participants, questionnaire is available in annex 2. Approximately 578 participants involved (436 men, 142 women) and the topics discussed includes:

- Project / Subprojects details.
- Partners involved in the implementation including the arrangement for implementation and monitoring.
- Subproject data including the climate resilience, water drainage and road safety aspects incorporated within the design and will be closely implemented/monitored.
- Committee establishment within the rural roads rehabilitation subprojects as per the project ESMF requirements.
- Risks and impacts associated with the implementation in addition to the mitigations measures that will be adopted.
- Importance of community members and different stakeholders groups participation in monitoring the subprojects implementation and contractor performance in close coordination with UNOPS and RAP and to report any deviations.
- Grievance Mechanism channels and processes with emphasis on the confidentiality of such mechanisms.

- The participants were encouraged to report and raise any concerns related to the subprojects.

22. Main outcomes and feedback received from the participants include:

- Encouragement for acceleration of subproject implementation at the targeted areas.
- Further consultation by UNOPS and RAP with all parties at all levels during the implementation process is needed.
- Emphasis on the importance of the project to the country and communities.
- Importance of adequate selection of qualified contractors able to complete the work safely in due time with arrangement for close supervision.
- Creating job opportunities during the subproject implementation for the local communities is important which will result in the improvement of economical condition at the area.
- Avoid complete closure of the road during rehabilitation and implement measures to allow smooth movement of vehicles.

23. Stakeholders engagement activities including dates, locations and number of participants in each subproject, rural roads rehabilitation, is available in the table below:

Subproject details	Date	Location	Participants details	Total Participants	
				Men	Women
Subproject 1 Mokal - Albayda road Al Bayda Governorate	17 May 2022	Mokal Village	5 local officials, 15 Locals at road areas	15	5
	15 Aug 2022	Mokal village	2 head of local offices, 5 community leaders	6	1
Subproject 2 Jahaf - Markez Almoderiah road Aldhalea Governorate	22 May 2022	Jahaf village	2 local officials, 11 local communities	10	3
Subproject 3 Alamn - Alshagherah road Hajjah Governorate	19 May 2022	Along the road	2 local officials, 20 communities members	19	3
	17 Sep 2022	Wadi Altharh	3 local officials, 18 community leaders and beneficiaries	21	
	17 Sep 2022	Jardaah Village	2 community leaders, 33 community members	32	3
	17 Sep 2022	Karn Ali village	2 local officials, 27 community members	23	6
	18 Sep 2022	Alnahari village	7 community leaders, 85 community members	66	26
Subproject 4 Bajel - Alsaleef road Al Hudaydah Governorate	20 May 2022	Bajil district	23 community members	15	8
	11 Sep 2022	Dir shadad village	3 local officials, 5 community members	5	3

Subproject details	Date	Location	Participants details	Total Participants	
				Men	Women
	12 Sep 2022	Alquzah Village	3 local officials, 3 community leaders, 35 community members	41	
	12 Sep 2022	Katf Almatbah	2 local officials, 34 community members	28	8
Subproject 5 Almuares - Albajeelah road Al Hedaydah Governorate	16 May 2022		15 community members	11	5
	13 Sep 2022	Alzahrh District	2 local officials, 5 community leaders, 65 community members	62	10
Subproject 6 Alamror - Alshahel road Hajjah Governorate	23 May 2022		2 local officials, 13 community members	11	4
	14 Sep 2022	Alamror	2 local officials, 3 community leaders, 22 community members	19	8
	14 Sep 2022	Alhazah Village	5 community leaders, 25 community members	16	14
	14 Sep 2022	Alshahel center	1 local official, 5 community leaders, 65 community members	36	35
			Total	436	142

3 Stakeholder Identification and Analysis

24. 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).

3.1 Affected Parties

25. 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. YELCP affected parties include:

- Local communities represented by their Beneficiaries Committees and community leaders
- 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;
- Project direct workers and,
- Local women's trade organizations and cooperatives.

26. The Project may 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

27. 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 environmental protection authorities, Ministry of Planning and International Cooperation (MoPIC), Ministry of Public Works and Highways (MoPWH), and the Ministry of Local Authority (MoLA).
- The Rural Access Program (RAP) and the Road Maintenance Fund (RMF)
- Local Authorities and Municipal Councils, in the areas where the Project will intervene
- Community-based groups, local microenterprises (MEs) and non-governmental organizations (NGOs) that represent local residents, local committees, community leaders, and other local interest groups, and act on their behalf
- Mass media and associated interest groups, including local, regional and national printed and broadcasting media, digital/web-based entities, and their associations.

Table 1. 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	Road Maintenance Fund (RMF) and its local offices	Independent national program
Central Authority	Rural Access Program (RAP)	Independent national program
Central Authority	Ministry of Public Works and Highways (MoPWH) and its local offices	Line Ministry with local presence
Central	Ministry of Public Works and Highways	Line Ministry with local presence

Category	Organization	Description
Authority	(MoPWH) and its local offices	
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 that is elected at the municipality level
Local Authority	Local Beneficiaries Committees	Independent local committees formed and managed by local communities
United Nations	Yemen Office for the Coordination of Humanitarian Affairs (OCHA)	UN Office Yemen Office for the Coordination of Humanitarian Affairs

3.3 Disadvantaged and Vulnerable Individuals or Groups

28. 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 IDPs), or dependence on other individuals. UNOPS and its implementing partner 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 YELCP 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

29. 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.

30. UNOPS and its implementing partner 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

31. In accordance with best practice, UNOPS and its implementing partner will apply the following principles to their stakeholder engagement activities:

- *Openness.* UNOPS and its implementing partner 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 partner will provide and widely distribute information to all stakeholders in an appropriate format, and provide opportunities to stakeholders to 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 partner 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 partner will organize separate meetings and focus group discussions for women, and use women facilitators.

4.2 Engagement Methods and Techniques

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

Table 2. Methods and Tools for Stakeholder Engagement

Method/Tool	Description and Use	Contents	Target Groups
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.	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.	Residents and other interested parties. Beneficiaries Committees, 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.	residents and other interested parties in the selected target locations. Beneficiaries Committees, 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	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 target locations
Visual presentations during consultation meeting	Visually convey Project information to affected communities and other interested audiences.	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, local implementing partners, and project websites 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.	Project Website with its various Project-related materials ESMF documentation Project GIS online platform Citizen engagement and TPM	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 residents and interested parties in subproject sites.</p> <p>NGOs and civil society</p> <p>Other local 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 residents and interested parties in subproject sites Other local communities within target locations
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 target locations. Other communities within target locations 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 target locations and any other stakeholders and interested parties.

Method/Tool	Description and Use	Contents	Target Groups
Site visits and Tours	<p>Visits to Project Site and facilities organized for local communities, authorities and the media to demonstrate Project solutions.</p> <p>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.</p>	<p>Demonstration of specific examples of Project's design solutions and approaches to managing impacts.</p>	<p>Local communities within target locations Media groups. NGOs and other initiative groups.</p>

4.3 Proposed Strategy for Information Disclosure

33. UNOPS and its implementing partners will disclose Project information to the targeted stakeholder audiences on a regular basis. 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 has translated the SEP, as well as the Project Environmental and Social Commitment Plan (ESCP) 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 made hard copies in English and Arabic available at its Project Office and RAP office in Sana'a. Project ESCP, ESMF, SEP, LMP and RF have been disclosed in English and Arabic on the [UNOPS Project website](#). These documents will remain in the public domain throughout Project preparation and implementation.
34. 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.
35. UNOPS and its implementing partner 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 3. 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 (i.e. Beneficiaries Committees)	<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, Beneficiaries Committees, and community leaders	<ul style="list-style-type: none"> ● Subproject proposal ● Information required for the purposes of regulation and permitting. ● ESHS requirements 	<ul style="list-style-type: none"> ● Paper or electronic dissemination ● In person or virtual meetings ● UNOPS website

Stakeholders	Information to be Disclosed	Methods
	<ul style="list-style-type: none"> ESMPs and any Resettlement Action Plans SEP, including the Project Grievance Mechanism 	
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 website 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 website 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 website
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 (i.e. NGOs, CSOs and UN agencies)	<ul style="list-style-type: none"> Project updates 	<ul style="list-style-type: none"> Project status reports In person or virtual meetings

4.4 Stakeholder Consultation Plan

36. In addition, UNOPS and its implementing partner 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 and selection criteria;
- 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.

37. UNOPS and its implementing partner 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 partner 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.

38. UNOPS and its implementing partner 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

39. 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?

40. 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.

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

Table 4. Stakeholder Consultation Methods

Topic of Consultation	Method used	Timetable, Location and Dates	Target Stakeholders	Responsibilities
Project Effectiveness				
Project Scope, rationale, and selection criteria	Official meetings	In target locations/ sites, prior to Project effectiveness	<ul style="list-style-type: none"> • Governorates • Local authorities • Local communities 	UNOPS Project Manager and local heads of implementing partners (RAP).
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 location/ sites, prior to Project effectiveness (as soon as possible)	<ul style="list-style-type: none"> • Local authorities • Local implementing partners • NGOs and CSOs • Community representatives 	ESSO, E&S focal points, GM focal points and Gender Officer
Project launch	Official meetings	In target locations/ sites, within one month after Project effectiveness	<ul style="list-style-type: none"> • Governorates • Local authorities • Community Representatives • Local offices of implanting partner • NGOs, CSOs and UN agencies 	UNOPS Project Manager with support of ESSO, E&S focal points, GM focal points and Gender Officer
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 locations/ sites, 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 	ESSO, E&S focal points, GM focal points and Gender Officer
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 locations, 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 locations prior to the start of activities	Potential workers	Subproject engineer, with the support of UNOPS or concerned implementing partner ESHS Officers
<ul style="list-style-type: none"> • Worker Grievance Mechanism • Code of Conduct • ESHS requirements 	In person meetings with contracted workers	In target locations, following contractor selection, but prior to start of works	<ul style="list-style-type: none"> • Contracted Workers • Contractors • Community workers 	UNOPS or concerned implementing partner ESHS Officers, in collaboration with subproject engineer and procurement
Grievance Mechanism	In person public meetings and focus groups	In affected project sites before the beginning of works	<ul style="list-style-type: none"> • Subproject affected persons or communities • Community Representatives • NGOs and CSOs 	UNOPS or concerned implementing partner
Vulnerability	Focused target groups	In affected project sites, 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 or concerned implementing partner ESHS Officers
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	UNOPS or concerned implementing partner ESHS Officers
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 or concerned implementing partner ESHS Officers, in collaboration with subproject engineer and procurement

4.5 Proposed strategy to incorporate the view of vulnerable groups

42. UNOPS and its implementing partner will carry out targeted stakeholder engagement with vulnerable groups to understand their concerns and needs in terms of receiving information, accessing 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

43. UNOPS' ESSO and the Environmental and Social Focal Points will ensure the implementation of the stakeholder engagement activities.
44. UNOPS is fully covering, as part of the fee that it will charge the Bank, the cost of the ESSO, the Gender Mainstream Office and of a Grievance Mechanism (GM) focal point, as well as any associated operational costs.
- The implementing partner is covering the cost of their respective E&S focal points and GM focal points as part of their respective Project Cooperative Agreement (PCA) with UNOPS.
 - 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.
 - The estimated implementation budget for SEP over the project lifetime is detailed below:

Item description	Cost US\$
Consultations meetings at central and local levels	15,000
Project GM channels operation cost	6,000
Development and distribution of awareness materials on the project and GM channels	3,000
Translation, printing and distribution of project instruments	8,000
Total	32,000

5.2 Management functions and responsibilities

45. UNOPS and its implementing partner 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

46. UNOPS has established and been managing 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 II (YIUSEP II) and the Yemen Emergency Electricity Access Project (YEEAP) as well as Yemen Emergency Human Capital Project (YEHCP).
47. 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 (RF).³

48. 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. UNOPS will recruit a dedicated focal point in its Sana'a Office to handle Project activity-related complaints, who will be assisted by UNOPS' City Engineers in the target cities. Each of the three Implementing Partners will designate a GM focal point. UNOPS will coordinate with the local implementing partner and will set a unified timeframe for reporting grievances.
49. The YELCP GM system and channels are functioning in which such channels have been tested, communicated and distributed across the implementing partners, contractors, communities and different stakeholders groups at all levels. Considering that no active sites under the YELCP to date, no grievances have been received yet related to the civil work implementation. However, some enquiries were received from the communities at subproject areas requesting information on the civil work start date.

6.1 Procedures for Complaints

6.1.1 Registering Complaints

50. 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 toll free number, mail, telephone, sms/WhatsApp, and UNOPS' website:

Address	Haddah Street, former European Union Office Building, Sana'a
Toll-Free	8000-190
Landline	01 504914 and 01 504915
SMS and WhatsApp	739888388
Email	grm-yemen@unops.org
Website	www.unops.org

51. 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.
52. The Implementing Partner 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.
53. 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 3.
54. 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

55. The GM log maintained by UNOPS will track the date the complaint was received, date responded

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

to, the type of response, and if the complaint was resolved to the satisfaction of the complainant .

56. The GM Focal Point will coordinate with the ESSO, implementing partner, local field staff and local government officials to ensure prompt follow up action in response to each complaint. More specifically, the GM focal point will for named complaints:
- (i) inform the complainant if the complaint is accepted or rejected within 2 to 3 days 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 complainant information includes:
 - o complainant name or legal representative
 - o complainant address
 - o complaint title
 - o review date
 - o list of annexes submitted with the complaint
 - (iii) work with ESSO, engineers, implementing partners, and contractors to resolve the complaint within 21 days of its submission.
 - (iv) the complainant has the right to appeal to the national court if the proposed resolution is not satisfactory
57. When a complaint requires an urgent response, as in the case of an emergency, UNOPS will address as quickly as logistically possible.
58. UNOPS will include the log of complaints to the World Bank as part of UNOPS quarterly reporting to the World Bank.

6.1.3 Gender Based Violence

59. The GM will address gender-based violence (GBV), sexual exploitation and abuse, and sexual harassment (SEA/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.
60. UNOPS has made e 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

Activating the Grievance Mechanism

61. UNOPS conducts regular communications involving the implementing partners and beneficiary representatives to inform them on GM procedures.

6.2 Grievance Mechanisms of the Implementing Partners

6.2.1 RAP

RAP will use the UNOPS GM for YELCP, until they establish their own Grievance Mechanisms

7 Monitoring and Reporting

7.1 Involvement of Stakeholders in Monitoring Activities

62. 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

63. UNOPS and its implanting partner 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.
64. 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.
65. 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.
66. UNOPS will publish, where applicable, a standalone annual report on the project's interaction with the stakeholders during the year.
67. 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. Public consultation details

Details of the Public consultation conducted on November 2021 in Aden governorate
List of Participants

List of UNOPS participants

	Participant Title	Organization
1	Programme Advisor	UNOPS
2	Partnership Analyst	UNOPS
3	OHS Officer	UNOPS
4	Logistics Associate - Aden	UNOPS
5	City Engineer - Aden	UNOPS

List of stakeholders

	Participant Title	Organization
1	Chief of Zanzibar District	Local Authority
2	General Director of Public Works and Highways Corporation	Public Works & Highways
3	General Manager of Public Works Office in Abyan	Ministry of Public Works
4	General Director of MoPIC Office - Lahj	MoPIC
5	Director of Governor's Office	Governor's Office in Abyan
6	Governor of Lahj Governorate	Lahj Governorate
7	Public Relations Officer	Ministry of Local Authorities
8	Deputy of Aden Governor / Director of Development Sector for Aden Governorate	Aden Governorate
9	Deputy of Local Administration Ministry	Local Administration Ministry
10	General Director of Designs & Studies of Road Sector	Ministry of Public Works
11	General Manager of Financial Evaluation	Ministry of Local Administration
12	General Manager of Local Administration Heads	Ministry of Local Administration
13	Governor of Abyan Governorate	Governor's Office in Lahj
14	Director of Public Works Office	Public Works Office in Lahj
15	General Manager of Al Dale Governorate	Al Dale Governorate
16	Governor of Al Dale Governorate	Al Dale Governorate
17	Coordinator of Organizations Affairs	Al Dale Governorate
18	General Manager of Local Authorities	Ghanfer District
19	General Director of Partnership & Projects	MoPIC
20	General Manager in Dar Sa'ad	MoPIC
21	General Manager of Lahdha Organization	Lahdha Organization-Abyan Governorate
22	Member of Lahdha Organization	Lahdha Organization-Abyan Governorate
23	Member of Lahdha Organization	Lahdha Organization-Abyan Governorate
24	General Manager of Technical Unit in Abyan	Technical Unit in Abyan
25	General Director	MoPIC

	Participant Title	Organization
26	Director of UN Administration Unit	MoPIC
27	General Manager of Al Huta District	Local Authority in Lahj
28	Member	Lahj Governorate
29	Director of Al-Mansoura District	Aden Governorate
30	Director of Shaikh Awthman District	Aden Governorate
31	Governor's Counselor	Aden Governorate
32	General Manager of Public Works	Public Works
33	Deputy Assistant	Public Works
34	Director of Al-Tawahi District	Local Authority of Al-Tawahi District
35	General Manager of Planning Office - Aden	Planning Office - Aden
36	General Manager of Coordination and Monitoring Unit	Ministry of Public Works
37	Projects Manager	Ministry of Public Works
38	Director of Tuban District	Lahj Governorate
39	Governor's Counselor	
40	Governor's Counselor	
41	Director of Al-Muala District	Local Authority in Al-Muala District
42	Director of Communication Office in Khor Makser	Local Authority
43	Journalist	Aden Media
44	Deputy of Projects Unit of MoPIC	MoPIC
45	Director of AlBourriqa District	Local Authority
46	Field Officer in Lahdha Organization	Lahdha Organization
47	Deputy of Public Works & Highways Ministry	Public Works & Highways Ministry
48	Chief of Local Council of Road Maintenance Fund	Road Maintenance Fund
49	Deputy of Districts Affairs	Local Authorities in Al Dale governorate
50	Director of Governor's Office	Al Dale Governorate
51	Director of Planning Office	Planning Office - Al Dale Governorate
52	Governor's Counsellor	Aden Governorate
53	Public Works in Al Dale Governorate	Public Works in Al Dale Governorate
54	Director of Public Works	Public Works- Abyan
55	Ministry of Planning	Ministry of Planning
56	Communication Officer	Dar Sa'ad District
57	Reporter for Aden Channel	Aden Channel
58	Reporter for Aden Channel	Aden Channel
59	Journalist	
60	Journalist	Yemeni Channel
61	Journalist	
62	Media Reporter	Khor Makser Media
63	Reporter for Yemen Channel	Yemen Channel
64	Communication Officer	

	Participant Title	Organization
65	General Manager of Monitoring in Public Works Ministry	Public Works Ministry
66	Communication - Al Dale	
67	Local Community member	
68	Local Community	Local Authority

Main Discussion Points

The session started with highlighting the challenges being experienced due to the destruction of the main roads. Numerous accidents and huge difficulties in using roads, especially for trucks with heavy weights.

- Mohammed Ali Moqbel, Governor of Al Dale governorate expressed the challenges and tremendous needs for roads rehabilitation, particularly roads connecting Al Dale with other governorates in Yemen. He also indicated that water issues in Al Dale are still unsolved problems.
- Awad Mashbah, MoLA, thanked UNOPS for their valuable support through different interventions in various sectors. He also highlighted MoPIC's role in coordination for project implementations.
- Abu Baker Al Fadhili, Governor of Abyan expressed the negative impact of continued conflicts in Yemen where infrastructures have been significantly affected. Approximately, 269 road accidents have been reported as a result of the bad condition of Abyan-Aden Road. The road is damaged due to several reasons: i) the passage of truck with extra heavy weights, ii) sand hills, and iii) destruction caused by the conflict. WASH and solid waste concerns in Abyan were also raised; they are resulting in wide spreading diseases. Furthermore, Lawader district has about 80,000 IDPs and it is in urgent need of water.
- Adnan Al Kaf, Deputy of Governor / Director of Development Sector for Aden Governorate, emphasized that local authorities should coordinate with other ministries, apply the necessary criteria for project implementations and carry out the essential monitoring and evaluations throughout the project cycle.
- Wazeera Al-Sharmani, Deputy of Projects Unit of MoPIC stated that it is important for UNOPS to coordinate with the Ministry of Planning and International Cooperation (MoPIC) for priority areas selection.
- It was inquired about the potential investment with UNOPS since they are implementing projects in different sectors, Health, WASH, Roads...etc.
- It was highlighted that lists of roads were provided previously by the World Bank and most of the identified roads are in areas of no high priority.
- Latest interventions are being implemented without the involvement of the Local Offices of Public Works. It was also inquired how the project investment plan is being considered.
- The Road Maintenance Fund has to coordinate with offices of public works, planning, and local authorities. Needs priorities for planned projects are to be identified by the offices not to be imposed on them by the governor.
- Abyan governorate according to WB DNA assessment during previous years is one of the priority governorates; however, its allocation in the investment plan is only 3.2% compared to other governorates.
- Roads have defects and require maintenance. Furthermore, there should be an integrated approach to include other public utilities (i.e. water and telephone lines) in implementing road rehabilitation/maintenance.
- It was inquired if there are investment plans and fund allocation for Lahj governorate during 2022 for potential projects.
- Water pipelines have to be considered in projects related to roads rehabilitation.
- Contractors implementing projects have deficiency and are not qualified enough in understanding safety, social, environmental aspects. They should coordinate with the technical offices of local authorities and public works to ensure project efficiency.

Involvement of public works offices in selecting contractors is essential since they have lists of qualified contractors as well as black lists.

Main Consultation Outcomes

- Lists of qualified, eligible and ineligible contractors will be provided to UNOPS for consideration.
- Project-affected parties needed additional gender-sensitive engagements and consultations to enhance their awareness of the project institutional arrangements, needs selection and prioritization and the importance of the project GM and its confidentiality.
- Stakeholders appreciated the prior disclosure and dissemination of relevant project information and requested more consultations that support active and inclusive engagement with project-affected parties. UNOPS implementing partner (RAP) reaffirmed their understanding of the ESF objectives and their plans to have adequate resources to implement them.

Key Agreed Actions

- Once the project is effective, UNOPS would ensure the distribution and the availability of the Project Information Booklet at the local offices of implementing partners, local authorities, MoPIC and SCHMCHA in targeted areas.
- UNOPS would carry out additional follow-up consultations with the project-affected parties including local CSOs to address received local feedback and comments. Additional consultations would be planned to take place during the preparation of subprojects-specific ESMPs and through upcoming consultation workshops.
- UNOPS and its implanting partner would 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 through information disclosure through the UNOPS web site and public meetings.

Annex 2. Stakeholders Questionnaire at Subproject Level

YEMEN EMERGENCY LIFELINE CONNECTIVITY PROJECT

برنامج تنمية الطرق الريفية

إن الهدف الرئيسي لبرنامج تنمية الطرق الريفية على المدى البعيد هو تحسين حياة ومعيشة سكان المناطق النائية بما في ذلك سكان الأرياف وتقليل العزلة التي يعيشونها وكذلك تواصل المجتمع الريفي بسكان المناطق الأخرى وتسهيل الدخول إلى الأسواق والحصول على الخدمات العامة من مياه - تعليم - صحة - كهرباء - وتحسين الطرق وربط تلك المناطق بالمراكز الإدارية لمراكز المديرية والمحافظات . وعلى ضوء ما تقدم تم إختيار مسار المشروع (.....) ضمن المشاريع المستهدفة تنفيذها (إنشاء الطريق / (صيانة الطريق) والذي يتوقع أن يساهم في تحسين حياة ومعيشة المواطنين.

وعليه يرجى إكمال الاستبيان أدناه للمصلحة العامة ويمكن للمشارك عدم كتابة أي بيانات غير مرغوب في تضمينها

اسم المشروع..... رمز المشروع..... مديرية:.....	
محافظة:.....	
اسم منفذ الاستبيان :	التاريخ:/...../.....
اسم مشارك الاستبيان :	النوع: <input type="checkbox"/> ذكر <input type="checkbox"/> أنثى
(العمر:(اقل من 15) (16-30) (31-45) (46- أكثر	رقم الهاتف:
المهنة:	

م	الآثار الإيجابية لمشروع الطريق : ما مدى موافقتك على ما يلي:	موافق	غير موافق	لا أعرف
1	صيانة الطرق سيخفف من الازدحام المروري			
2	تأهيل الطريق سوف يساعد في الحفاظ على المركبات			
3	تنفيذ المشروع سوف يساعد في تحسين السلامة المرورية للمركبات والأشخاص وخاصة المعوقين والأطفال			
4	تنفيذ المشروع سيساهم في تحسين الخدمات : ماء - كهرباء - غاز-تعليم -صحة -تقليل زمن المواصلات - تسويق المحاصيل الزراعية			
5	المشروع سوف يساهم في تشجيع تشغيل عمالة من السكان المحليين وتحسين دخلهم.			
6	المشروع سوف يساهم في الحد من الحوادث داخل القرى التي يمر بها الطريق.			
7	المشروع سيساهم في تقليص زمن الوصول إلى الخدمات كالمدارس والمستشفيات.			
8	سيساهم المشروع في مساعدة الأسرة بالتنقل بسهولة وزيارة الأقارب .			
9	سيساهم المشروع في التخفيف من معاناة النازحين والفقراء والسكان بشكل عام			
10	تنفيذ المشروع سيساهم في تحسين الأنشطة الاقتصادية			
11	أي آثار إيجابية أخرى تتوقعها.....			

م	المخاوف من المشروع الطريق : هل لديك تخوف مما يلي	نعم	لا	لا أعرف
1	بعد تنفيذ المشروع ستزداد سرعة المركبات على الطريق وتكثر الحوادث			
2	انقطاع الطرق سيؤدي إلى صعوبة الوصول إلى مرافق الخدمات مثل المستشفيات والمدارس والأسواق العامة أثناء فترة العمل بمشروع الطريق			
3	الخسارة الاقتصادية للمحلات التجارية في فترة التنفيذ وإغلاق الطريق			
4	عدم الاستجابة لشكاوى الأهالي في حين حدوث ووجود مخالفات في فترة التنفيذ من قبل المقاول			
5	عدم مراقبة المقاول أثناء تنفيذ عن العمل من قبل أصحاب العمل			
6	الازعاج اثناء التنفيذ			
7	الغبار الناتج عن الأعمال			
8	الاستحواذ واستخدام ارضي خاصة			
9	توجيه حركة المرور لطرق عبر تحويل أخرى قد يسبب ازدحام مروري اختناقات مرورية في شوارع اخرى			
10	انقطاع وتعطيل خدمات المياه والمواصلات في موقع المشروع			
11	سيتسبب المشروع بعنف مجتمعي (ضد النساء- الأطفال - المهمشين- النازحين).			
12	أي تخوفات أخرى			
13	أي احتياجات أخرى:.....			

هل يمثل المشروع أولوية لتنفيذ أعمال الإنشاء / الصيانة ولماذا؟ أي ملاحظات أخرى يمكن تضمينها؟

.....

.....

.....

.....

.....

Complaints or enquiries related to this project which is supported by the World Bank and implemented in the country by UNOPS and RAP can be sent via the below channels:

يمكن إرسال الملاحظات والاستفسارات بخصوص هذا المشروع (المشروع الطارئ للربط الحيوي للطرق) والممول من البنك الدولي عبر القنوات التالية والتي تقع تحت مسؤولية مكتب الأمم المتحدة لخدمات المشاريع:

Toll Free Number
Landline
SMS and WhatsApp
Email

8000190
01 504914 and 01 504915
739888388
grm-yemen@unops.org

رقم مجاني
رقم هاتف أرضي
رسائل نصية أو واتساب
بريد إلكتروني

Annex 3. Grievance Complaint, and Suggestion Form

نموذج لآلية التظلمات والشكاوى

استمارة توثيق ومتابعة شكاوى المستفيدين

Documenting and Monitoring Complaints Form of Beneficiaries

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

UNOPS/Sana'a – Tel: 8000190 - SMS:739888388 Email: GRM.yemen@unops.org...: الجهة التي يجب أن يقدم لها الشكاوى:

.....
: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

		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

توقيع الموظف المختص/ Signature

..... : التاريخ Date