unicef
for every child

Climate Resilient WASH and Disaster Management services for vulnerable children in the Central African Republic (CRDM-CAR)

Stakeholder Engagement Plan

Disclaimer: This document is issued for the party which commissioned it and for specific purposes connected with the above-captioned project only. It should not be relied upon by any other party or used for any other purpose. We accept no responsibility for the consequences of this document being relied upon by any other party, or being used for any other purpose, or containing any error or omission which is due to an error or omission in data supplied to us by other parties. This document contains confidential information and proprietary intellectual property. It should not be shown to other parties without consent from us and from the party which commissioned it. The views expressed in this report are those of E Co. staff and associates and they are not necessarily those of the commissioning party of anyone else.

Table of Content

Tables 4
Figures 5
Abbreviations 6
1. Introduction 9
1.1 Background and Context 9
1.2 Purpose and Objectives of SEP 10
2. Stakeholder Identification 10
2.1 Overview and rationale 10
2.2 Method of Identification 10
2.3 Stakeholder Categories 11
Vulnerable and Marginalized Groups 11
2.4 Stakeholder Classifications 13
3. Stakeholder Consultation Methodology 15
3.1 Guiding Principles for the consultations 15
4. Stakeholder Engagement 17
4.1. Inception Workshop and Consultation Planning 17
4.2 Community Consultations 19
Main Findings 21
4.3 Indigenous People Consultations 22
4.4 Digital Surveys 24
Main Findings 24
4.5 Bilateral meetings 29
Stakeholder Evidence Report: Summary of Institutional & Operational Consultations 29
4.5.1 Consultations with the Agence Française de Développement (AFD) 30
4.5.2 Consultation with the Municipality of Bangui 30
4.5.3 Consultation with the General Directorate of Meteorology 30
4.6 Implication for the project design 31
5. Stakeholder Engagement Plan 33
6. Monitoring, Evaluation and Adaptive Management 38
7. Grievance Redress Mechanism 43
7.1. Project Grievance Redress Mechanisms 43
7.2. UNICEF's Complaints and Feedback Management (CFM) Procedure 44
7.3. The CAR Standard Operating Procedures for Collective Feedback Mechanisms 46
7.4. Grievances Related to Safeguarding, inclusive of Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) 47
7.5. Fulani-Specific Measures 48
7.5.1. Fulani-Specific Grievance Channels and Resolution Pathways 49
Annex B: Full list of questions 50

Tables

Table 1: Stakeholder Overview Table 13

Table 2: Stakeholders Classifications 14

Table 3. Inception workshop participants and their role. 20

Table 4. Number of participants per community workshop. 22

Table 5. Number of participants per discussion group 23

Table 6. Key testimonies. 24

Table 7. Environmental and social risk identified 29

Table 8. Identify climate impacts by groups 32

Table 9. Stakeholder engagement plan 35

Figures

Figure 1. Inception workshop participants.....20

Figure 2. Locations where community consultation workshops took place 22

Figure 3, NGOs & CSOs questionnaire participants 28

Figure 4. Stakeholder questionnaire participants.....30

Figure 5. Participants on the community questionnaire 32

Abbreviations

AAP	Accountability to Affected Populations
ACF	Action Contre la Faim / Action Against Hunger
ACTED	Agence de Coopération Technique Et Développement / Agency for Technical Cooperation and Development
AFD	Agence Française de Développement / French Development Agency
AHA	African Humanitarian Action
AMA	Accreditation Master Agreement
ANEA	Agence Nationale de l'Eau et de l'Assainissement / National Agency for Water and Sanitation
ANMET	Agence Nationale de Météorologie / National Meteorological Agency
AVSI	Association des Volontaires au Service International / Association of Volunteers in International Service
AWCA	African Women's Communication and Development Agency
BMZ	German Federal Ministry for Economic Cooperation and Development
CAR	Central African Republic
CDC	Centres for Disease Control and Prevention
CICR	Comité International de la Croix Rouge / International Committee of the Red Cross
CNEA	Comité National de l'Eau et de l'Assainissement / National Committee for Water and Sanitation
COOPI	Cooperazione Internazionale / International Cooperation
COOPADEM	Cooperative de Production Agricole et Artisanale pour le Développement du Monde Rural / Cooperative of Agricultural and Artisanal Production for Rural World Development
DGHR	Directorate General of Hydraulic Resources
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ESS	Environmental and Social Standards
FAA	Funded Activity Agreement
FACE	Fund a Child's Education
FAO	Food and Agriculture Organisation
FPIC	Free, Prior, and Informed Consent
GADI	Global Alliance for Development Impact
GBV	Gender-Based Violence
GCF	Green Climate Fund

GDRNE	Gestion Durable des Resources Naturelles et de l'Environnement / Sustainable Management of Natural Resources and the Environment
GESI	Gender, Equality, and Social Inclusion
GIZ	German Agency for International Cooperation
GRM	Grievance Redress Mechanism
ILO	International Labour Organisation
IRM	Independent Redress Mechanism
IST	Institute of Science and Technology
IWGIA	International Work Group for Indigenous Affairs
KOICA	Korea International Cooperation Agency
LACCEG	Laboratoire de Cartographie, de Climatologie, et des Études Géographiques / Laboratory of Cartography, Climatology and Geographic Studies
MATDL	Ministère de l'Administration du Territoire et du Développement Local / Ministry of Territorial Administration and Local Development
MDERH	Ministère du Développement de l'Énergie Durable et des Ressources Hydrauliques / Ministry of Energy Development and Water Resources
MEAL	Monitoring, Evaluation, Accountability and Learning
MEDD	Ministère de l'Environnement et du Développement Durable / Ministry of Environment and Sustainable Development
MEL	Monitoring, Evaluation, and Learning
MEDHR	Ministry of Energy, Development, and Hydraulic Resources
MEPCI	Ministère de l'Économie, de la Planification, et de la Coopération Internationale / Ministry of Economy, Planning, and International Cooperation
NAP	National Adaptation Plan
NGO	Non-Governmental Organisation
NRC	Norwegian Refugee Council
OFCA	Organisation des Femmes Centrafricaines / Central African Women's Organisation
ONG	Organisation Non Gouvernementale / Non-Governmental Organisation
OXFAM	Oxford Committee for Famine Relief
PCR	Project de Connectivité Rurale / Rural Connectivity Project
PMU	Project Management Unit
PNE	Partenariat National de l'Eau / National Water Partnership
PSEA	Protection from Sexual Exploitation and Abuse
PUI	Première Urgence Internationale / First International Emergency

RECAN	Réseau des ONG de développement de l'eau, hygiène et assainissement / Water, Hygiene and Sanitation NGO Network
REDD	Reducing Emissions from Deforestation and forest Degradation
SBC	Soins Basés sur la Communauté / Community Based Care
SEAH	Sexual Exploitation, Abuse, and Harassment
SEP	Stakeholder Engagement Plan
SIDA	Swedish International Development Cooperation Agency
SMS	Short Message Service
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Unions International Children's Emergency Fund
UNOPS	United Nations Office for Project Services
VAC	Violence Against Children
WASH	Water, Health and Sanitation
WCARO	West and Central Africa Regional Office
WFP	World Food Programme
WHH	Welthungerhilfe / World Hunger Help
WHO	World Health Organisation
WSUP	Water and Sanitation for the Urban Poor

1. Introduction

1.1 Background and Context

This Stakeholder Engagement Plan (SEP) has been developed in support of the funding proposal to the Green Climate Fund (GCF), submitted by the United Nations Children's Fund (UNICEF) in collaboration with the Government of the Central African Republic (CAR). The project, titled "Climate Resilient WASH and Disaster Management services for vulnerable children in the Central African Republic (CRDM-CAR)" aims to address growing climate-related risks to vulnerable populations by strengthening the resilience of water, sanitation, and hygiene infrastructure and disaster risk management systems.

Project Components

The project is organised into two mutually reinforcing components designed to address both upstream institutional barriers and downstream service delivery challenges related to climate-resilient water, sanitation, and disaster risk management (DRM) in the CAR. This structure reflects the validated Theory of Change and directly supports the project's two main outcomes, while also embedding cross-cutting priorities such as gender equality, youth engagement, and climate-informed governance.

Component 1: Strengthening National Policies, Systems, and Institutional Capacities for Climate Resilience
This component aims to create an enabling environment for climate-adaptive WASH and DRM programming.

Key activities include:

Revision and harmonization of policies, technical standards, and regulatory frameworks for climate-resilient infrastructure and services.

Integration of climate risk analysis into sectoral and cross-sectoral planning tools.

Enhancement of monitoring, evaluation, and learning (MEL) systems.

Strengthening of meteorological, hydrological, and early warning data systems.

Capacity-building for ministries, local authorities, and civil society organizations.

Component 2: Climate-Resilient WASH and Flood Risk Reduction Infrastructure and Services
This component focuses on the direct delivery of resilient WASH infrastructure and community-based DRM interventions. It includes:

Hydrogeological assessments to guide infrastructure siting and design;

Construction and rehabilitation of climate-resilient water supply systems, including solar-powered boreholes and multi-use piped networks;

Rehabilitation and elevation of latrines and sanitation facilities to withstand flooding;

Construction of urban drainage infrastructure in high-risk flood zones;

Community-based early warning and water resource monitoring systems; and

Behaviour changes and WASH promotion activities tailored to climate risks.

The project is expected to directly benefit approximately 780,000 individuals—roughly 15% of CAR's population, including children, women, Internally Displaced Persons (IDPs), and indigenous and pastoralist communities. An additional 750,000 people are anticipated to benefit indirectly through improved water security, public health, and reduced disaster vulnerability. The intervention targets more than 800 communities located in the most climate-vulnerable areas identified in the National Adaptation Plan (NAP).

1.2 Purpose and Objectives of SEP

This SEP offers an organized structure to ensure inclusive, open, and ongoing interaction with stakeholders throughout the project's implementation phases. It aims to ensure the active engagement from government institutions and civil society organizations to local communities and vulnerable groups. This plan records the general methodology and processes used to identify, report, and consult stakeholders so that their opinions significantly inform and influence project design, implementation, and monitoring.

The SEP describes how comments from stakeholders have helped to shape the project by pointing out needs, risks, and priorities. It creates a strategy for both present and future involvement that guarantees stakeholders stay active participants through all implementation phases. With an eye on gender equality and social inclusion especially, the SEP has as its central goal significant and fair participation; women, Indigenous Peoples, young people, children, individuals with disabilities, and other underprivileged or minority groups. Therefore, these key stakeholders are not just identified and consulted but also given a possibility to actively shape decision-making processes that ultimately will impact them through the implementation of this project.

In addition, the SEP defines procedures for grievance redress mechanism, offering accessible and culturally appropriate channels for stakeholders to raise concerns and receive timely responses. It also introduces a monitoring and adaptive management system to assess the effectiveness of stakeholder engagement efforts, enabling adjustments where necessary to strengthen inclusion, responsiveness, and accountability.

2. Stakeholder Identification

2.1 Overview and rationale

Effective stakeholder engagement begins with a clear understanding of who the stakeholders are, what roles they play, and how they may be affected by or contribute to the project. In the context of the CAR, where governance capacity is limited and climate vulnerability intersects with systemic exclusion, stakeholder analysis is critical to ensuring legitimacy, relevance, and sustainability of climate-resilient WASH and disaster management interventions.

For the purposes of this project, stakeholders are defined as individuals, groups, organizations, or institutions who:

- Are directly or indirectly affected by project activities or outcomes;
- Have influence or decision-making power over project implementation;
- Are able to advocate for, benefit from, or challenge the proposed interventions.

This includes a wide spectrum of actors across national, sub-national, and community levels, with special attention to vulnerable and marginalized populations who often face barriers to participation in decision-making.

2.2 Method of Identification

Stakeholders were identified through a two-stage process:

1. Desk-based mapping and institutional coordination, led by UNICEF CAR and the E Co. team. This included a review of national policy frameworks, donor coordination platforms, and operational stakeholder databases to identify relevant government institutions, civil society actors, and technical agencies.

2. Participatory validation during inception high level consultations followed by community consultations and regional workshops (April–July 2025), in which local government, civil society, and community stakeholders reviewed and expanded the initial stakeholder list, highlighting additional groups, actors, or networks at risk of exclusion.

This process ensured that the SEP reflects both formal institutional stakeholders and informal, community-level actors with contextual influence over water, sanitation, and disaster risk management systems.

2.3 Stakeholder Categories

Stakeholders have been categorized based on the nature and degree of their relationship to the project. This includes their exposure to climate and WASH-related risks, their potential to influence project outcomes, and their historical level of inclusion or exclusion in public service delivery and decision-making processes.

The classification into primary, secondary, and vulnerable or marginalized stakeholder groups provides a framework to design tailored engagement strategies that recognize varying capacities, needs, and channels of influence. This structure also supports the application of Free, Prior, and Informed Consent (FPIC) principles, gender-responsive planning, and inclusive accountability mechanisms, in line with the GCF's Environmental and Social Policy and UNICEF's Core Commitments for Children.

The subsections below outline each group's characteristics, relevance to the project, and the rationale for their prioritization within the engagement process. While Table 3, presents a summary of the stakeholders identify and their relevance to the project.

Primary Stakeholders (Directly Affected)

These stakeholders are the main intended beneficiaries of the project:

- Rural and peri-urban communitie**s** in Bangui, Ouham, Bamingui-Bangoran, and Vakaga;
- Women and adolescent girls, who face disproportionate water and sanitation burdens;
- Children and youth, who are vulnerable to climate-related health and education disruptions;
- Internally Displaced Persons in climate-affected regions;
- Indigenous People located in the target areas;
- Local health workers, hygiene promoters, and WASH technicians who manage frontline service delivery;
- Community-based organizations (CBOs) and village water management committees involved in local planning, service provision, or behavior change.

Secondary Stakeholders (Influencing/Supportive Actors)

These stakeholders provide policy, technical, financial, or implementation support:

- National Ministries: Ministry of Water and Energy, Ministry of Environment, Ministry of Health, Ministry of Education, Ministry of Humanitarian Action, and Ministry of Planning;
- Local authorities: Prefectural and municipal officials responsible for local service oversight;
- UN agencies and development partners: UNICEF, WHO, UNDP, FAO, WFP, GIZ, SIDA, AFD, EU Delegation;
- NGOs: National and international NGOs operating in WASH, DRR, child protection, gender equality, and health;
- Private sector actors: Contractors, pump repair technicians, WASH suppliers, and construction firms;
- Academic and research bodies, including the University of Bangui and meteorological institutions.

Vulnerable and Marginalized Groups

These groups face structural, social, or geographic barriers to accessing WASH and disaster preparedness services. Ensuring their active and meaningful participation is a core objective of the SEP.

- **Women**: Often serve as both primary caregivers and water managers, making them responsible for household and water chores and placing them with the burden of collecting water from sources that are often far from their homes. They are also underrepresented in local governance structures and disproportionately exposed to gender-based violence (GBV), poverty, and a lack of sanitation, including limited access to menstrual hygiene products.

- **Youth**: Over 60% of CAR's population is under 25, yet youth people are rarely included in water governance. The lack of professional training opportunities paired with intergenerational tensions undermine their integration; even though they represent precious workforce for water-related jobs, external services providers are more commonly contracted.

- **Persons with Disabilities**: Face exclusion due to lack of accessible infrastructure and communication barriers.

- **Indigenous Peoples**: Several indigenous ethnic groups (Kara in Birao, Gula and Runga in Ndélé, Gbaya in Bossangoa) cohabit with local communities. However, ethnical tensions, communication difficulties, and conflicts over territory and resources undermine their integration in WASH-related decision-making and activities. As a result, they experience exclusion from public services and have insufficient access to drinking water and sanitation. FPIC principles will be applied when engaging Indigenous groups in areas of direct project activity.

- **Internally displaced people:** Frequently located in informal settlements or transitional zones with limited access to basic services and little representation in planning process.

Table 1: Stakeholder Overview Table

Stakeholder Group	Entities Consulted	Relevance to the Project
National Government Agencies	Ministry of Environment; Ministry of Water, Energy and Hydraulic Resources ; Ministry of Health; Ministry of Education; Ministry of Humanitarian Action and National Reconciliation; Ministry of Economy, Planning and Cooperation; Ministry of Public Works and Road Maintenance	Ensure policy alignment, regulatory support, and integration with national climate and WASH strategies
National Government Institutions	National Meteorological Agency (ANMET); Directorate General of Hydraulic Resources (DGHR); National Agency for Water and Sanitation (ANEA); National Committee for Water and Sanitation (CNEA)	Provide climate data, regulate WASH infrastructure, support institutional coordination
Local Government Authorities	Municipal Councils and prefectures Authorities of Bangui, Ouham, Bamingui-Bangoran, Vakaga	Align interventions with local development plans and secure implementation support
International Cooperation Agencies	UNICEF CAR; WHO; UNDP; WFP; FAO; UNOPS; European Union Delegation; GIZ; AFD; SIDA; Belgian Cooperation	Ensure coordination, avoid duplication, explore co-financing opportunities
UNICEF Regional Office and GCF Secretariat	UNICEF WCARO (West and Central Africa Regional Office); Green Climate Fund Secretariat	Provide technical oversight, ensure alignment with GCF procedures and ESS safeguards
National and International NGOs	Action Contre la Faim (ACF); Norwegian Refugee Council (NRC); Oxfam; Triangle Génération Humanitaire; Tearfund; Concern Worldwide; ACTED; Caritas; Première Urgence Internationale (PUI); AVSI	Deliver field-level interventions, promote accountability, and reach vulnerable communities

Civil Society & Community-Based Organizations (CSOs/CBOs)	Réseau des ONG de développement de l'eau, hygiène et assainissement (RECAN-CENTRAFRIQUE); Plateforme Nationale des Organisations de la Société Civile sur le Climat; local faith-based groups; Village Development Committees	Leverage local knowledge, ensure inclusion, support co-delivery of services
Women's Groups and Gender-Based Organizations	Plateforme des Femmes pour la Paix en Centrafrique "Women's Platform for Peace in the Central African Republic"; Women Leaders of Bangui; Gender focal points in local CSOs; Rural Women's Associations	Ensure gender-responsive planning, identify needs of women and girls in WASH and DRR
Children and Youth Networks	School Management Committees; Youth Clubs; Child Parliament of CAR	Promote child/youth participation, build climate and WASH awareness
People with Disabilities and Vulnerable Populations	Handicap International; Organizations supporting people with disabilities	Guarantee accessibility of services and infrastructure; uphold rights-based approach.
Indigenous People	The main indigenous communities are: Kara ethnic group in Birao; Gula and Runga ethnic groups in Ndélé; Gbaya ethnic group in Bossangoa.	Comply with FPIC principles throughout all phases of the project, and safeguard cultural practices.
Internally displaced people	Representatives of displaced people, 8 refugees were consulted at 2 public consultations. 5 refugees in Birao, 3 in Ndélé.	Promote participation, access to services and infrastructure, build capacity and awareness.
Health Workers and WASH Technicians	Local health centres; Regional WASH engineers; NGO-employed WASH officers; Ministry of Health's hygiene promoters	Ensure integration of WASH and health responses, improve resilience of services.
Private Sector	Local construction companies; WASH product suppliers; Water pump maintenance firms; Engineering consultancies	Ensure supply chain readiness, build local delivery capacity.
Donors and Development Partners	World Bank; African Development Bank (AfDB); KOICA; Global Water Partnership	Strengthen funding architecture, identify complementarities, support sustainability.

2.4 Stakeholder Classifications

This table visualizes key stakeholders using a Power/Interest grid. We categorised stakeholders based on their influence over project outcomes and their interest in them. The process involved a three-step approach: first, the UNICEF Country Office (CO) provided initial input; second, we discussed each stakeholder's influence and interest during the project's inception workshop; and third, the UNICEF CO validated the final consolidated input.

Table 2: Stakeholders Classifications

	Low Interest	Medium interest	High Interest
High influence		• Ministry of Territorial Administration	• APTECH • IST/LACCEG • Ministry of Public Health and Population • Ministry of Water, Forests, Hunting and Fishing • Ministry of Environment and Sustainable Development • Ministry of state of Education • National Hydrometeorological Agency • Minister in charge of Energy Development and Hydraulic Resources • Local Government Authorities • UNICEF • GCF
Medium Influence	• Pure Aqua, Inc. • LixiL	• Marcelin, Marketing Scan, SUN-Ving Forage, Shiving • Repair Technicians • Africa CDC (Africa Centres for Disease Control and Prevention) • World Meteorological Organisation • AfDB • SIDA • International Rescue Committee • Hydrologists CAR • International Work Group for Indigenous Affairs (IWGIA) • GRID-Arendal	• Water Point Management Committees • The Water Project • FACE Africa • WaterAid • Water & Sanitation for the Urban Poor Advisory (WSUP Advisory Service)
Low influence		• UNESCO • Community Liaisons/Focal Points • Women Producers' Cooperative of CAR (COOPI) • Central African Women's Organisation (OFCA)	• AHA, CICR, ACTED, COOPADEM • GADI, AWCA, Triangle, WHH • OXFAM • Beneficiary groups: Minorities, Women, Children, People with Reduced Mobility • WHO • Stockholm International Water Institute • SOS Children's Villages

3. Stakeholder Consultation Methodology

The stakeholder engagement approach for the UNICEF-GCF climate resilience project in CAR was designed to be inclusive, context-sensitive, and participatory. Aligning with the GCF and UNICEF's environmental and social standards and key human rights principles. Given the fragile, post-crisis context of CAR, the strategy uses a dual-pathway approach to foster institutional dialogue and grassroots inclusion through formal consultations with government and civil society, as well as culturally sensitive, community-based engagement. To guide the design of the GCF proposal, a robust consultative process was launched, including an inception workshop in April 2025 followed by stakeholder consultations from May to June 2025, and community-level engagement and consultations throughout July 2025, all of which are crucial for ensuring country ownership and aligning the project with both national priorities and local needs. Consultations focusing on Indigenous People were held in August 2025 to address their specific issues and needs.

Digital Surveys via Kobo Toolbox

Due to potential digital access barriers, *Kobo toolbox* was used to apply digital questionnaires. Three customized questionnaires were developed using Kobo Toolbox for field data collection, each tailored to a specific target group to ensure effective engagement. All questionnaires were reviewed for relevance, translated into French, and field-tested to ensure usability. The complete list of questions is available in Annex B.

- **Community Questionnaire:** This survey gathers information from residents—including women, youth, displaced people, and elders on their access to water and sanitation, climate risks, gender-specific challenges, and community priorities.
- **Institutional Questionnaire:** This tool targets technical departments and national actors to gather information on sectoral policies, coordination gaps, capacity needs, and alignment with climate strategies.
- **Stakeholder Questionnaire:** Designed for NGOs, CSOs, and UN agencies, this questionnaire collects views on coordination, safeguards, gender and youth inclusion, and potential project synergies.

3.1 Guiding Principles for the consultations

The stakeholder engagement process is built upon a foundation of internationally recognized principles that ensure meaningful, effective, and ethical participation across all phases of the project. These guiding principles are not only aligned with the operational policies of the GCF[1] and UNICEF but are also adapted to the social, cultural, and institutional contexts of the project's target areas. Together, they serve to promote inclusive development and strengthen the quality and legitimacy of project outcomes.

Inclusiveness and equity

The project takes a proactive, purposeful approach to guarantee that all relevant stakeholder groups - especially those that are often excluded from decision-making processes - are found and included in a way that recognizes their particular needs and capacity. This covers women and girls, Indigenous People, people with disabilities, elderly people, rural or linguistically isolated groups. Not only is gender balance encouraged in terms of participant count, but also in terms of influence and leadership within decision-making environments and conferences. Young involvement is also given top priority via customized engagement strategies that raise the voices of children and teenagers in a safe, age-appropriate, and relevant manner.

---

[1] The process to build support shall be inclusive, gender-responsive and culturally aware, and will be supported by the disclosure of relevant information pursuant to the GCF Information Disclosure Policy, according to Decision B.12/35 paragraph a.

Transparency and accountability

The initiative prioritizes transparent and open communication with all stakeholders. Project information, encompassing risks, intended results, implementation strategies, and updates, is presented in accessible formats using culturally appropriate channels. Stakeholders are informed of potential risks and mitigation strategies, as well as project benefits. Mechanisms are established for interested parties to submit inquiries, provide comments, or file complaints without fear of retaliation. These systems include formal grievance mechanisms and informal feedback loops monitored by the project team for continuous improvement.

Cultural sensitivity

Stakeholder engagement was conducted with respect for local customs, beliefs, and social conventions, considering the linguistic and cultural diversity of the project's operational areas. Communication and consultation protocols were carefully adapted to the cultural context of participating in communities. This included using local languages, deferring to traditional leadership, and adjusting to local calendars or holy periods. Consultations, for example, were specifically planned to avoid interfering with Muslim sacred praying days (Fridays). To ensure interactions were based on mutual respect and cultural understanding, local facilitators and community-based organizations were enlisted to support these efforts.

Child sensitive approach

Given UNICEF's core mandate to uphold the rights and well-being of children, the project places a strong emphasis on child-sensitive engagement. This involves using tools and methods that are appropriate for different age groups and that enable children to express their views on issues that affect them, including climate-related hazards, water access, sanitation, and disaster preparedness. Participatory methods are used to create safe and empowering spaces for children and adolescents. In parallel, the project ensures that child safeguarding measures are rigorously implemented, and that any engagement with children is conducted in line with the highest ethical standards. The inclusion of young people also recognizes their role as agents of change and future custodians of climate resilience in their communities.

Free, Prior and Informed Consent (FPIC)

In accordance with GCF Environmental and Social Policy and UNICEF's human rights-based approach, the project upholds the principle of Free, Prior and Informed Consent, particularly when engaging with Indigenous Peoples or communities whose rights, lands, or livelihoods may be directly affected. This means ensuring that participation is voluntary and based on a full understanding of the project and its implications, provided in advance of any activities being undertaken. The process of obtaining FPIC is iterative and respectful of traditional governance structures and community decision-making processes. It is not a one-time event, but an ongoing dialogue that requires time, trust-building, and culturally grounded facilitation, the FPIC are included as annex C.

Do No Harm

Special attention was paid to minimizing any risk of social fragmentation or harm through engagement. Facilitators were trained to manage sensitive discussions on issues like displacement, exclusion, or gender-based violence, and to refer cases for support where needed.

4. Stakeholder Engagement

The methodology adopted for stakeholder engagement in the UNICEF-GCF project in the CAR was grounded in a multi-layered, adaptive, and participatory framework, combining institutional coordination with community-level inclusion. The overarching aim was to identify, consult, and integrate the perspectives of all stakeholders whose interests, rights, responsibilities, or vulnerabilities intersect with the project's climate-resilient WASH objectives.

4.1. Inception Workshop and Consultation Planning

Initial stakeholder engagement was conducted during an inception workshop on **April 17, 2025, in Bangui**. The workshop employed a mixed-format approach, beginning with a plenary session to introduce the project, followed by thematic breakout discussions. During the Inception Workshop, the working group sessions were a critical component designed to gather in-depth stakeholder input on specific aspects of the project. Four groups were formed collaboratively, considering participants' expertise and institutional relevance to ensure balanced representation. Each group included a mix of representatives from government ministries, NGOs, civil society organizations, UN agencies, and private sector actors to reflect diverse perspectives. A facilitator and a rapporteur were assigned to each group to guide discussions and record outcomes, respectively.

The workshop's main outcomes include:

- Key governmental and sectoral stakeholders were informed about the project development and engagement opportunities as well as the roles of UNICEF and climate finance contractor E Co. in the GCF submission.
- Key governmental and sectoral stakeholders were consulted on the design and implementation of the project.

A broader mapping of stakeholders was carried out to support community consultations in project areas.

Figure 1. Inception workshop participants.

Table 3. Inception workshop participants and their role.

Participant organization	Role
European Union	Programme Officer
National Water Partnership (PNE)	Steering Committee
National Climate Coordination	Director in Charge of Adaptation to Climate Change – REDD+
GCF Focal Point	Directorate in Charge of Mobilizing Innovative Climate Change Funds
Directorate General of Hydraulic Resources	Director of Hydraulic Infrastructure, Head of Services
Ministry of Territorial Administration and Local Development (MATDL)	Director of Resources / Civil Protection; Assistant Director of Administrative District(s)
General Directorate of Water Resources	Executive, Climate Focal Point
Ministry of Energy Development and Water Resources (MDERH)	General Director of Water Resources
FAO	Coordinator
2nd Arrondissement City Hall	Mayor
6th Arrondissement City Hall	Representative
Ministry of Water, Energy and Hydraulic Resources	Director General, Project Officer
TRIANGLE GENERATION NGO	Deputy MEAL Coordinator
ACTED	Emergency Coordinator
Ministry of Humanitarian Action	Chief of Service
WFP Programme	Representative
OXFAM Programme	Representative
National Meteorological Agency (ANMET)	Director General of Meteorology
Central African Women's Organization (OFCA)	Secretary General
University of Bangui	Head of Geography Department
African Development Bank (AfDB)	Water and Sanitation Expert
UNICEF	WASH Officer, SBC
Lavoisier Laboratory	Coordinator
Sustainable Management of Natural Resources and the Environment (GDRNE) Platform	Representative
Ministry of Economy, Planning, and International Cooperation (MEPCI)	Director of Studies and Planning
Director of Risk and Disaster Prevention / Ministry of Environment and Sustainable Development (MEDD)	Director of Risk and Disaster Prevention; Director General of the Environment; Executive, General Directorate of the Environment

4.2 Community Consultations

The engagement strategy utilized a dual-track approach, employing both Kobo Toolbox surveys and focus group discussions to capture ground-level perspectives on WASH, and climate-related risks. A total of 15 sessions were carried out in three localities (Figure 2): Bossangoa (Ouham), Ndélé (Bamingui-Bangoran), and Birao (Vakaga). In total, 12 public discussion groups, focusing on specific demographics such as women, youth, and community leaders, were held with a total participation of 302 people (more information in Table 1). Similarly, three participatory community workshops, targeting mayors, prefects, state representatives, and NGO representatives, were held with a total participation of 112 people (more information in Table 4).

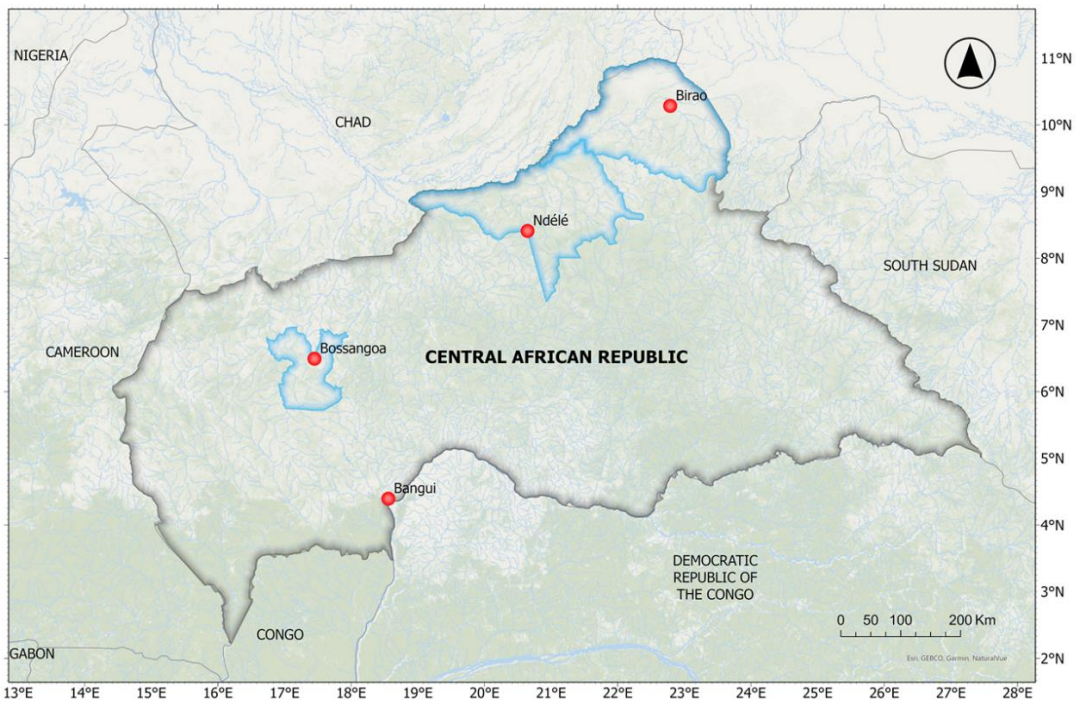

Figure 2. Locations where community consultation workshops took place

To ensure broad participation and cultural sensitivity, the consultations followed a culturally embedded facilitation model. Same-gender moderators led discussions in safe spaces using open prompts to encourage candid dialogue. To build trust and comfort, traditional practices such as providing meals and respecting prayer times were observed. To ensure transparency and accessibility, printed project summaries and questionnaires were distributed, and radio announcements in local dialects were aired before site visits. At the start of each meeting, community members were briefed on the purpose and scope of the consultations. For audiences with low literacy, simple visual tools were used to facilitate understanding.

Community participation was divided into the following categories:

- **Community Stakeholder Workshops:** Held in collaboration with local service providers and municipal authorities, these townhall-style meetings brought together health, education, and water sector actors to identify interlinkages and co-prioritise interventions. Visual aids such as locally drawn maps, posters, and participatory ranking exercises were used to support discussion.

Table 4. Number of participants per community workshop.

Sub-prefecture	Men	Women	Total
Birao community workshop	28	5	33
Ndélé community workshop	20	12	32
Bossangoa community workshop	26	21	47
Total	74	38	112
Participation by gender	66%	34%	100%

- **Site Observations and Transect Walks:** These field-based assessments involved walking through the village with local leaders to inspect existing water points, latrines, drainage infrastructure, and sanitation facilities (e.g. at schools). The consultant documented structural deficiencies, user access challenges, and environmental vulnerabilities through checklists and geo-tagged photos. These will inform the feasibility of proposed adaptation investments.

- **Discussions groups:** The discussion groups were conducted with specific community segments, often disaggregated by gender, age, or vulnerability status (e.g. women heads of household, elders, IDPs). These discussions explored sensitive topics including:
    - Seasonal access to water,
    - Latrine safety and dignity concerns,
    - Coping mechanisms during droughts,
    - Gender-based roles in water collection.

Table 5. Number of participants per discussion group

Sub-prefecture	District	Women	Youth	Pastoralists	IDPs	Total
Birao	Iboungi district	27	15	0	0	42
Birao	Jamals district	13	11	5	0	29
Birao	Korsi	0	0	0	10	10
Birao	Haoussa district	15	6	0	0	21
Ndélé	Sultan 4 district	28	5	0	0	33
Ndélé	Haoussa district	6	15	0	0	21
Ndélé	Gozamar	0	0	15	8	23
Bossangoa	Sembé 2	32	46	0	0	78
Bossangoa	Kaba	7	4	0	0	11
Bossangoa	Mandja	23	11	0	0	34
Total		151	113	20	18	302
Participation rate by group		50%	37%	7%	6%	100%

Besides public consultations, testimonies were collected from two important groups, namely women and youth. These are summarized in the table below:

Table 6. Key testimonies.

Speaker	Key Message
Abdoulaï Ibrahim (Youth Leader)	He emphasized that local youth have limited knowledge of the WASH sector and stressed the need to train them in relevant trades like repairs and plumbing. He highlighted that the exclusion of young Haoussa people from job opportunities fuels tensions and that their integration is essential for social cohesion.
Zeleka Amadine (Head of Haoussa District)	She stated that women are not systematically involved in decision-making bodies and that WASH projects must include them at all levels. She argued that since water is primarily a "women's issue," the management of water points should rightfully be given to them.

Main Findings

Validation of Core Problem

Communities consistently confirmed the project's core assumption: access to safe, reliable WASH services is poor, inequitable, and highly climate sensitive. Key issues raised included:

- **Water Scarcity:** Long travel distances to collect water, especially during the dry season, with traditional sources drying up.
- **Water Contamination:** Floods lead to turbid, polluted water often shared with animals.
- **Sanitation Failures:** None of the three towns have a sewage system, leading to informal wastewater disposal that causes health problems. Apart from three markets, there is no solid waste collection system, so waste is often disposed of by on-site incineration. Family latrines are typically precarious and unhygienic, built at shallow depths of 0.2 to 0.5 meters without technical support. Water Point Management Committees struggle with frequent breakdowns due to a lack of preventive and curative maintenance capacity. The exhaustion of spare parts represents an excessive financial burden, leaving many boreholes out of order and surrounded by unsensitised, muddy areas that encourage mosquito proliferation.
- **Women inclusion:** Women are almost exclusively responsible for fetching water but have very limited representation on management committees, with their voices rarely heard by the predominantly male and Muslim traditional authorities. The long waiting times at water points can lead to spousal suspicions of infidelity, and teenage daughters are frequently exposed to harassment. Indigenous groups like the Kara, Gula, Runga, and Gbaya have inadequate access to WASH services, leading to a high prevalence of water-borne diseases like diarrhoea and typhoid, which particularly affect children and contribute to malnutrition. Furthermore, menstruation is a taboo subject, and girls often lack the privacy, water, soap, or appropriate places at school to manage their hygiene.
- **Poor representation of youth in decision-making scenarios:** The craft sectors, where the majority of young people work, are poorly represented in local decision-making bodies, particularly in Birao. This is a missed opportunity, as these young people could provide a valuable local workforce for making metal structures, repairing pumps, and installing solar panels. A youth leader claimed that some actors systematically hire service providers from outside the prefecture instead of training and employing local youth, a practice he states fuels inter-generational and inter-community tensions.
- **Transhumant Pastoralists:** Most pastoralists are nomadic Mbororo Fulani, whose mobility and wariness of outsiders make them difficult to consult. Specific consultations with Mboboro representatives were held in August 2025, as detailed in the project's Indigenous Peoples Plan (IPP). Their access to WASH services is often critical, exposing them to increased risks of water-borne diseases like diarrhoea and cholera during transhumance. Discussions with herders revealed they are among the most exposed to the effects of climate change and water stress. The increasing scarcity of water points due to prolonged droughts is aggravating conflicts between herders and farmers, particularly in transhumance corridors. Tailored actions for Mboboro Fulani are integrated as part of the project's IPP.

These findings validate the problem statement in the Theory of Change and the Concept Note's Impact Statement, highlighting deteriorating health and livelihood outcomes due to underdeveloped and climate-exposed WASH infrastructure.

Validation of Barriers

Communities provided detailed insights into barriers, reinforcing systemic challenges in the project design while adding social and behavioural dimensions

- **Limited local Planning & Alignment**: Across all intervention areas, perceptions of climate change impacts like floods, droughts, and heat waves are widely shared, yet no structured community initiatives have been implemented to address them. In Birao, a town of around 15,000 residents and 26,675 refugees, water and sanitation are ranked only sixth in the Local Recovery Plan. For Ndélé, a 2022-2025 Local Development Plan was created to improve quality of life and strengthen social cohesion, but it is approaching its deadline with no concrete results. Similarly, a five-year plan for Bossangoa, developed in 2020 with UNDP support, has not been widely disseminated and is largely unknown to local stakeholders.
- **Lack of WASH Infrastructure & Technical Capacity**: The lack of qualified technical staff assigned by the state severely limits the ability of local services to respond effectively. In Birao, the national water agency (ANEA) branch is structurally unorganized, with just one coordinator and ad hoc support from discouraged repairers. Water quality checks are rarely systematic. In Ndélé, the gravity-fed system, which supplies around 65% of the population, has a daily production of only 200m³ out of a theoretical capacity of 3,500m³. Common technical failures across the regions include boreholes that are shallow or poorly sited, incorrectly sized pumps, and inadequate casing, often resulting from a lack of high-quality prior geophysical studies.

Validation of Solutions

Communities proposed actionable, culturally relevant solutions that align closely with project outputs:

- **Infrastructure Improvements** The project aligns with national development objectives and complements several existing programmes. These include UNICEF's WASH assistance programme for refugees and host populations in Birao; the Rural Connectivity Project (PCR) to rehabilitate 333 km of roads connecting the North-East; a UNDP programme to set up mini water systems in Ndélé; and two German-funded (BMZ) projects in Bossangoa and Ouham focused on strengthening water resource management, implementing groundwater monitoring systems, and creating early warning systems to prevent overexploitation of aquifers.
- **Climate-adapted water and sanitation services**. This includes the creation of new water points using hybrid systems and establishing local spare parts shops to ensure the long-term functionality of boreholes. The project should also support the creation of micro-businesses for young people, providing training in skills like plumbing and solar pumping. To ensure inclusivity, it is recommended to support women's associations by educating girls on hygiene and rights, while also raising broader community awareness of climate risks and adaptation measures like building raised latrines. The recommendations also suggest promoting reforestation and developing community fish-farming sites.
- **Supporting local institutional services**. This involves improving knowledge of water resources for integrated management and setting up community-based early warning systems for floods. It is also crucial to monitor strategic water pumping to prevent aquifer overexploitation. To enhance local governance, the project should support the updating and dissemination of local development plans with a focus on climate resilience, provide support for urban land management in key towns like Birao, Ndélé, and Bossangoa, and equip decentralized government departments with the necessary logistical resources.

4.3 Indigenous People Consultations

To ensure the project design was inclusive and responsive to the needs of Indigenous Peoples, a targeted engagement process was undertaken with the Fulani community, who are recognised as the main Indigenous group in the project's target areas. The process involved two distinct consultations to capture both national-level and localized perspectives.

The first consultation was held in Bangui on August 17, 2025, with 12 national and local Fulani leaders, including community chiefs, association presidents, and four women representatives. This session was chaired by a national Fulani leader and facilitated by a UNICEF consultant. The objective was to present the project's scope, gather high-level feedback on climate

change impacts and community needs, and secure the community's Free, Prior, and Informed Consent (FPIC) based on a clear understanding of the project's goals.

A second, more localized consultation was conducted in Bossangoa on August 18, 2025, to understand the specific context of the Ouham Prefecture, a region with a significant pastoralist and "returned" refugee population. This meeting engaged key local stakeholders, including a recently returned family and the Coordinator of the National Federation of Central African Herders (FNEC). The session was facilitated by local UNICEF staff and conducted in both Sango and Fulfulde to ensure nuanced and accurate communication. This approach allowed the project to gather detailed insights into the unique challenges related to land tenure, social inclusion, and the specific needs of transhumant communities.

The final consultation was conducted with the large sedentary Fulani community at the Gozamar site near Ndélé. This session was facilitated by the Deputy Mayor of Ndélé and the Head of the local ANEA branch, engaging directly with the community's customary chief and his spokesperson. This ensured the project engaged with both formal and traditional local authorities in the Bamingui-Bangoran prefecture. Together, these consultations ensured that the engagement process was culturally appropriate, conducted through recognized leadership structures, and adapted to the different socio-economic realities of the Fulani community in urban, rural, and conflict-affected sedentary settings.

Together, these consultations ensured that the engagement process was culturally appropriate, conducted through recognized leadership structures, and adapted to the different socio-economic realities of the Fulani community in both urban and rural settings.

Main Findings

Validation of Core Problem

Consultations with Fulani communities in Bangui, Bossangoa, and Ndélé confirmed that their access to WASH services is highly precarious, inequitable, and acutely sensitive to climate change, which directly threatens their core pastoralist livelihood. Key issues raised included:

- **Climate Impact on Livelihoods**: The communities identified prolonged droughts and intense floods as their main climate challenges. In Ndélé, droughts were described as the most severe problem. This has a direct, negative impact on their cattle, which represent their central source of wealth and cultural identity. The scarcity of pasture and water during the dry season forces herders to move their livestock towards forests where the pasture quality is poorer and the risk of parasitism is high. Intense rains create high-humidity areas that are not tolerable for their cattle.
- **Water Scarcity and Contamination**: Severe water scarcity during the dry season was a consistent theme. In Ndélé, this leads to the complete drying up of traditional wells and other water sources for both humans and livestock. This is especially critical for herders living outside urban centers, who often resort to collecting water for their families directly from unsafe watercourses. This practice was linked to a high prevalence of waterborne illnesses and malnutrition in children, identified by symptoms like a "bloated stomach".
- **Health Consequences**: Beyond contaminated drinking water, climate change was linked to broader health problems. The abundant rainy seasons were associated with increased humidity in homes and frequent cases of malaria in both children and adults. Conversely, the intense heat during droughts was reported to cause skin diseases, particularly affecting the most vulnerable, such as children and the elderly.

Validation of Barriers

The communities provided clear insight into the significant social, systemic, and governance barriers that prevent them from accessing reliable WASH services and adapting to climate change.

- **Social Exclusion and Discrimination**: A major barrier, particularly for the "returned" Fulani community in Bossangoa, is active social exclusion. It was explicitly reported that the wider population has difficulty accepting the collection of water at the borehole by the Fulani, creating a direct social barrier to accessing existing infrastructure and posing a high risk of conflict at shared water points.
- **Land Tenure Insecurity and Fear**: The returned community in Bossangoa is unable to reclaim their lands, which are now occupied by others. This forces them into unstable and costly rental situations and prevents them from establishing secure homes with permanent WASH facilities. This precariousness is compounded by persistent fears of violence, which discourages more families from returning.

- **Mistrust in Governance and Past Project Failures**: The Bangui community expressed a deep-seated mistrust of government channels, citing past negative experiences and stating a clear preference to work directly with UNICEF. This is a significant governance barrier. They also highlighted a critical systemic barrier from past interventions, noting that previous borehole drilling projects had failed repeatedly because they were implemented without consulting local leaders, who possess the traditional knowledge of where to find water.
- **Insecurity and Lack of Institutional Support**: The community in Ndélé has been forced into a sedentary lifestyle near towns due to armed conflicts. They expressed a feeling of being left behind, stating that the state "does not have the resources to create water points for us" and that assistance from NGOs has ceased in recent years, leaving them with no external support to cope with recurring floods and droughts.
- **Gender and Decision-Making Structures**: Community decision-making is largely patriarchal, with meetings attended mostly by men. In Bangui, a specific protocol was outlined requiring that permission be obtained from husbands before engaging with women. While women are disproportionately affected by water scarcity, these structures present a barrier to their direct and uninhibited participation in project governance.

Validation of Solutions

The Fulani communities proposed actionable, culturally relevant, and highly specific solutions that align with the project's objectives while also addressing the unique barriers they face.

- **Culturally Adapted and Conflict-Sensitive Infrastructure**: The most critical solution, proposed in both Bossangoa and Ndélé, is the construction of new water boreholes located directly within Fulani camps. This is seen as the most effective way to guarantee safe access, bypass social exclusion, and reduce the long distances women travel to fetch water from traditional wells that often dry up. Additionally, they requested support to secure transhumance corridors and strategically develop water points along these vital routes.
- **Leveraging Traditional Knowledge and Inclusive Governance**: A non-negotiable condition for the community is the integration of their traditional knowledge into the project design. They insisted that local leaders, who know the precise locations of water resources, must be consulted for all borehole siting to ensure success and avoid past failures. To ensure ownership and sustainability, they also requested that their local leaders be made an integral part of the project's management committees.
- **Targeted Communication and Capacity Building**: The communities provided a clear roadmap for engagement. This includes producing all communication and educational materials in their local language, Fulfuldé, and involving Fulani associations directly in awareness-raising activities. In Bossangoa, a specific need was identified to raise awareness among transhumant populations on good hygiene practices, such as boiling water collected from rivers.
- **Clear and Context-Specific Accountability Mechanisms**: The communities proposed clear and distinct grievance mechanisms. The Bangui community stated that grievances must be channeled through their clan chiefs or religious leaders. In contrast, the Bossangoa community preferred a more direct approach, requesting the ability to make a direct call to the UNICEF staff member in charge of project monitoring. The Ndélé community outlined a third, hierarchical process where issues are reported to the customary chief, who then escalates them to the Sultan Mayor of the town.

4.4 Digital Surveys

Main Findings

NGOs & CSOs Questionnaire

The questionnaire was completed by 12 participants. As shown in Figure 3, attendance was highest among NGOs with 7 participants, followed by CSOs with 4, and one participant from a UN agency.

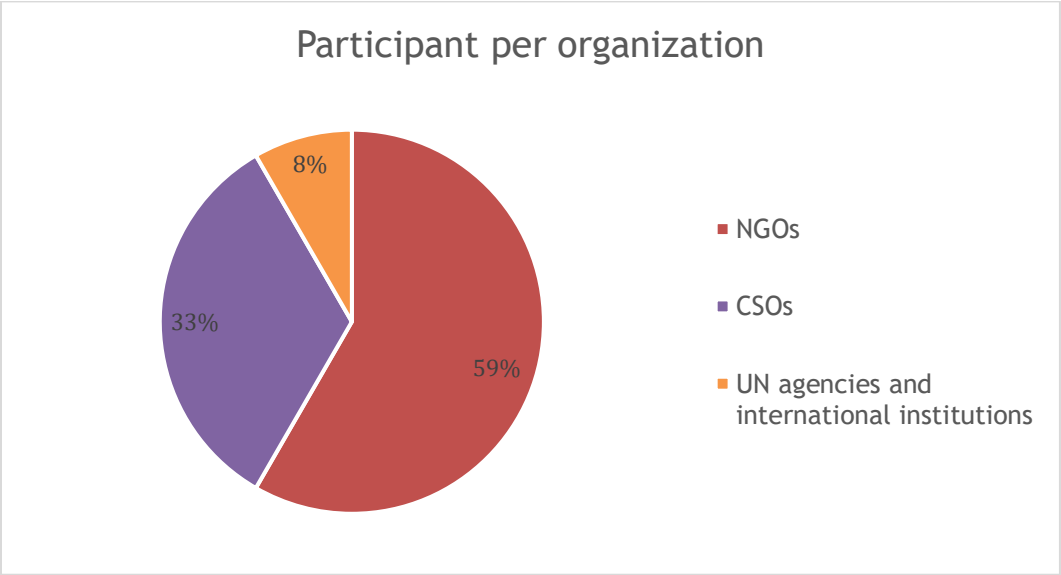

Figure 3, NGOs & CSOs questionnaire participants

The online survey results indicate that participants agree the proposed WASH project aligns with national development priorities, particularly with the SDGs and national development plans. A key theme across the responses is the need to address critical infrastructure gaps to strengthen climate resilience. Participants also highlighted the importance of ensuring access to WASH facilities for women and other vulnerable groups. This includes incorporating gender-separated facilities, accessible facilities for people with disabilities, and menstrual hygiene management components.

The questionnaires also allowed participants to identify potential environmental and social risks, along with mitigation measures based on their experience in the target areas and the country's context. A compilation of these survey findings is presented below.

Table 7. Environmental and social risk identified

Risk Identified	Mitigation measures
Environmental risk	
Inappropriate waste disposal	Wasted water approaches that centers into disposal connections, sanitation improvement and water treatment facilities.
Waste disposal issues	
Contamination through latrines	
Vector reproduction in water points	
Ecosystem disruption	Water conservation and efficiency approaches
Depletion of water sources	Improve collection infrastructure Protect the natural ecosystems
Erosion around infrastructure	Structural solutions

Social Risk	
Conflict over water access	Conflict-sensitive programming Security protocols Conflict resolution mechanisms
Resource grabbing by elites	Inclusive planning processes
Security threats to infrastructure	Designs adapted for vulnerable groups Community agreements
Gender-based violence at water points	Gender-balanced committees
Marginalization of vulnerable groups	Inclusive committee structures
Exclusion based on gender	Gender-specific security measures
Gender-based limitations	

Overall, participants emphasized that community ownership and flexibility are critical for the project's long-term success. They specifically advised coordinating with other programs and agencies that have similar projects in the target areas. The most important suggestion was to leverage traditional knowledge and local practices to fully integrate the activities into the country's context.

Stakeholder Questionnaire

The questionnaire was completed by 16 participants. Figure 4 illustrates that the highest attendance was from Ministries, with 9 delegates. Other participants included two representatives from universities and research institutions, two from the private sector, and one each from a youth group, a community leader, and another institution.

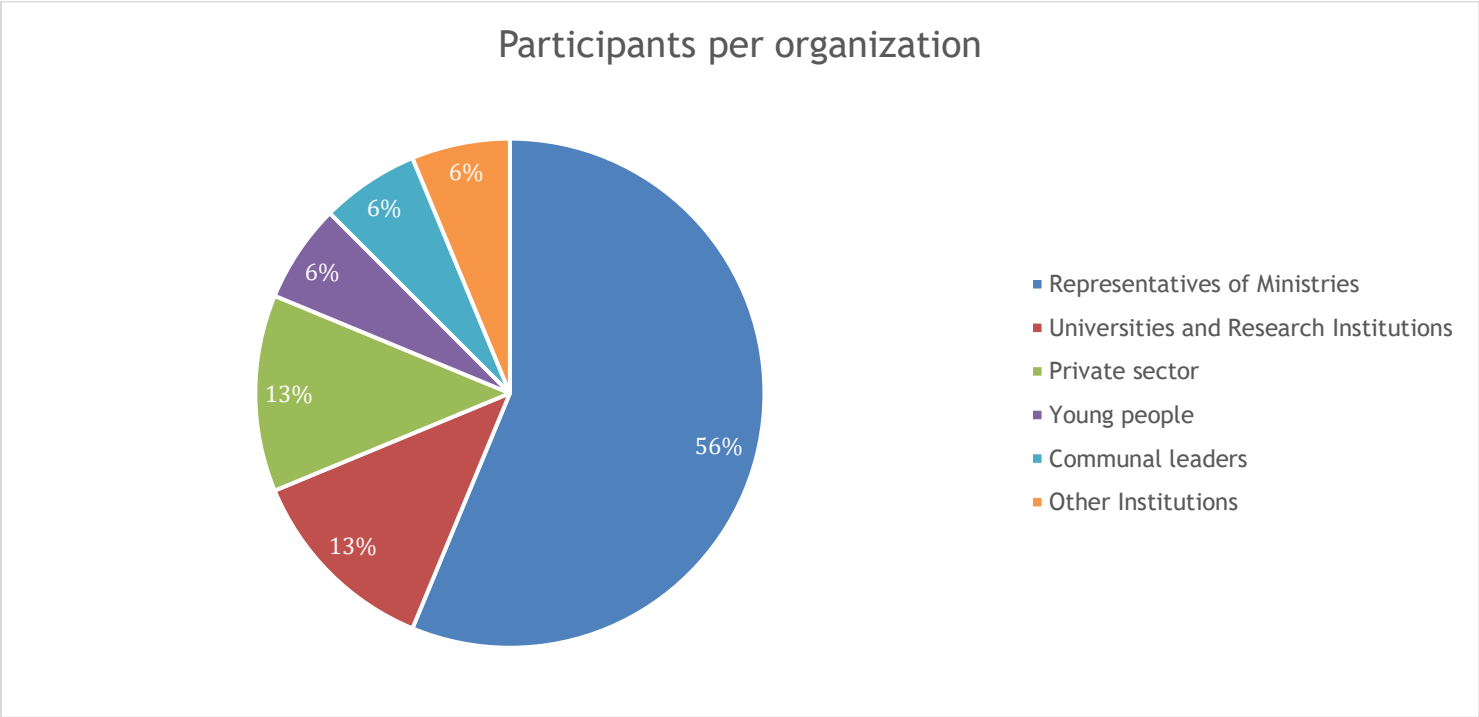

Figure 4. Stakeholder questionnaire participants

The questionnaire responses confirmed that the project aligns with the country's national priorities for disaster risk reduction and climate change adaptation. Participants identified several significant barriers that the project aims to overcome. These include poor coordination between gender and water/sanitation ministries, a lack of expertise on GESI topics among staff, and the scarcity of available sex-disaggregated data.

Stakeholder Contributions

- **Ministries:** Stakeholders outlined their potential contributions to the project. They can offer political orientation, support for community mobilization, technical expertise, and assistance with monitoring, supervision, and data access. They expect to participate in the project's steering committee, a technical working group, joint monitoring visits, regular coordination meetings, and periodic reporting.
- **Private sector:** sees opportunities for public-private collaboration in areas such as equipment supply, technical services, and build-operate-transfer arrangements. They also noted opportunities in joint ventures, technological innovation, and supply chain development. However, they also identified risks including security concerns, infrastructure vulnerability, high operating costs, and an uncertain regulatory environment.
- **Youth** can contribute through hygiene promotion activities, infrastructure monitoring, awareness campaigns, participation in technical training, and sharing new ideas and traditional knowledge. They can also leverage social media and school WASH clubs.
- **Community leaders** are considered crucial for water management decision-making. They can establish elected water committees, manage conflict resolution, and mobilize local capacities and resources. Their role also includes leveraging local knowledge and guaranteeing the inclusion of vulnerable groups.
- **Universities and research institutions** can support the project with research on climate change impacts on water access, gender and WASH, and gender-differentiated climate vulnerabilities. They can also help establish community development research units and develop and monitor indicators for climate resilience and gender impact.

Overall, participants emphasized the need for more detailed planning. They stressed that clearly defining the roles and responsibilities of all stakeholders is crucial for effective implementation and for avoiding overlap. To strengthen the prevention

and management of climate risks and disasters, it's vital to specify who should do what, where, and how. Poor coordination between ministries and other actors was frequently cited as a major challenge, highlighting that strengthening both inter-ministerial and inter-agency coordination is paramount for successful project implementation.

Community Questionnaire

The questionnaire was completed by 40 participants. Out of those participants who completed the questionnaire, the highest attendance was among community leaders, with 13 respondents. Young people followed with 10 respondents, while indigenous groups had 6 participants. The remaining participants included 5 from women's groups, 3 from local authorities, and 3 from pastoral groups. As shown in Figure 5, these groups represented the full range of attendees.

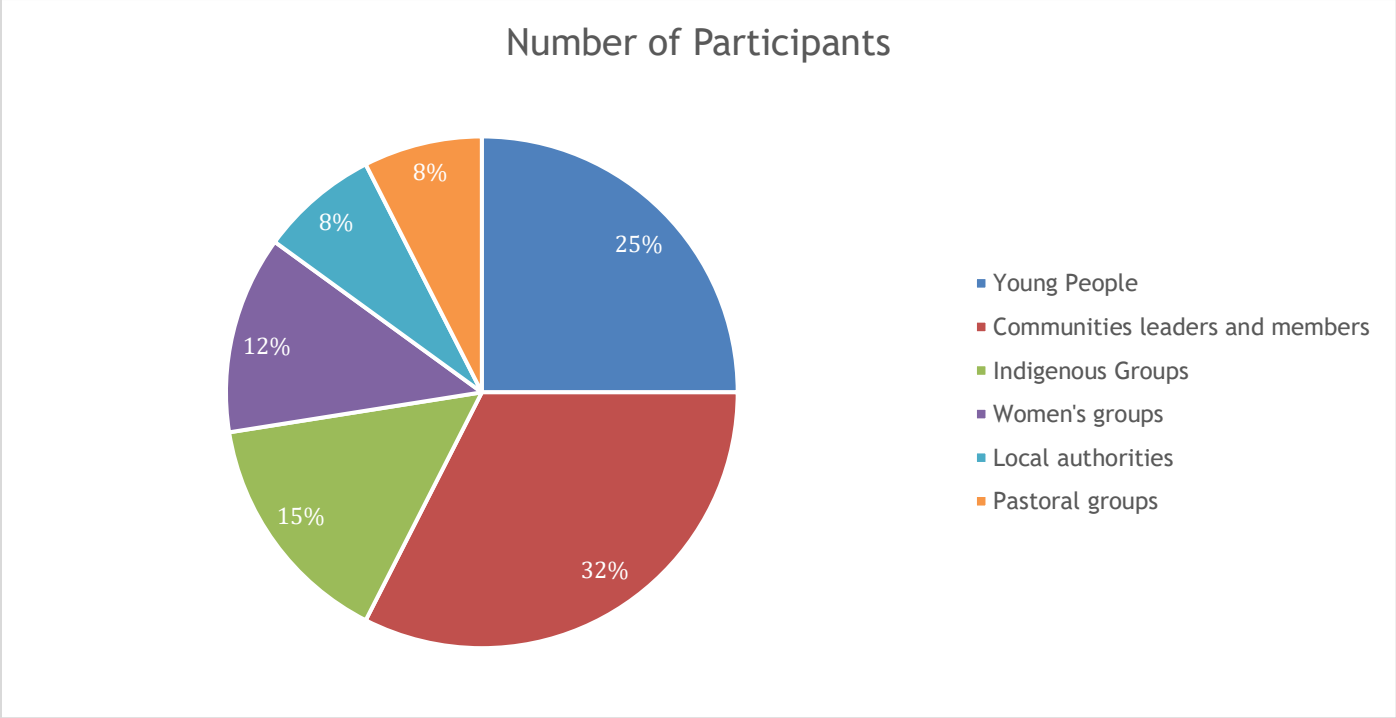

Figure 5. Participants on the community questionnaire

Communities have identified several pressing gaps, primarily a lack of adequate access to water points, limited water storage capacity, and insufficient sanitation and waste management facilities, including a shortage of latrines. These issues are exacerbated by climate change, which brings floods that damage infrastructure and droughts that reduce the water supply. The community has observed significant climate impacts, such as unpredictable rainy seasons, the drying of water sources, and decreased precipitation, which lead to concerns over long distances to water points, poor water quality, and seasonal shortages that can cause social tension. Additionally, increased water demand during heatwaves and population displacement further strain these already limited systems. As part of the digital questionnaire, participants identify how climate change has impact on each population group, the following table presents the main findings.

Table 8. Identify climate impacts by groups

Women	Men	People with Disabilities	Indigenous population
Increased Water Collection Time during Drought	Livestock Losses during Drought	Reduced Mobility during Floods	Disruption of Traditional Resource Management
Higher Care Load during Climate-related Diseases	Physical Risks during Extreme Weather Events	Difficulty Accessing Emergency Services	Loss of Traditional Water Sources
Security Risks during Displacement or Resource Scarcity	Increase of conflicts for Resources	Higher Health Risks during Extreme Weather Conditions	Forced Changes in Traditional Livelihoods
Loss of Water-dependent Livelihoods	Migratory Pressure due to Resource Scarcity	Limited Access to Adaptation Information	Cultural Impacts of Environmental Change

Based on the community questionnaires, the main findings highlight that the project's focus should be centered on facilitating access to WASH infrastructure as activities should target increasing access to water points, improving storage capacity, and providing adequate, private sanitary facilities, that adapts to vulnerable population needs. Participants included that the main target should be the establishment of effective water quality and waste management systems to improve the sanitation in the area.

As a critical component of the project is ensuring gender and vulnerable group inclusion, communities identify the needs and tailored solutions for each vulnerable group, these solutions include:

- **Women and Girls:** Provide safe, private, and menstruation-friendly facilities closer to homes. Actively involve women in all stages of the project, from planning to management, and implement safeguards against harassment and violence.
- **People with Disabilities:** Facilities must be physically accessible, with adapted handwashing stations and assistance mechanisms at water points. All project information should be accessible to everyone.
- **Indigenous Populations:** Respect and integrate traditional water management practices and cultural knowledge. The project must consult with traditional leaders and use indigenous languages in all materials.

Finally, the communities recognized that the main factor for the success of the project is to integrate local communities and to ensure a sense of ownership. The project should mobilize local labor and materials, formalize the roles of local authorities in decision-making, and integrate activities with local development plans. To maximize participation from all community members, especially women and vulnerable groups, the project should use diverse communication channels and provide support like childcare and transportation to guarantee that women and other groups can participate from the project activities and do not end up being excluded.

4.5 Bilateral meetings

Stakeholder Evidence Report: Summary of Institutional & Operational Consultations

This section summarizes key findings from three bilateral strategic discussions held between February and March 2026 regarding the implementation of climate-resilient WASH and early warning systems in the Central African Republic.

4.5.1 Consultations with the Agence Française de Développement (AFD)

Consultations with the Agence Française de Développement (AFD) took place on the on the 2nd of March 2026 and the developments of the drainage projects implementation was discussed. The meeting was held with Florian Tourteau AFD Mission Manager for CAR.

Mr Tourteau has verified that there is interest from the AFD to develop a project to support a 3 km drainage system in District 6 of Bangui, which will discharge into the main collector,

AFD validated the role of the Ministry of Urban Planning as a lead ministry and a liaison and facilitator for coordination with the various authorities and municipalities. Completed drainage infrastructure is handed over to the Ministry of Urban Planning, which owns the works and then transfers them to the municipalities. The municipalities are responsible for ensuring proper use, operationalisation and maintenance. Through PILIGI 1, AFD provided training to the municipalities and supplied maintenance and cleaning equipment. AFD also highlighted , the importance of the municipality having technical and human resources capacity to with a clear equipment management policy.

AFD also engaged community associations responsible for promoting proper use of the drainage systems and leading waste-management initiatives. The engagement prevents the drains from becoming clogged with urban waste. The effectiveness of the measure is partial as some organisation become inactive with time. AFD will provide lessons learned to support UNICEF's activities.

AFD also confirmed that there is currently no pricing or taxation mechanism related to the drainage infrastructure, even though land values around these areas have increased. At this stage, communities and businesses do not contribute financially to the maintenance of the drainage systems and stated their willingness to cooperate with UNICEF for an integrated solution on this point.

4.5.2 Consultation with the Municipality of Bangui

The meeting with the Director of Cabinet of the Municipality of Bangui took place on March 3rd 2026. The meeting confirmed the project design and validated key points. The Director confirmed that, at this stage, there is no government budget allocated for drainage management. O&M is only supported by community-based associations established under the PILIGI project, which has limitations as associations remain active for a limited amount of time. He also validated the interest of the WB to support a project on drainage in Bangui.

The Director of Cabinet demonstrated, and UNICEF agreed on setting up a technical meetings in preparation of the Sub-activity 2.2.1.6 to address the Municipality's capacity to provide O&M. The Director validated the existence of a maintenance and upkeep plan for the existing drainage infrastructure, which was shared with UNICEF.

The Director validated UNICEF's approach on addressing part of the O&M though the engagement of community-based associations and reiterated the importance of Sub-activity 2.2.1.6 to address institutional and financial gaps concerning the Municipality's capacity to provide O&M

4.5.3 Consultation with the General Directorate of Meteorology

The meeting with the General Directorate of Meteorology took place on the 4th of March 2026. The meeting validated the project design and provided additional information on the capacity of the of the General Directorate.

The General Directorate of Meteorology is operating under the Ministry of Transport and Civil Aviation, is undergoing a period of institutional transformation. As the primary entity responsible for the operational deployment and maintenance of all meteorological equipment handed over by the Ministry, the General Directorate has recently seen a substantial increase in its human resource capacity. By the end of 2025, 264 new civil servants were recruited in the Ministry and deployed across Bangui and the national territory, including the project targeted areas. These staff members, many of whom hold technical diplomas, are currently in a probationary period. While the General Directorate already provides training to the employees it is critical that they are integrated into all the project-funded capacity-building activities, specifically those delivered by equipment providers, to ensure they can manage O&M. While the national budget currently covers their salaries and basic training—a strong indicator of State commitment—a funding gap remains for the 2026 operational and maintenance (O&M) costs.

On the international stage, the Central African Republic has demonstrated a robust commitment to professionalizing its weather services. This was solidified on 13 February 2026, when the Ministry ratified a regional commitment (WMO–AU–UNDRR) to strengthen early warning systems across West and Central Africa. This political signal aligns with the General Directorate's strategic vision of technological harmonization. Currently, the Directorate is working to synchronize various equipment streams—including those from the African Development Bank, the Adaptation Fund into a unified national system. The goal is to establish a centralized data management hub in Bangui. This hub will utilize a cloud-based server to provide real-time updates and forecasts with a precision window of 5 to 20 days, moving beyond less accurate long-term projections.

The Directorate also seeks to modernize its communication infrastructure. While the current early warning system relies heavily on a centralized WhatsApp group, the vision is to expand dissemination through national and local radio, SMS alerts via telecom operators like Orange and Airtel, and a dedicated meteorological website. To manage these initiatives, the Director General has proposed a national coordination platform to harmonize methodological and technological approaches among stakeholders. UNICEF has confirmed its support for establishing this platform.

Looking toward long-term sustainability, the Directorate is exploring financial autonomy through the potential sale of meteorological data. However, to bridge the immediate transition period while national O&M budgets are secured, a strategic approach is required. UNICEF reiterated their planning on procurement of hydrometeorological equipment that includes the maximum available after-sales maintenance package with private equipment installers.

4.6 Implication for the project design

A key priority for the SEP is fostering inclusive participation in project implementation phase by actively involving women, youth, Indigenous peoples, and other vulnerable groups in decision-making processes. This will be achieved through the establishment and strengthening of WASH committees, as outlined in Output 2.3, to ensure these groups have a meaningful voice in project planning and implementation. Another essential component is maintaining ongoing, culturally sensitive engagement with communities, particularly Indigenous groups such as the Pygmies, in alignment with the GCF's Indigenous Peoples Policy and ILO Convention 169. This approach will ensure that consultations respect local contexts and cultural norms. Additionally, the SEP emphasizes capacity building by training local communities and WASH committees to manage and maintain WASH infrastructure, promoting ownership and long-term sustainability. To enhance project accountability, the SEP will establish clear feedback mechanisms, allowing communities to report issues and propose improvements, thereby fostering trust and responsiveness.

The stakeholder consultations at different levels (institutional, communities, women's group, children, and other vulnerable people) also revealed key findings that validate the project's design and underscore its urgency. Communities across the Central African Republic face severe challenges related to water scarcity, contamination, and sanitation failures, which are exacerbated by climate hazards such as droughts and floods.

These issues align with the project's focus on developing climate-resilient infrastructure, as detailed in Outputs 2.1, 1.1, and 1.2. Social and gender barriers were also prominent, with women often excluded from decision-making despite bearing the primary responsibility for water collection and hygiene-related tasks. Unsafe practices, such as open defecation and inconsistent handwashing, further highlight the need for gender-inclusive governance and targeted hygiene promotion, as

addressed in Outputs 2.3 and 2.1.4. Communities proposed actionable solutions, including solar-powered wells, flood-resilient latrines, and inclusive training programs, which closely align with the project's planned outputs. These community-led solutions emphasize the importance of co-ownership to ensure sustainability.

In terms of Component 1 the project will include appropriate procurement of hydrometeorological equipment that includes the maximum available after-sales maintenance package with private equipment installers.

In terms of Component 2 and in particular Output 2.2 concerning drainage the meetings highlighted the significant gaps on O&M currently in the Municipality of Bangui and also validated the approach of the project for a two-pronged way forward i.e. engaging community-level associations to reduce O&M needs and providing an integrated approach to O&M through Sub-activity 2.2.1.6.

Overall, the feedback strongly validates the project's identified barriers and outputs, confirming the relevance and critical need for the UNICEF-GCF WASH initiative to address the intertwined challenges of WASH access and climate vulnerability in CAR.

5. Stakeholder Engagement Plan

The project will use the SEP as a strategic tool to engage and provide with relevant information to stakeholders in appropriate and timely manner throughout a project's lifecycle. The SEP aligns with the existing project institutional arrangements at the national and **community levels**.

The plan serves the following purposes:

- Identify and clarify roles and responsibilities across all stakeholders during the project implementation
- Establish a systematic approach to stakeholder and citizen engagements that will help to identify stakeholders and build and maintain a constructive relationship with them
- Ensure that stakeholders are aware and inform of the different stages of project implementation, giving them the opportunity to raise concerns.
- Supports monitoring and adaptative management.
- Ensure sustainability and project ownership beyond and after the conclusion of the project.

This project will engage various institutional leads and NGOs/Implementing partners. To promote effective stakeholder involvement, UNICEF will require all partners to appoint a dedicated focal point for stakeholder engagement. Additionally, these partners must attend mandatory training sessions covering the Stakeholder Engagement Plan (SEP) requirements, Free, Prior, and Informed Consent (FPIC) processes where relevant, and Grievance Redress Mechanism (GRM) procedures.

For several years, UNICEF has spearheaded the Accountability to Affected Populations (AAP) technical group in the Central African Republic (CAR), working closely with other United Nations agencies and non-governmental organizations (NGOs). Established feedback systems already exist in numerous communities served by UN and NGO partners. These systems will gather complaints, rumors, questions, and suggestions via the UNICARE platform, as well as through designated community focal points and other local channels. Following existing Standard Operating Procedures (SOPs), all collected feedback will undergo regular analysis. The resulting insights will guide adaptive adjustments to the program, enhancing overall project delivery by refining activities, communication methods, and on-the-ground implementation tactics.

To complete the feedback cycle and maintain accountability, UNICEF and its partners will share updates and summaries detailing how community input has been addressed and incorporated. This information will be disseminated through accessible channels, including household visits, community gatherings, large-scale events, local radio announcements, and direct outreach by community health workers and social mobilizers. The approach will remain flexible, incorporating other culturally suitable methods as needed to foster transparency and build stronger trust between communities and the NGOs/Implementing partners.

Table 9. Stakeholder engagement plan

Stakeholder Group	Engagement Objective	Engagement Method	Frequency	Timeline	Responsible Entity	ACTION
National Government Agencies: Ministry of Environment; Ministry of Water, Energy and Hydraulic Resources; Ministry of Health; Ministry of Education; Ministry of Humanitarian Action	Ensure policy alignment, regulatory support, and integration with national climate and WASH strategies	Bilateral meetings, technical working groups, Joint planning sessions	Quarterly	Q1 2026 – Q4 2027	UNICEF CAR Country Office (WASH team), in coordination with the Project Management Unit (PMU)	Organize and participate in bilateral meetings, technical working groups, and joint planning sessions with relevant national ministries to align project activities with national policies, secure regulatory approvals, and integrate climate resilience and WASH strategies into broader governmental frameworks.
Local Authorities: Municipal Councils of Bangui, Ouham, Bamingui-Bangoran and Vakaga; Prefectoral authorities	Align interventions with local development plans and secure implementation support	Community consultations, Local planning forums, FPIC processes	Bi-monthly	Q1 2026 – Q4 2027	PMU, Institutional Leads, NGOs/Implementing partners	Facilitate community consultations, local planning forums, and Free, Prior, and Informed Consent (FPIC) processes with municipal councils and prefectorial authorities to ensure project interventions are aligned with local development priorities and to obtain necessary support for on-the-ground implementation.
Children and Youth (School councils, youth networks): School Management	Promote child/youth participation, build climate and WASH awareness	School-based workshops, Youth assemblies, Storytelling campaigns	Every school term	Q2 2026 – Q4 2027	ADAP Team, Junior Parliament Executive Office, UNICEF Education & WASH teams	Conduct school-based workshops, youth assemblies, and storytelling campaigns involving school

Committees; Youth Clubs; Child Parliament of CAR						management committees, youth clubs, and the Child Parliament of CAR to encourage active participation of children and youth, while raising awareness on climate change and Water, Sanitation, and Hygiene (WASH) issues.
Women's Groups and Gender-Based Organizations: Plateforme des Femmes pour la Paix en Centrafrique; Women Leaders of Bangui; Gender focal points in local CSOs	Ensure gender-responsive planning, identify needs of women and girls in WASH and DRR	Focus group discussions, Gender dialogues, Participatory assessments	Quarterly	Q2 2026 – Q4 2027	Gender, IPP and ESS Officer, PMU	Hold focuses group discussions, gender dialogues, and participatory assessments with women's groups and gender-based organizations to incorporate gender-responsive elements into project planning and to identify specific needs of women and girls related to WASH and Disaster Risk Reduction (DRR).
Community-Based Organizations and Civil Society Organizations	Leverage local knowledge, ensure inclusion, support co-delivery of services	Capacity building sessions, Community scorecards, Monitoring committees	Bi-monthly	Q2 2026 – Q4 2027	SBC Team, Field Coordinators, UNICEF, NGOs/Implementing partners	Deliver capacity building sessions, implement community scorecards, and establish monitoring committees with community-based and civil society organizations to utilize local knowledge, promote inclusivity, and facilitate joint delivery of project services.

People with Disabilities and Vulnerable Populations	Guarantee accessibility of services and infrastructure; uphold rights-based approach	Inclusive consultations, Accessibility audits, Advisory panels	Semi-annually	Q2 2026 – Q4 2027	SBC Team, Gender, IPP and ESS Officer, PMU	Perform inclusive consultations, accessibility audits, and convene advisory panels for people with disabilities and vulnerable populations to ensure services and infrastructure are accessible and to maintain a rights-based approach throughout the project.
Indigenous Peoples	Comply with FPIC, safeguard cultural practices, co-develop adaptation actions	FPIC process, Traditional knowledge workshops, mediation dialogues	As required by FPIC protocol	Q2 2026 – Q4 2027	SBC Team, Gender, IPP and ESS Officer , PMU	Implement FPIC processes, conduct traditional knowledge workshops, and facilitate mediation dialogues with indigenous peoples to comply with consent requirements, protect cultural practices, and collaboratively develop climate adaptation actions.
Health Workers and WASH Technicians	Ensure integration of WASH and health responses, improve resilience of services	Training sessions, technical design workshops, Monitoring feedback loops	Quarterly	Q2 2026 – Q4 2027	UNICEF WASH & Health Units	Provide training sessions, technical design workshops, and establish monitoring feedback loops for health workers and WASH technicians to integrate WASH and health responses effectively and enhance the resilience of related services.

Donors and Development Partners	Ensure coordination, avoid duplication, explore co-financing opportunities	Donor roundtables, Progress briefings, Joint missions	Bi-annually	Q1 2026 – Q4 2027	UNICEF CAR, PMU	Host donor roundtables, deliver progress briefings, and organize joint missions with donors and development partners to promote coordination, prevent activity overlaps, and identify potential co-financing opportunities.
Private Sector (Local contractors, WASH supply chains)	Ensure supply chain readiness, build local delivery capacity	Supplier engagement meetings, Procurement info sessions, Market mapping	Annually and during procurement cycles	Q3 2026 – Q4 2027	Procurement Officer, PMU	Arrange supplier engagement meetings, procurement information sessions, and conduct market mapping with private sector entities, including local contractors and WASH supply chains, to prepare supply chains and strengthen local capacity for project delivery.
UNICEF HQ	Provide technical oversight, track compliance with UNICEF policies and ESS	Progress reports, technical review meetings, Safeguard monitoring	Bi-annually and ad hoc	Q1 2026 – Q4 2027	WASH Monitoring, learning, and reporting Specialist, UNICEF HQ	Submit progress reports, hold technical review meetings, and perform safeguard monitoring with the UNICEF HQ and

6. Monitoring, Evaluation and Adaptive Management

In the context of this project in the CAR, robust monitoring, evaluation and adaptive management of stakeholder engagement are vital to ensuring the relevance, inclusiveness, and responsiveness of the project in a fluid socio-political

and environmental setting. The project will adopt an integrated monitoring framework aligned with UNICEF's Environmental and Social Policy and UNICEF's Core Commitments for Children in Humanitarian Action. The framework will track a set of qualitative and quantitative indicators aimed at measuring the inclusivity and effectiveness of stakeholder engagement across all phases of the project. These indicators include the number and diversity of stakeholder consultations conducted at national, sub-national, and community levels; the frequency and consistency of participation by vulnerable and marginalized groups—particularly women, adolescent girls, displaced persons, and people with disabilities; levels of stakeholder satisfaction with the engagement process; and the number of grievances submitted and resolved through the project's grievance redress mechanism (GRM).

Monitoring will be carried out by the project's implementing team in partnership with local authorities, civil society actors, and UNICEF field staff based in priority regions as well as from the national level. Data will be collected through a combination of consultation records, structured observation, disaggregated participant surveys, key informant interviews, and feedback from existing community-based accountability mechanisms. A dedicated field monitoring protocol will be deployed to ensure that engagement activities are systematically documented and analysed. Monitoring reports will be produced quarterly and consolidated into the annual progress reports submitted to the GCF and the Designated National Authority. To maintain transparency and uphold the principle of accountability to affected populations, the project will organize bi-annual community feedback sessions. These forums will be used to validate monitoring results, communicate how community inputs have been incorporated into project adjustments, and strengthen local ownership of WASH systems and climate resilience measures. Additionally, where appropriate, information will be shared through UNICEF-supported radio channels, school-based outreach campaigns, and women-led community networks to ensure accessibility.

Given the dynamic context of the Central African Republic (CAR), adaptive management is essential for maintaining the effectiveness of stakeholder engagement over time. To achieve this, an adaptive engagement strategy will be implemented, centered on annual reflection and learning workshops that convene NGOs/Implementing partners, sectoral ministries, humanitarian clusters, local authorities, and community representatives. These sessions will assess the strengths and limitations of stakeholder engagement from the previous cycle and recommend adjustments based on the evolving environment.

Additionally, the project will incorporate insights from the mid-term evaluation to refine its approaches as necessary to address heightened risks of gender-based violence (GBV). In cases where insecurity restricts physical access, engagement methods will pivot to remote alternatives, such as SMS-based platforms, mobile monitoring teams, or interactions via trusted local intermediaries, all while upholding UNICEF's standards for child safeguarding and inclusive communication.

Stakeholder engagement activities will be monitored and evaluated throughout the project lifecycle to assess their effectiveness and ensure that they are meeting the project's objectives related to climate-resilient WASH services. Data collection methods will include surveys, interviews, focus group discussions, and project reports. Monitoring results will be reported regularly to the Project Management Unit (PMU) and incorporated into project evaluations.

Monitoring and evaluation of the SEP will be completed during the mid-term and terminal evaluation of the project. To aid the M&E of the SEP, the institutional arrangements for the delivery of the SEP will be finalized through the Technical Advisory Committee, with regular coordination or progress meetings (at least bi-annually) planned throughout the implementation timeframe to allow for the effective monitoring, evaluation, learning, and adjustments of the SEP. In addition to the mid-term and terminal evaluations, UNICEF as the Accredited Entity will report on the status of SEP implementation through the Annual Performance Reports. The Stakeholder Engagement Focal Point and the WASH Monitoring, learning, and reporting Specialist will support the monitoring, documentation, and reporting of stakeholder engagement activities, ensuring that progress and feedback are systematically captured and incorporated into project reporting.

During implementation, a mid-term evaluation should be undertaken to consider the quality and adequacy of the inputs of the stakeholders and the effectiveness of the institutional or coordinating mechanisms for stakeholder engagement.

A terminal evaluation should be conducted prior to project closure to evaluate achievements/outcomes and identify areas for improvement as well as long-term sustainability and replicability.

For the assessment of the effectiveness of the engagement mechanisms, the project will utilize the following indicators of success:

Specific Group of Targeted Stakeholders	Indicator	Baseline	Target (Mid-term evaluation)	Target (Final Evaluation)	Means of Verification
All stakeholder groups	Percentage of identified stakeholder groups actively participating in project activities	0	60% participation rate across all stakeholder groups	790% participation rate across all stakeholder groups	• Attendance records from meetings and workshops • Stakeholder mapping documents • Participation tracking database • Meeting minutes and sign-in sheets
	% of stakeholders reporting timely access to project information	0	50% stakeholders report satisfactory information access	70% stakeholders report satisfactory information access	• Stakeholder satisfaction surveys • Communication log analysis • Feedback from stakeholder meetings
	% of stakeholder feedback incorporated into project adjustments	0	60% of viable feedback incorporated	70% of viable feedback incorporated	• Feedback tracking system • Project modification records • Stakeholder consultation reports • Implementation adjustment documents
	% of stakeholder grievances addressed within established timeframe	0	60% of viable grievances resolved within timeframe	70% of viable grievances resolved within timeframe	• Grievance registry • Resolution documentation • Stakeholder satisfaction surveys • Follow-up reports
Community-Based Organizations and Civil Society Organizations; Local Authorities	Level of community-led initiatives arising from project activities	0	At least 10 community-led initiatives documented	At least 25 community-led initiatives documented	• Community action plans • Initiative documentation • Local leadership reports • Success story documentation
Community-Based Organizations and Civil Society Organizations; People with Disabilities and Vulnerable Populations; Indigenous Peoples	% of community members demonstrating improved knowledge of climate-resilient WASH practices	0	60% of participants demonstrate improved knowledge	70% of participants demonstrate improved knowledge	• Pre- and post-training assessments • Field observation reports • Participant feedback forms • Technical assessment reports

Community-Based Organizations and Civil Society Organizations; Women's Groups and Gender-Based Organizations; Children and Youth	Level of stakeholder participation in WASH service development	0	50% of identified stakeholders providing input	70% stakeholder participation in service development	• Consultation records • Stakeholder feedback documents • Product development meetings • Feasibility study participation
Donors and Development Partners; UNICEF EE (and AE as required) and GCF Secretariat	# of active participants in multi-stakeholder knowledge exchange platform	0	At least 20 active institutional members	Minimum 35 active institutional members	• Platform membership records • Meeting attendance logs • Activity participation data • Knowledge sharing metrics
Health Workers and WASH Technicians	% of targeted health institutions actively participating in WASH initiatives	0	60% of identified institutions participating	85% of identified institutions actively engaged	• Training completion records • Product development documentation • Service utilization reports • Partnership agreements
	%of health workers demonstrating improved knowledge of climate-resilient WASH practices	0	70% of trained staff showing improved knowledge	90% of trained staff demonstrating competency	• Pre/post training assessments • Certification records • Performance evaluations
					•
Local Authorities; Community-Based Organizations and Civil Society Organizations	% of target communities receiving and understanding climate-resilient WASH information services	0	70% of target communities receiving and understanding services	90% of target communities receiving and understanding services	• Delivery reports (e.g., radio broadcasts, outreach) • User feedback surveys App or platform usage statistics (if applicable) • Focus group discussions reports
	# of local institutions demonstrating improved capacity for WASH project implementation	0	50% of involved local institutions show improved capacity	80% of involved local institutions show improved capacity	• Capacity assessment reports • Performance evaluations • Training completion records

					• Institutional development plans
					•
National Government Agencies; Local Authorities	Level of stakeholder participation in policy development processes	0	At least 75% of identified key stakeholders actively participating in policy consultations	90% of identified stakeholders contributing to policy development	• Policy consultation attendance records • Stakeholder submission documents • Meeting minutes • Policy drafting committee records
National Government Agencies; Local Authorities; Health Workers and WASH Technicians	% of stakeholders aware of and implementing new climate-resilient WASH policies	0	50% of relevant stakeholders demonstrating policy awareness and initial implementation	80% of stakeholders showing evidence of policy implementation	• Policy implementation reports • Compliance monitoring data • Stakeholder surveys • Field verification reports
People with Disabilities and Vulnerable Populations; Indigenous Peoples	Level of stakeholder participation in WASH infrastructure integration in vulnerable areas	0	60% of stakeholders actively engaged	85% stakeholder engagement across all targeted areas	• Integration plans • Stakeholder feedback records • Implementation reports • Site assessment documents
UNICEF EE (and AE as required) and GCF Secretariat; All stakeholder groups	% of stakeholders effectively contributing to monitoring and reporting systems	0	65% of stakeholders providing quality data	90% of stakeholders consistently participating in monitoring	• Data submission records • Quality control reports • System audit logs • Stakeholder feedback surveys
Women's Groups and Gender-Based Organizations; Children and Youth	% of women and youth participating in project activities	0	35% women and 20% youth participation	40% women and 25% youth participation	• Gender-disaggregated attendance records • Age-disaggregated participant lists • Survey responses • Project monitoring reports

7. Grievance Redress Mechanism

A grievance is a concern or complaint raised by beneficiaries, affected communities, or stakeholders related to the perceived or actual impacts of the project activities. The objectives of establishing an effective GRM are to:

- Provide stakeholders with a clear and accessible process for raising grievances and concerns, including the option to do so anonymously;
- Structure and manage the handling of comments, responses, and grievances in a timely, fair, and transparent manner, in accordance with local and national regulations;
- Ensure that grievances are addressed in a way that strengthens accountability to project beneficiaries and upholds human rights principles.

To operationalize these objectives, the GRM is based on the following principles:

- **Legitimacy:** Trusted by stakeholders and accountable for fair grievance processing.
- **Accessibility and Cultural Appropriateness:** Widely known and easy to use, with adequate support for stakeholders facing barriers such as language or mobility constraints. The mechanism is gender- and age-inclusive, ensuring protection for marginalized groups and persons with disabilities. It is also publicized in local languages through culturally relevant means.
- **Anonymity and Protection from Retaliation:** The mechanism provides dedicated channels for stakeholders to submit grievances anonymously. To protect against retaliation, UNICEF and its partners will ensure that the identity of the complainant is kept confidential throughout the process, particularly in instances where the complainant expresses fear of reprisal.
- **Predictability:** Provides clear procedures, indicative timeframes for resolution, and transparency on process outcomes.
- **Equitability:** Ensures equal access to grievance processes, providing information, advice, and support so all stakeholders can engage fairly.
- **Transparency:** Maintains open communication channels, keeps complainants informed, and records all grievance responses.
- **Rights-compatibility:** Aligns with internationally recognized human rights and does not prevent access to judicial or administrative remedies. When necessary, it supplements existing formal or informal mechanisms to ensure human rights compliance.
- **Continuous Learning:** Identifies lessons to enhance the mechanism, prevent future grievances, and improve project implementation.
- **Confidentiality:** Prioritizes complainant safety during reporting and investigation. The mechanism incorporates secure, confidential reporting channels and data storage, particularly for cases involving gender-based violence (GBV) or abuse.

By adhering to these principles, the GRM ensures that grievances are handled fairly, efficiently, and in alignment with international best practices, ultimately strengthening trust and engagement with project stakeholders.

The GRM will function as a critical feedback loop to inform project implementation, enhance performance, and identify risks early—particularly in relation to environmental and social safeguards. In situations where movement restrictions or insecurity are present, UNICEF will ensure that staff responsible for managing grievances have remote access to necessary systems, allowing processes to remain operational.

7.1. Project Grievance Redress Mechanisms

This project will operate a single project-level grievance redress mechanism implemented through UNICEF's Complaints and Feedback Management approach. Other mechanisms that may also be available to stakeholders, including existing inter-

agency humanitarian feedback channels and the GCF's Independent Redress Mechanism, are described below for information only and do not replace the project grievance mechanism.

7.2. UNICEF's Complaints and Feedback Management (CFM) Procedure

This project will apply UNICEF's Procedure on Complaints and Feedback Management as its project-level grievance redress mechanism. The mechanism is designed to receive and manage complaints and feedback from programme stakeholders in a timely, safe and confidential manner, while protecting personal data and supporting programme effectiveness and risk management.

Framework and Categorization

The Grievance Redress Mechanism (GRM) is structured to receive, record, act upon, and analyse all complaints and feedback in a timely and confidential manner. To ensure a consistent and appropriate response, all submissions are classified into one of four standard categories:

- Category 1: Requests, Observations, and Grievances: Includes requests for information or assistance, suggestions, and general expressions of dissatisfaction.
- Category 2: Concerns: Pertains to potential contraventions of UNICEF's safeguarding or environmental and social standards that pose a risk of harm.
- Category 3: Incidents: Refers to confirmed occurrences or events that have resulted in safeguarding, environmental, or social harm.
- Category 4: Fraud and Corruption, and Aid Diversion: Encompasses fraudulent or corrupt practices as well as the misappropriation of aid resources by external actors.

Procedural Workflow and Timelines

The procedure outlines a clear, multi-stage process for managing complaints, with strict timelines to ensure swift action, particularly for high-risk issues.

Acknowledgement and Closure Timelines

Category	Acknowledgement	Closure
1. Requests, Observations, & Grievances	Within 2 working days	Within 31 days (or 90 days for Data Subject Requests)
2. Concerns	Within 2 working days	Within 15 days
3. Incidents	Within 12 hours	Within 48 hours
4. Fraud & Corruption, and Aid Diversion	Within 2 working days	Within 31 days

Assignment and Initial Follow-up

Each recorded complaint is assigned to a designated focal point based on its category:

- Requests, Observations and Grievances and Concerns records are assigned to the relevant Programme Focal Point(s). More serious Incident records are assigned to the relevant Chief of Programme Section, while records of Fraud and Corruption, and Aid Diversion are assigned to the Head of Operations.
- For serious cases (Incidents and Fraud/Corruption), an initial follow-up is conducted to confirm necessary information and ensure immediate support, such as victim/survivor assistance, is initiated. This process is not an investigation and must not interfere with one.

Review and Decision-Making

If a complainant is not satisfied with the resolution proposed by the Country Office the mechanism does not prevent access to judicial or administrative remedies available under the laws of the Central African Republic

The final decision on the recommended course of action for these cases rests with the Representative. A record is formally closed upon resolution, implementation of an agreed course of action, or referral to OIAI.

If a complainant is not satisfied with the resolution proposed by the Country Office Representative, the mechanism does not prevent access to judicial or administrative remedies available under the laws of the Central African Republic

Management of Outstanding Records

The procedure includes a clear escalation pathway for records that are not closed within their specified timelines or where the complainant is not satisfied. Outstanding requests or concerns are transferred to the Chief of the Programme Section for resolution and can be escalated to the Deputy Representative if needed. More serious outstanding incidents or fraud and corruption records are immediately escalated to the Representative, who convenes senior staff to determine a final course of action.

Management of Anonymous Grievances

The project grievance mechanism will allow anonymous submissions through available feedback channels, where feasible. To appeal anonymously a Unique Tracking ID will be used to assign a-code to the grievance and communicate its resolution anonymously through established channels Anonymous complaints will be reviewed and acted upon to the extent possible based on the information provided. Stakeholders will be informed that anonymous submissions may limit UNICEF's ability to seek clarification, provide direct feedback, or undertake a full follow-up where essential information is missing. Any information received will be handled with due regard to confidentiality, safety, security and personal data protection.

Accountability and Oversight

Clear lines of responsibility ensure accountability at all levels.

- Country Office: The Representative is ultimately responsible and accountable for the effective implementation and strategic oversight of the procedure. Programme and Operations Focal Points manage the day-to-day handling of records, while Specialized Focal Points provide technical guidance.
- Oversight: Cases involving potential misconduct by UNICEF personnel or partners, such as sexual exploitation and abuse or significant fraud, are promptly referred to the Office of Internal Audit and Investigations (OIAI), which is the independent office authorized to conduct such investigations.
- Analysis and Learning: Complaints and feedback data are regularly analysed to identify systemic trends, risks, and issues, which are then used to inform and improve programme effectiveness and strengthen risk management.

Requirements for Implementing Partners

Implementing partners and vendors involved in the project will be required to promote the project grievance channels and ensure that communities are informed about how to use them. Complaints and feedback received through their own channels in relation to project activities will be reported to UNICEF in line with agreed reporting arrangements. Any concern, incident, or

allegation of fraud and corruption will be referred to UNICEF immediately and confidentially for handling under the applicable process.

7.3. The CAR Standard Operating Procedures for Collective Feedback Mechanisms

In some project areas, communities may also use existing inter-agency humanitarian feedback channels, including community information and feedback structures and mobile feedback arrangements where these are operational. These channels are not the project grievance mechanism, but they may serve as entry points for project-related feedback and grievances. Where project-related matters are received through such channels, they will be referred to UNICEF for handling through the project grievance mechanism, subject to appropriate confidentiality and data protection safeguards.

10.1.3 The GCF's Independent Redress Mechanism (IRM)

Paragraph 69 of the GCF's Governing Instrument mandates the establishment of an IRM, which reports directly to the GCF Board. The IRM is tasked with:

- Reviewing requests for reconsideration of projects or programmes denied funding by the GCF Board;
- Addressing complaints or grievances from persons or communities who may be adversely affected by GCF-funded activities through problem solving and/or compliance review;
- Initiating investigations independently where warranted;
- Monitoring implementation of Board decisions and agreements reached through the grievance process;
- Recommending policy or procedural changes to the Board based on observed trends or international best practices;
- Supporting capacity-building for grievance mechanisms of Direct Access Entities (DAEs); and
- Providing education and outreach on grievance redress to GCF stakeholders and the public.

Requests may be submitted to the IRM in any of the six official UN languages via: https://irm.greenclimate.fund/case-register/file-complaint. For CAR, the French version of the request will take precedence in case of any discrepancy.

Stakeholders do not need to exhaust the project-level GRM or UNICEF's CFM before contacting the GCF IRM. Information on how to access the IRM will be clearly communicated during all stakeholder engagement sessions and through simplified brochures distributed in Fulani communities.

Terms of disclosure and access to the IRM are to be negotiated with the GCF.

IRM Contact Information:

Green Climate Fund

175, Art center-daero, Yeonsu-gu, Incheon 22004, Republic of Korea

Email: irm@gcfund.org

Website: https://irm.greenclimate.fund

7.4. Grievances Related to Safeguarding, inclusive of Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH)

In line with UNICEF's zero-tolerance policy, all allegations of Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) will be handled with the utmost seriousness, urgency, and confidentiality. Such allegations are classified as Category 3: Incidents under the UNICEF CFM Procedure and are managed through a specialized, fast-tracked process separate from the general GRM to ensure the safety and dignity of the survivor. The project will follow a strict survivor-centred approach, adhering to both the humanitarian procedures in CAR and the official UNICEF CFM Procedure.

Core Principles
The handling of all Incident records is guided by the following principles:

- Safety and Do-No-Harm: The survivor's physical and psychological safety is the highest priority. Measures will be taken to prevent re-traumatization and mitigate risks of retaliation.
- Confidentiality and Privacy: Case details will only be disclosed with the survivor's informed consent and on a strict need-to-know basis to protect them from further harm.
- Respect and Non-discrimination: Survivors will be treated with dignity, respect, and empathy, without blame or prejudice.
- Choice and Agency: Survivors have the right to determine how they wish to proceed and can withdraw consent at any point. The goal is to empower them in the reporting and response process.
- Access to Services: The project will facilitate timely access to comprehensive, survivor-centred assistance, including medical, psychosocial, legal, and safety support.
- No Investigations: Project staff will not investigate allegations. Their role is strictly to receive the report safely and make a confidential referral to the appropriate internal channels or designated investigation bodies.

Roles and Contacts
UNICEF will rely on the Office of Internal Audit and Investigations (OIAI) Hotline (Integrity1@unicef.org) for reports of wrongdoing and/or misconduct.

For issues not falling under OIAI's remit, the relevant reporting channel will be provided at the proposal stage.
mailto:psea.car@un.orgmailto:lamine.traore@un.org
Process and Timelines (for Managing Incident Records Category 3)

1. Confidential Intake and Acknowledgement (0-12 hours)
Any project staff or partner who receives an allegation will listen with empathy, ensure the survivor's immediate safety, and inform them of their rights and available support options. They will not ask for details beyond what is necessary to obtain informed consent for a referral. An acknowledgement of the complaint will be provided to the survivor within 12 hours of UNICEF becoming aware of the record.

2. Assignment and Initial Follow-up (within 12 hours)
Once recorded, the complaint is assigned to the relevant Chief of Programme Section. A designated Programme Focal Point, working in coordination with a Specialized (PSEA/Safeguarding) Focal Point, immediately conducts an Initial Follow-up. This is not an investigation; its purpose is to ensure a survivor-centred response is activated, including timely referral for medical, psychosocial, legal, and other assistance based on the survivor's needs and wishes.

3. Review, Referral, and Decision (within 24 hours)
A decision on the course of action is made swiftly:
If the allegation involves a UNICEF staff member, affiliate personnel, implementing partner, , or vendor, it falls under the mandate of the Office of Internal Audit and Investigations (OIAI). The UNICEF Representative must refer the matter to OIAI within 24 hours of being notified.
If the matter does not fall under OIAI's mandate, the Incident Review Team (IRT) is convened to review the case and recommend a course of action to the Representative for a final decision.

4. Record Closure and Parallel Case Management (Closure within 48 hours)
The official CFM record for the incident is formally closed within 48 hours of UNICEF becoming aware of it, once the matter has been referred to OIAI or a course of action has been decided by the
Representative. It is critical to note that this procedural closure does not mean that support for the survivor ends. Survivor-centred case management is a parallel process that continues in coordination with specialized GBV partners for as long as needed, always respecting the survivor's wishes and consent.

Data Protection

All information is handled on a strict need-to-know basis. Survivors decide what information may be shared. The following rules apply:

- Data Collection: Collect the minimum data needed for a safe referral. Do not record graphic details.
- Consent: Record if the survivor/complainant consented to referral and to anonymized reporting.
- Storage: Keep records in an encrypted file with role-based access. Retain for 24 months, then delete securely (unless there is a legal hold).
- Reporting: Only anonymized data appear on dashboards or routine reports.

Community Information & GRM Interface

Safe reporting options (including hotlines and named focal points) will be clearly posted in project areas in French and local languages. Incident records involving SEA/SH/GBV bypass the standard GRM steps and are managed directly through this specialized procedure. The main GRM log will only contain an anonymized entry confirming a referral was completed to maintain confidentiality.

Monitoring
The PMU will report the following anonymized metrics quarterly:

- Number of reports received
- Percentage of cases referred within 24 hours
- Percentage of survivors accessing services within 72 hours
- Average case-closure time
- Optional survivor-satisfaction feedback (with consent)

7.5. Fulani-Specific Measures

Consultations with Fulani communities in different project locations highlighted context-specific preferences for how project-related complaints and feedback can be raised safely and effectively. The project will therefore apply additional culturally appropriate access measures and Traditional Dispute Resolution Systems (TDR) to ensure that Fulani communities can use the overall project grievance mechanism in ways that reflect local communication practices and trusted entry points. Depending on the local context, these measures may include engagement through recognized community or religious leaders, direct contact with designated UNICEF or partner staff, and communication in relevant local languages. These arrangements will serve as entry points to the overall project grievance mechanism and will not replace it. Confidentiality, safety, and voluntary use of available channels will be maintained, including for anonymous submissions where feasible.

7.5.1. Fulani-Specific Grievance Channels and Resolution Pathways

Based on the consultations, the following entry points and TDRs structures are formally recognized for this project and will be publicized for Fulani communities:

- **Bangui (Traditional/Religious Leadership):** In Bangui, grievances will be channelled through traditional leadership structures, specifically clan chiefs or religious leaders (imams), and may be resolved through mediation led by them. The project PMU will document the outcomes of these traditional sessions to ensure alignment with GCF human rights standards.
- **In Bossangoa**, the community can raise concerns via a direct phone call or via mobile community feedback and complaint collectors .
- **In Ndélé,** a hierarchical channel is preferred, where the community informs their customary chief, who then escalates the issue to the Sultan Mayor of the town of Ndélé. Concerns reported to the Sultan Mayor may be resolved through the Sultanate's customary court. UNICEF will maintain a liaison role to ensure the process remains inclusive of women and youth. Same mechanism will apply for Vakaga Prefecture.
- In all locations, the project will maintain an alternative confidential route that can be used directly by women, adolescent girls, young people and others who may face barriers to raising concerns through traditional leadership structures. This is important to ensure that culturally appropriate engagement does not unintentionally exclude some voices

- **Agreement on Usage:** Complainants have the right to choose between the TDR or the standard UNICEF CFM at any time. If a person wants anonymity, they must use the UNICEF channel rather than the TDR channel. In cases where an anonymous grievance alleges corruption or SEAH, the investigation will be led by the UNICEF Office of Internal Audit and Investigations (OIAI).

Annex B: Full list of questions

Coding: O = Open; MA = Multiple Answers; Y/N/IDK = Yes / No / I Don't Know

Stakeholder Groups	Question
Group A: Ministries Representatives	• Have you read the CN? Y/N • What is your level of appreciation for this CN? Rank From 1 to 10 • How could we improve the project CN? What do you think is missing? O • How does the proposed WASH project align with your ministry's current priorities or programs? O • What technical or financial contributions could your ministry provide to support the project? MA • What regulatory, institutional, or climate-related challenges (e.g., impacts of droughts or floods) could affect project implementation, and what mitigation measures do you propose? MA • How can this project complement other government-led WASH or climate programs? O • What monitoring or coordination mechanisms would your ministry expect to be part of? MA • What climate data or projections (e.g., precipitation trends, frequency of extreme events) can your ministry provide to inform project design? MA • What capacity-building needs (e.g., training, human resources) does your ministry have to manage climate-resilient WASH infrastructure? MA • How does your ministry integrate environmental and social safeguards into WASH projects, and what specific risks do you anticipate for this project? O • Rank from 1-10 your overall level of Appreciation for the project idea/CN ranking from 1-10 ? • Rank from 1-10 your level of relevance/engagement in the specific component/output ranking from 1-10 ? • Mention the codes of the activities that you want to be involved with and rank from 1-10 your level of interest per each specific activity from 1 (very low- to 10 highest) • Per each of the above activities specify what role you wish to play and how. (Open) • Do you suggest any additional activity to be included in the future project proposal? Y/N • If yes Can you quantify how many beneficiaries we could target/reach and which budget could be needed for this specific activity you suggest? Open or MA with Ranges • With which NGO/INGO or UN agency you suggest us to partner for this specific activity (when applicable)? OPEN
Group B: Other Institutions (e.g., Mayor's Office, Deputies)	• What WASH infrastructure or services are currently in place in your jurisdiction, and how are they affected by climate impacts such as droughts or floods? MA • What role can your office play in mobilizing local support for this project? MA • What information should be communicated to communities to support understanding of the project? MA • Are there existing community development initiatives this project could build on? O • What would help ensure sustainability of the WASH services after project closure? O • What are the local financial and technical capacities to maintain the proposed WASH infrastructure? O • How can your office facilitate the inclusion of vulnerable groups (e.g., women, persons with disabilities) in project planning and implementation?

	• What water resource usage conflicts (e.g., between agriculture and domestic consumption) exist in your jurisdiction? MA and how can they be managed? O
Group C: Universities and Research Institutions	• What research has your institution conducted on the differentiated impacts of climate change (e.g., drought, floods) on water access, particularly for women and vulnerable groups? O • Are there research units or student groups focused on water resource management, climate resilience, or community-based adaptation that could support this project? YN • What indicators would you recommend to measure the effectiveness of WASH interventions in enhancing climate resilience at the local level? MA • How can your institution help document and analyze local adaptation strategies to cope with water scarcity or seasonal changes in water availability? • Which are the opportunities for collaboration between academic, public, and private sectors to innovate solutions for water access and climate-resilient infrastructure? O • What climate-resilient WASH technologies (e.g., rainwater harvesting systems, ecological sanitation) does your institution recommend for the CAR, and what are their limitations? MA • Can you provide baseline data on water resources (e.g., river flows, groundwater quality) in the targeted areas? O • How can your institution contribute to assessing the environmental and social impacts of the project (e.g., ecosystem impact studies)? O
Group D: UN Agencies and International Institutions	• What value do you see in the proposed WASH project for advancing national development priorities? O • What donor-funded initiatives address climate impacts on WASH (e.g., droughts, floods), and how could this project integrate with them? O • What guidance or support could your agency offer to ensure the success of this initiative? MA • How can we ensure coordination with other WASH-related programs in CAR? MA • What role could you play in monitoring, evaluation, or scaling the project? O • What monitoring and evaluation mechanisms do you recommend to measure the project's climate and social impact? MA • What environmental or social risks (e.g., water source pollution, exclusion of vulnerable groups) has your agency identified in similar WASH projects, and how can they be avoided? O • How can your agency support capacity building for the sustainable management of WASH infrastructure? M • Rank from 1-10 your overall level of Appreciation for the project idea/CN ranking from 1-10 ? • Rank from 1-10 your level of relevance/engagement in the specific component/output ranking from 1-10 ?(list the outputs per each component in the questionnaire in Kobo and rank 1-10) • Mention the codes of the activities that you want to be involved with and rank from 1-10 your level of interest per each specific activity from 1 (very low- to 10 highest) • Per each of the above activities specify what role you wish to play and how. (Open) • Do you suggest any additional activity to be included in the future project proposal? Y/N • If yes Can you quantify how many beneficiaries we could target/reach and which budget could be needed for this specific activity you suggest? Open or MA with Ranges • With which NGO/INGO or UN agency you suggest us to partner for this specific activity (when applicable)? OPEN

Group E-F: NGOs

- What lessons from past projects should be considered in the current WASH initiative?
- How can NGOs best support implementation, awareness, or local training components? MA
- What climate-related (e.g., water source degradation) or non-climate-related (e.g., conflicts, instability) obstacles have you encountered in WASH projects, and how did you overcome them? MA
- How would you propose coordination between actors be organized at field level? MA
- What climate-resilient WASH technologies have you implemented, and what are their costs and effectiveness in the CAR context? O
- What financing models (e.g., community contributions, partnerships) have worked to ensure the sustainability of WASH projects? MA
- What environmental or social risks (e.g., ecosystem impacts, exclusion of women) have you observed, and what mitigation measures do you propose? MA
- Rank from 1-10 your overall level of Appreciation for the project idea/CN ranking from 1-10?
- Rank from 1-10 your level of relevance/engagement in the specific component/output ranking from 1-10?(list the outputs per each component in the questionnaire in Kobo and rank 1-10)
- Mention the codes of the activities that you want to be involved with and rank from 1-10 your level of interest per each specific activity from 1 (very low- to 10 highest)? (list the activities under each output that has been selected above in the questionnaire in Kobo and rank 1-10)
- Per each of the above activities specify what role you wish to play and how: (Open)
- Are there specific activities you would recommend improving project delivery in rural areas? Do you suggest any additional activity to be included in the future project proposal? Y N
- If yes, can you quantify how many beneficiaries we could target/reach and which budget could be needed for this specific activity you suggest? Open or MA with Ranges
- With which NGO/INGO or UN agency you suggest us to partner for this specific activity (when applicable)? OPEN

Group G: Private Sector

- What WASH-related services or technologies does your company offer that could benefit the project? MA
- Are there opportunities for private-public collaboration under this initiative? 2b if YES which one and how? O
- What incentives (e.g., subsidies, guarantees) would encourage private investment in remote areas, and what climate or social risks do you anticipate? MA
- How can private enterprises support local job creation through the project? O
- What types of maintenance, logistics, or construction services could be outsourced locally? MA
- What are your company's technical and logistical capacities to provide climate-resilient WASH infrastructure (e.g., solar pumps, ecological latrines)? MA
- What estimated costs do you associate with the construction, maintenance, and operation of WASH infrastructure in the CAR? Way too generic. This has to be associated to an activity and its SMART indicator.
- How can your company integrate gender and inclusion considerations (e.g., training for women, access for persons with disabilities) into its services?

Group H: CSOs	• What are the most pressing gaps in WASH infrastructure, and how do climate impacts (e.g., droughts, floods) exacerbate them? • What steps are needed to prepare communities for project activities? MA • How would your office facilitate access to local data or planning documents? YN if yes what and how? • What role would you play in ensuring timely implementation and troubleshooting? O • How can we make sure that local authorities are effectively involved throughout the project cycle? MA • How can your office facilitate the participation of vulnerable groups (e.g., women, persons with disabilities) in project planning and implementation? MA • What local data (e.g., water resource maps, demographic statistics) can you provide to inform project design? MA • What local mechanisms exist to resolve water usage conflicts, and how can they be integrated into the project? O· • How can you improve the project CN? What do you think is missing? • How do you see your prefecture/village/project area benefiting in this project? in which activity in the specific? How?
Group J: Community Leaders and Members **This shall be divided in three** **1 overall community meeting questionnaire** **2 focus groups questions (targeted per each identified group)** **3 KI for community leaders**	• What climate changes (e.g., droughts, floods) have you observed in water availability, and how do they differently affect women, men, and vulnerable groups? • What are your biggest concerns about access to clean water or sanitation services? • What should be improved first: water sources, toilets, hygiene facilities, or training? • How do you think this project could help solve daily water or hygiene-related challenges? • What should be done to maintain the services once the project ends? • What is the main source of drinking water for members of your household? (piped water, piped into dwelling, piped into compound, piped to neighbour, public tap / standpipe, borehole or tubewell, dug well, protected well, unprotected well, water from spring, rainwater collection, delivered water, tanker-truck, water kiosk, packaged water, bottled or sachet water, surface water (river, stream, dam, lake, pond, canal, irrigation channel), other (specify). • In the last month, has there been any time when your household did not have sufficient quantities of drinking water when needed? (Yes, No) • What kind of toilet facility do members of your household usually use? (flush, dry pit latrine, composting toilet, bucket, no facility - bush - field) • Do you share this facility with others who are not members of your household? (yes, no) • What costs or contributions (e.g., labor, maintenance) can your community provide to support WASH infrastructure? • What environmental or social risks (e.g., river pollution, water usage conflicts) do you observe, and how can they be mitigated? • How are persons with disabilities or indigenous populations involved in water and sanitation management, and what barriers do they face?