Sanitation Action for Emergency Recovery (SAFER) Project (P519914)



Draft Stakeholder Engagement Plan

November 2026

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Acronym

Acronym / Abbreviation	Definition
AAP	Accountability to Affected Populations
AFD	Agence Française de Développement (French Development Agency)
AISHA	Association for Women and Child Protection
CBO	Community-Based Organization
CFM	Complaints and Feedback Management
CFTA	Culture & Free Thought Association
CMWU	Coastal Municipalities Water Utility
CSO	Civil Society Organization
DRR	Disaster Risk Reduction
E&S	Environmental and Social
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standards
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus Group Discussion
GBV	Gender-Based Violence
GEDCO	Gaza Electricity Distribution Company
GM	Grievance Mechanism
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service (World Bank)
IDA	International Development Association
IDP	Internally Displaced Person
IEC	Information, Education and Communication
IP	Implementing Partner
IPDs	Not defined in the document; appears to be a transposition of IDPs (Internally Displaced Persons)
KfW	Kreditanstalt für Wiederaufbau (German development bank)
KII	Key Informant Interview
MIS	Management Information System
MOH	Ministry of Health
MSG	Mother Support Group
NCAG	National Committee for the Administration of Gaza
NGO	Non-Governmental Organization
O&M	Operation and Maintenance
OIAI	Office for Internal Audit and Investigations (UNICEF)
OIP	Other Interested People
PAPs	Project Affected Peoples
PENRA	Palestinian Energy and Natural Resources Authority
PHC	Primary Health Center

Acronym / Abbreviation	Definition
PIU	Project Implementation Unit
PLW	Pregnant and Lactating Women
PSEA	Protection from Sexual Exploitation and Abuse
PSEA/SH	Protection from Sexual Exploitation and Abuse / Sexual Harassment
PWA	Palestinian Water Authority
SBC	Social and Behaviour Change
SEA/SH	Sexual Exploitation and Abuse / Sexual Harassment
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization

1. Introduction/Project Description

1.1. Sector Background

The conflict in Gaza has caused extensive damage across critical sectors and created unprecedented recovery and reconstruction needs. The April 2026 Rapid Damage and Needs Assessment (RDNA) estimates physical damages at US$35.2 billion, economic losses at US$22.7 billion, and overall recovery and reconstruction needs at approximately US$71.4 billion over the next three to five years. Around 1.9 million people have been internally displaced. Water, sanitation, energy, and health services have been particularly affected and are operating under severe constraints. Given the strong interdependence between these sectors, disruptions in one service further undermine the functioning of others, increasing public health and environmental risks.

Gaza's water and sanitation sector faced significant structural challenges even before the conflict. While network coverage was relatively high, water resources were severely constrained by over-abstraction and deterioration of groundwater quality. Only a small share of the population had access to safely managed drinking water, and households depended heavily on alternative water sources. Wastewater treatment and stormwater drainage systems also faced capacity constraints. These pre-existing vulnerabilities left water and sanitation services particularly susceptible to the impacts of the conflict.

The conflict has caused widespread damage to water, wastewater, and stormwater infrastructure, resulting in a severe deterioration in services. Water and sanitation sector damages are estimated at US$1.7 billion, with recovery needs of approximately US$4.2 billion. A large share of water and wastewater infrastructure has been damaged or rendered inoperable, sharply reducing water production and wastewater collection and treatment capacity. The deterioration of sanitation and drainage systems, combined with large-scale displacement, has increased exposure to untreated wastewater, localized flooding, and environmental contamination. These conditions pose significant public health and environmental risks within Gaza and beyond.

Access to water has also deteriorated sharply. Average water availability has fallen substantially from pre-conflict levels, and much of the population now relies on emergency water supply arrangements, including water trucking. Damage to infrastructure, constrained energy supplies, displacement, and limited capacity to operate and maintain remaining facilities continue to affect both the quantity and quality of available water. Restoring reliable water supply and sanitation services is therefore central to meeting immediate humanitarian needs while establishing the foundations for recovery.

The health system has similarly been severely affected, while disruptions to water and sanitation services have heightened public health risks. Many health facilities are functioning only partially or remain out of service, constraining access to essential health services, including immunization. Population displacement, overcrowding, inadequate sanitation, limited access to safe water, and interruptions to essential health services have increased the risk of communicable diseases. Maintaining critical health services and restoring routine immunization capacity are therefore important elements of the broader emergency response and recovery effort.

The deterioration of electricity supply is a critical constraint affecting water, sanitation, and health services. Gaza's electricity system already faced significant supply shortages before the conflict and has subsequently sustained extensive damage. Essential facilities have increasingly relied on temporary and alternative power sources, which face significant operational and supply constraints. Restoring more reliable and resilient energy supply to essential water, sanitation, and

health infrastructure is therefore critical to sustaining service delivery and supporting early recovery.

1.2. Project description

The Sanitation Action for Emergency Recovery (SAFER) Project aims to address critical water, sanitation, energy, and health service needs while supporting the transition from emergency response toward early recovery. It will help sustain the operation of essential services, including through support for the operation and maintenance of critical infrastructure and the provision of essential health supplies and equipment. The project will also support the restoration and selective expansion of water and sanitation services and more reliable energy supply for critical water, sanitation, and health facilities. Investments will prioritize essential repairs and resilient service solutions that can reduce reliance on costly and fragile emergency arrangements. Together, these interventions will help reduce public health and environmental risks, improve the reliability of essential services, and strengthen the capacity of critical infrastructure and health facilities to operate safely and continuously.

The SAFER Project comprises the following components:

Component 1: Securing the Operation of Emergency Sanitation, Health, and Water. This component will sustain existing service capacity, bridging the gap between emergency needs and infrastructure restoration for early recovery. It will finance the O&M of water, sanitation, and electricity infrastructure, as well as the health supplies necessary to prevent, detect, and treat communicable diseases.

Component 2: Selective Expansion of Emergency Service Capacity. This component will address selected service capacity shortfalls, mitigate the risk of service interruptions, and enable cost-effective operation. It will support: (i) decentralized water supply and sanitation solutions for rapid impact and efficiency gains through the replacement of water trucking; (ii) WASH services for health facilities; and (iii) grid and off-grid electricity access to enable the delivery of water, sanitation, and health services and to replace unstable, high-cost reliance on diesel and aged, unreliable generators.

Component 3: No-Regret Repairs of Critical Water and Sanitation Infrastructure. This component will finance the repair of critical water supply and sanitation infrastructure whose failure is causing sewage overflows, groundwater contamination, and public health risks, as well as key preparatory work to address water pollution in the medium term.

Component 4: Project Management and Monitoring. This component will finance the implementation, administration, management, monitoring and evaluation, and environmental and social aspects of the project, including: (i) direct and indirect costs of UNICEF; (ii) third-party monitoring; and (iii) technical assistance for system strengthening and improvement of service delivery capacity.

1.3. Environmental and Social Framework

The SAFER Project is being prepared under the World Bank's Environment and Social Framework (ESF). At implementation readiness, the Project is assessed as having "high" environmental and social risks. This draft Stakeholder Engagement Plan (SEP) and the draft project Environmental and Social Commitment Plan (ESCP) will be publicly disclosed (in Arabic and English) by

implementation readiness stage. This draft SEP will be updated, to include any additional feedback from consultation, and an updated version will be publicly disclosed within one month of project effectiveness. The draft ESCP will be negotiated and agreed between the Bank and UNICEF and a negotiated version will be disclosed upon completion of negotiation.

Additional ESF instruments to manage identified risks related to overall assessment and management of environmental and social (E&S) risks and impacts (Environmental and Social Standard/ESS1), labor and working conditions including occupational health and safety (ESS2), resource efficiency and pollution prevention and management (ESS3), community health and safety (ESS4), and land acquisition, restrictions on land use and involuntary resettlement (ESS5) will be prepared, consulted on and disclosed during project implementation/post effectiveness as follows:

1. Updated Stakeholder Engagement Plan (SEP): 1 month of effectiveness
2. Environmental and Social Management Framework (ESMF): 2 month of effectiveness
3. Labor Management Measures: 2 months of effectiveness (as part of ESMF)
4. Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) Action Plan: 1 month of effectiveness
5. Managed Displacement and Relocation Framework (MDRF): 2 month of effectiveness
6. UNMAS Assessment and Clearance Certification for selected sites to hand over sites to contractors
7. Site specific Environmental and Social Management Plans (ESMPs)/ESMP Checklists: during implementation,as required, to be included in bidding documents
8. Managed Displacement and Relocation Plans (MDRPs): during implementation, as required, based on ES screening and prior to handing over work sites/locations to contractors.

Commitments across all relevant ESSs are included in the ESCP.

2. Description of Stakeholder Engagement Programme (SEP)

2.1 Objectives

The overall objective of this draft SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the UNICEF will communicate with stakeholders and includes a structured framework for inclusive, transparent and continuous engagement with stakeholders throughout project implementation. It aims to secure the active participation of relevant institutions, civil society organisations, local communities and vulnerable groups. The plan documents the overall methodology and processes used to identify, inform and consult stakeholders so that their views meaningfully influence project design, and how future consultations and engagement activities will be implemented and monitored.

In addition, the SEP defines procedures for complaints and feedback management (CFM) or grievance redress mechanism (GRM), offering accessible and culturally appropriate channels for stakeholders to provide feedback, 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. The SEP specifically emphasizes methods to engage groups considered most vulnerable and that are at risk of being left out of project benefits.

The SEP provides the framework for:

- Identifying and analysing project stakeholders, including project-affected parties and other interested stakeholders,
- Determining appropriate engagement approaches for different stakeholder groups based on their interests, influence, potential impacts and access needs;
- Providing stakeholders with timely, relevant, and understandable information about the project.
- Ensuring that consultations are undertaken in a meaningful and accessible manner and that stakeholder views are considered in project decisions where appropriate;
- Establishing appropriate channels for stakeholders to provide feedback, raise concerns, and submit complaints.
- Ensuring that grievances are received, documented, assessed, and addressed through accessible and responsive grievance mechanisms.
- Identifying and addressing barriers that may prevent vulnerable or disadvantaged groups from participating in engagement activities or accessing project benefits;
- Monitoring stakeholder engagement and documenting issues raised, responses provided, and actions taken.
- Updating the SEP as project design, implementation arrangements, locations, stakeholder groups and contextual conditions evolve.

The SEP applies to engagement undertaken and will be undertaken throughout the project cycle by UNICEF and, and where applicable, by implementing partners, service providers, and other vendors and entities involved in project implementation. UNICEF will incorporate and monitor implementation of stakeholder engagement responsibilities in relevant contractual and partnership agreements.

2.2 Guiding Principles for Consultation

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 World Bank (WB) and UNICEF but are also adapted to the social, cultural, and institutional contexts of Gaza. 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 identified and included in a way that recognizes their needs and capacity. This covers (among others) women and girls, people with disabilities, elderly people, 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.

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 will be conducted with respect for local customs, beliefs, and social norms. Communication and consultation protocols will be carefully adapted to the cultural context of participating in communities. This includes using local languages, deferring to traditional leadership, and adjusting to local calendars or holy periods. Consultations, for example, will be 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 will be 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, including child engagement conducted under a written child safeguarding protocol, including parental or guardian consent with child assent, safe venues, trained facilitators, and referral procedures for any child who discloses harm. The inclusion of young people also recognizes their role as agents of change and future custodians of climate resilience in their communities.

Meaningful consultation and informed consent: In accordance with WB Environmental and Social Policy and UNICEF's human rights-based approach, the project upholds the principle of meaningful consultation and informed consent, particularly when engaging with 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 consent 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.

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.

3. Stakeholder Identification and Analysis per project component

3.1 Methodology and Adaptive Approach to Stakeholder Engagement

Given the evolving humanitarian and operational context in Gaza, the SEP will be treated as a living

document. Stakeholder mapping, engagement methods and communication channels will be reviewed and adjusted as project locations, implementation arrangements, beneficiary groups and contextual conditions become clearer or change during implementation.

Where access or security constraints prevent conventional consultations, the project will use feasible alternative approaches, including engagement through community structures, frontline workers, implementing partners, telephone or digital channels and other locally appropriate methods. The choice of engagement method will consider both the effectiveness of the approach and the safety and confidentiality of participants.

Stakeholder identification for this Project has been undertaken with reference to the nature and scale of the proposed activities, the groups expected to benefit from or interact with the project, the potential environmental and social risks and the implementation arrangements, UNICEF's experience and existing relationships and community-level delivery mechanisms established during the planning and implementation of similar projects in the Gaza Strip.

3.2 Stakeholder Identification

In accordance with WB ESS10, and UNICEF community engagement requirements, stakeholders have been grouped into three broad categories:

Project-affected parties include individuals, households, communities, and organizations that may be directly affected by or have direct interaction or may be subject to direct impacts from this project. Specifically, the following individuals and groups fall within this category:

- Rural and peri-urban communities in Gaza;
- Women and adolescent girls, who face disproportionate water and sanitation burdens;
- Children and youth, who are vulnerable to WASH-related disruptions and lack of or poor communicable disease prevention;
- Local health workers, hygiene promoters, and WASH and electricity technicians who manage frontline service delivery;
- Community-based organisations (CBOs) and village water management committees involved in local planning, service provision, or behaviour change.

Other interested parties include institutions, organizations and individuals who may not be directly affected by the project but have an interest, have a role in the wider public health, social protection and service-delivery environment, provide technical or complementary support, or may influence project implementation. The level of interest and involvement of these stakeholders will vary according to their mandate and relationship with specific project activities. Their inclusion in the stakeholder mapping does not imply that all stakeholders will be engaged at the same level or throughout the entire project cycle. They may also include parties other than the directly affected communities. For this project, the following groups of other interested parties have been identified:

- National and sub-national Authorities: NCAG, PWA, Ministry of Energy, Ministry of Environment, Ministry of Health, Ministry of Education, CMWU, PENRA;
- Local authorities: Municipal officials responsible for local service oversight;
- UN agencies and development partners: UNICEF, WHO, UNDP, The WB Group, KfW, FAO, WFP, AFD, EU Delegation;

- NGOs: National and international NGOs operating in WASH, Disaster Risk Reduction (DRR), child protection, gender-based violence (GBV), sexual exploitation and abuse and sexual harassment (SEA/SH), gender equality, and health;
- Private sector actors: Contractors, WASH suppliers, and construction firms;
- Academic and research bodies, if available and functional.

Disadvantaged or vulnerable individuals or groups are those who may experience greater difficulty in accessing project information, participating in consultations, completing registration, accessing project benefits or services, using digital and financial systems, or raising concerns through conventional channels. Vulnerability may arise from poverty, displacement, gender, age, disability, literacy, lack of documentation, limited access to digital technology, geographical isolation, social status, or the interaction of several of these factors. Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate.

For this project, the following disadvantaged or vulnerable individuals and groups have been provisionally identified:

- **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 GBV, SEA/SH, poverty, and a lack of sanitation, including limited access to menstrual hygiene products. Women and girls' exposure to GBV/SEA/SH is heightened at water points and sanitation facilities, particularly at night, where facilities are shared or unlit, and where privacy is limited.

- **Youth:** Over 65% of Gaza's population is under 25, yet young 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 and community mobilization jobs, external services providers are more commonly contracted.

- **Persons with Disabilities**: Face exclusion due to lack of accessible infrastructure and communication barriers. These impacts are compounded for women, especially young women and girls, with disabilities.

- **Children:** are often at the for front of household WASH related chores, from collection, transport, storage and use. They are often the most impacted by design and operational issues, such as the location of water ans sanitation point of use, quality and continuity of service, etc. However, they are rarely consulted during the design and operations of services.

- **The elderly:** are often stay-at-home moms responsible for caring for child care and household chorses, and often plays a significant role in household hygiene and sanitation. They face exclusions in accessing WASH services due to their limited mobility, and are impacted by the location, design and operational challenges of WaSH services. Their contribution to project design and options will therefore be key for the project.

- **Internally Displaced Persons**: Frequently located in informal settlements or close to the "yellow line" and other hard to reach areas with limited access to basic services and little representation in planning process.

These categories are not mutually exclusive. An individual or organization may fall into more than one category depending on its relationship with a particular project activity. Also, the specific individuals or groups listed under each category may change when the project boundaries and implementation modalities and fully defined and will be continuously updated during the implementation based on the realities on the ground.

Table 1 Stakeholder Analysis

PROJECT AFFECTED PARTIES					
Stakeholder	**Category**	**Key characteristics**	**Language needs**	**Preferred notification / communication means**	**Specific needs / accessibility considerations**
Pregnant and lactating women (PLW) and mothers/caregivers of children under two	Primary beneficiaries/ stakeholders	Women and caregivers targeted for project-specific WASH and health interventions; may participate in WASH and public health promotion, SBC activities and Mother Support Groups	Arabic language	Community sensitization; PHC and frontline workers; Mother Support Groups; community outreach volunteers; implementing partners; phone/SMS where feasible; radio; IEC materials; GRM channels	Women-only or gender-sensitive sessions where appropriate; convenient meeting times; accessible locations, particularly near PHCs or communities; visual and oral communication for those with limited literacy; consideration of childcare and mobility constraints
Beneficiary household members	Primary beneficiaries / household stakeholders	Members of households receiving project-specific WASH and health interventions; girls, mothers and other beneficiaries who may be involved in household WASH related activities, and are mostly impacted by WASH and Health services challenges, and contribute to decision making and service delivery	Arabic and English (only if required)	Community meetings; household/community outreach; community leaders; implementing partners; radio; IEC materials; phone and other accessible channels	Clear information on type and nature of services, and household responsibilities; consideration of literacy, mobility and household power dynamics
Youth aged 16-25	Primary beneficiaries	Young women and men receiving and heavily impacted by WASH and Health services challenges, and contribute to decision making and service delivery	Arabic; youth-friendly communication	Youth groups; training institutions; Community Development Centres; implementing partners; phone/SMS; social and digital communication where appropriate; radio; community outreach	Youth-friendly communication; accessible social locations; consideration of safety and security, disability, literacy and digital access; separate or tailored engagement for younger participants aged 16–17 where feasible

Young women	Primary beneficiaries / potentially vulnerable group	Young women participating in economic inclusion activities and potentially impacted by WASH and Health services challenges, at heightened risk of SEA/SH	Arabic; youth-friendly communication	Women's and youth groups; community outreach; implementing partners; training providers; phone; radio; community meetings	Safe and culturally appropriate engagement spaces; consideration of mobility restrictions, caregiving responsibilities and social norms; opportunities for women to express views directly
Mother Support Groups (MSGs)	Community-level affected parties / delivery structures	Community groups supporting SBC, health and nutrition linkages, outreach and peer support	Arabic	Community meetings; implementing partners; PHCs; community outreach; phone; radio	Accessible meeting locations; consideration of women's mobility and time constraints; clear roles and responsibilities
Community health and sanitation workers, volunteers, midwives and other frontline workers	Direct delivery stakeholders	Support beneficiary outreach, solid waste and water point management, immunization and health campaigns, monitoring and communication	Arabic and English (only if required	Implementing partners; PHCs; training/orientation sessions; phone; email where available; written guidance	Practical training materials; clear roles and procedures; reasonable access to information and reporting channels
PHC facilities and health/nutrition personnel	Direct service providers	Support health and nutrition linkages and may serve as important points for communication and community outreach	Arabic and English (only if required	Implementing partners; UNICEF; health authorities; meetings; phone; email; formal correspondence	Clear information on project roles; adequate notice of activities; appropriate technical guidance and referral information
Implementing partner personnel and contracted workers	Project workers / direct implementation stakeholders	Personnel responsible for implementation, community outreach, registration, training, monitoring, payments or other project functions	Arabic and English (mainly for technical/ project documentation	Meetings; training; email; phone; formal correspondence; project reporting channels	Clear roles and responsibilities; access to training, reporting and grievance mechanisms; safe working arrangements
Communities hosting project activities	Host communities / local affected parties	Communities in which beneficiary households, youth activities, PHCs, training and other project activities are located	Arabic	Community meetings; local leaders; outreach volunteers; radio; public announcements; IEC materials; implementing partners	Transparent information on project eligibility and coverage; opportunities to raise concerns about perceived exclusion or unequal access; consideration of local social and cultural norms
OTHER INTERESTED STAKEHOLDER					

Stakeholder	Category	Key characteristics	Language needs	Preferred notification / communication means	Specific needs / accessibility considerations
Relevant Gaza based institutions	Government / institutional stakeholders	Institutions responsible for leadership, coordination, WASH, health, energy, environmental and social services; required for policy alignment, regulatory support, and integration with national health, climate and WASH strategies, review and approval of technical aspects, facilitate implementation, assume ownership O&M responsibility	Arabic and English	Formal letters; meetings; workshops; email; technical working groups; official reports	Timely technical information; clear delineation of roles; coordination with existing government structures
UNICEF PT and relevant UNICEF regional/headquarters teams	Implementing agency / technical stakeholders	Project management, implementation, environmental and social risk management, monitoring, technical assistance and reporting	English and Arabic as appropriate	Meetings; email; reports; technical working groups; missions	Timely information, clear responsibilities and effective internal coordination
UN agencies and international organizations	Development and humanitarian partners	Organizations working in WASH, health, social protection, livelihoods, youth, protection, gender, disability and humanitarian response	English and Arabic; local languages where community-facing	Coordination meetings; working groups; email; reports; workshops	Coordination on complementary activities and avoidance of duplication
National and international NGOs	Implementing / development partners	Organizations providing services, community outreach and stakeholder engagement, technical support and complementary programmes	Arabic, and English as relevant	Meetings; coordination platforms; email; phone; formal communication	Clear project scope, roles, geographic coverage and referral arrangements
Civil society and community-based organizations	Civil society	Organizations representing or working with communities, women, youth, persons with disabilities, displaced populations and other vulnerable groups	Arabic, and English as relevant	Community meetings; coordination meetings; phone; outreach; email where available	Opportunities to provide community-level information and raise concerns; accessible and locally appropriate communication

Women's organizations and networks	Representative stakeholders	Organizations representing women and supporting women's participation, protection and economic empowerment	Arabic	Meetings; focus groups; community outreach; phone; coordination platforms	Gender-sensitive engagement arrangements and opportunities to raise issues affecting women and girls
Youth organizations and networks	Representative stakeholders	Organizations and groups representing youth interests and supporting skills, employment and entrepreneurship	English and Arabic as appropriate	Youth forums; meetings; phone; social/digital platforms where appropriate; community outreach	Youth-friendly information and opportunities for direct participation
Organizations of persons with disabilities	Representative stakeholders	Organizations representing persons with different forms of disability	English and Arabic as appropriate	Meetings; phone; community outreach; accessible written and visual materials	Accessible venues and communications; adequate notice and reasonable accommodation
Employers, business associations and chambers of commerce, private contractors and consultancy firms	Private sector / market stakeholders	Potential partners and vendors in project design, assessment, construction, quality assurance and E&S implementation and delivery of other services and goods	Arabic and English as appropriate	Business meetings; email; phone; workshops; business networks and project management correspondences	Clear information on programme objectives and opportunities for youth
Research and academic institutions	Technical / knowledge stakeholders	Institutions supporting assessments, evidence generation, monitoring, evaluation and learning	Arabic and English as appropriate	Business meetings; email; phone; workshops; business networks, procurement communication and project management correspondences	Access to appropriate non-confidential information and clear research coordination arrangements
Media and community communication actors	Communication stakeholders	National and local media, radio and other communication channels that can support public information	Arabic and English as appropriate	Press briefings; radio; public information materials; official statements	Clear, accurate and timely information; avoidance of disclosure of confidential beneficiary information
Traditional, religious and community leaders	Community / local stakeholders	Locally recognized leaders who may facilitate community entry, communication and mobilization	Arabic	Community meetings; briefings; phone; local announcements	Clear explanation of roles; engagement should not replace direct consultation with women, youth or vulnerable groups

Other development and social protection programmes	Complementary programmes	Programmes providing related social protection, health, livelihoods, resilience or youth interventions	Arabic and English as appropriate	Coordination meetings; technical working groups; email; formal correspondence	Coordination of geographic coverage, targeting, referrals and complementary support
VULNERABLE GROUPS					
Stakeholder	**Category**	**Key characteristics**	**Language needs**	**Preferred notification / communication means**	**Specific needs / accessibility considerations**
Women and female-headed households	Vulnerable / disadvantaged groups	Women are major beneficiaries of the proposed WASH and health female-headed households often face additional and disproportionate access constraints	Arabic	Women's groups; MSGs; community outreach; PHCs; phone; radio; IEC materials; GRM channels	Safe and gender-sensitive engagement; convenient times; consideration of mobility, caregiving responsibilities and household decision-making dynamics
Pregnant and lactating women with limited access to services	Vulnerable beneficiaries	May face mobility, health, economic or geographical barriers to accessing WASH services, PHCs and project activities	Arabic	Community engagements, PHCs; frontline workers; community; phone; home visits, etc. where appropriate	Convenient locations and times; consideration of mobility and health conditions, and cultural appropriateness; assistance where required
IDPs and those living close to the yellow line	Vulnerable / disadvantaged	May have limited or no access to key services, information, disrupted social networks, limited documentation and reduced access to formal systems	Arabic	Community outreach; trusted community structures; NGOs; radio; phone; public announcements; GRM channels	Avoid reliance solely on permanent community structures; flexible registration and communication; attention to documentation, mobility and connectivity barriers
Persons with disabilities	Vulnerable / disadvantaged	May participate as beneficiaries, face additional barriers to accessing basic services and information, reliance on household members, youth or users of project systems	Arabic alternative communication formats where needed	Phone; community outreach; disability organizations; accessible meetings; audio/visual materials	Physically accessible venues; reasonable accommodation; assistance with registration; accessible communication and alternative feedback channels
Older persons living alone or with limited support	Potentially vulnerable	May have limited or no access to key services, information, disrupted social networks, limited documentation and	Arabic	Community outreach; phone; community volunteers; local structures; radio	Assistance with registration and information; accessible meeting arrangements; avoid dependence on digital channels alone

		reduced access to formal systems			
Younger youth aged 16–17	Potentially vulnerable youth	May have limited experience with formal institutions, financial services and employment systems	Arabic and English as appropriate communication	Youth groups; training providers; community outreach; phone; appropriate social/digital channels	Age-appropriate information; safeguarding considerations; safe participation arrangements; clear explanation of rights and responsibilities
Children	Including orphans and household bread winners	May participate as beneficiaries, are often the key target for child labour and other exploitation, face additional barriers to accessing basic services and information,	Arabic and English as appropriate communication	Community outreach; community volunteers; local structures; radio, school health clubs, household visits	Age-appropriate information; safeguarding considerations; safe participation arrangements; clear explanation of rights and responsibilities
Other groups identified during implementation	Potentially vulnerable	Vulnerability may emerge or change due to displacement, insecurity, economic conditions, service availability or local circumstances	Arabic and English as appropriate	Determined according to the group and local context	Stakeholder mapping will be updated and engagement arrangements adapted to identified barriers

4. Stakeholder Engagement Programme

4.1 Summary of stakeholder engagement done during project preparation

Building on its longstanding and extensive presence in Gaza, its leadership in the WASH sector, its delivery of lifesaving interventions, and its active role in damage and needs assessments, UNICEF has established itself as a trusted partner in public health and community engagement. To sustain this role, UNICEF prioritizes continuous stakeholder engagement to ensure that programmes remain relevant, interventions respond strategically to identified needs, project buy-in, ownership, and sustainability are strengthened, stakeholders contribute to service delivery, and UNICEF remains accountable to the people it serves. This continuous engagement has established a strong foundation for this project.

Consultation with affected persons: In preparation for the 2026 Mid-Year Review and annual planning exercise, UNICEF conducted a child-centered evidence-gathering and consultation initiative with girls and boys under the theme "The Gaza We Want." The initiative gathered responses from 1,603 girls and boys across Gaza and included large-scale creative activities to explore their needs, the barriers and challenges they face, and their recommendations for improving service delivery. This was followed by focus group discussions conducted through a joint plenary, separate groups for girls and boys, and a final joint session to agree on shared priorities. Key concerns included shared bathrooms in learning spaces that were not always gender-sensitive or private; safety risks for girls when toilets or water points were far from tents or homes, particularly at night; and the inconsistent availability and affordability of sanitary pads, which led some girls to use cloth when pads were unavailable. Their feedback contributed immensely to determining key interventions for this project. The safety and privacy concerns raised by girls are treated as GBV and safety risks and will be addressed through facility safety measures.

Consultation with other interested parties: To ensure that the proposed project activities are fully aligned with the strategic priorities of Gaza, UNICEF consulted the results of damage and needs assessments, and recovery/reconstruction plans, and fully consulted with NCAG, PWA, CMWU, PENRA and MOH, to identify priority subprojects based on weighted criteria, including life-saving and public health impact, network dependency, population served (including displaced people), accessibility, extent of damage, and cost efficiency. UNICEF organized bilateral meetings with key PWA and CMWU staff on the ground to identify the sub-projects, assess their technical feasibility, implementation related challenges and future operation and maintenance challenges and integration with existing facilities. UNICEF also consulted with the WASH cluster partners, and other agencies that are actively implementing or supporting interventions in Gaza, to ensure complementarity, avoid duplication and coordinate project management.

Consultations during project preparation: Two virtual stakeholder consultation sessions were held on 1 and 2 November 2026, together with three bilateral telephone consultations with Sawa, Qader and Stars of Hope. The first group session brought together six stakeholder representatives from the Palestinian Hydrology Group (PHG), Oxfam and the Arab Center for Agricultural Development (ACAD). The second session included seven stakeholder representatives from

Juzoor, Oxfam and AISHA. Details of the discussions, responses and follow-up actions are provided in Annex 1.

The group sessions introduced the proposed SAFER Project, its preparation status, direct implementation by UNICEF and the proposed interventions. The presentation also covered potential environmental and social risks, proposed management instruments and measures, identified stakeholder groups, engagement and disclosure arrangements, the SEP, and the project grievance mechanism, including confidential reporting of sexual exploitation, abuse and harassment concerns. Participants were invited to comment on priorities, access to services, implementation constraints and further engagement needs.

The bilateral consultation with Sawa on 1 November addressed conditions affecting communities in Gaza, shortages of medicines and basic services, protection concerns and the approaching winter. Sawa reported an existing partnership with UNICEF and expressed interest in further project information and engagement. On 2 November, Qader outlined the organization's work, including its support to education, and indicated that she would review the presentation and provide any further feedback. On the same day, Dr. Iyad Krunz of Stars of Hope discussed the situation of vulnerable groups, particularly persons with disabilities, and sought clarification on proposed activities, local partnerships and timing. The presentation was shared by email with all three organizations.

The main points raised during the consultations included:

- Prioritizing interventions through updated assessments of needs and existing activities, with consideration of Gaza City and northern Gaza alongside the middle and southern areas, and coordination with other partners to avoid duplication.
- Assessing the availability and entry of equipment, solar systems, deslationation systems, other components, and spare parts, considering alternatives where supplies are constrained, and establishing practical arrangements for long-term operation, maintenance and handover.
- Clarifying opportunities for Palestinian NGOs and community organizations to contribute to project preparation and implementation, drawing on their local experience and relationships with communities.
- Addressing water, sanitation and electricity needs at healthcare and community service points, as well as alternative education centers, and planning for changing displacement patterns and longer-term needs.
- Engaging vulnerable groups directly on their needs, preferences and protection concerns, and ensuring that both participation and access to project benefits are inclusive.
- Providing clear information on sites and subprojects, sequencing and timing, completing and disclosing the environmental and social instruments, and continuing consultation as project details become available.

During the discussions, the preparation status of the project was explained, including that detailed activities, sites and future local partnerships remained to be confirmed. Participants' feedback will be shared with UNICEF and the World Bank team for consideration during further preparation and detailed design. Further consultations will be undertaken as activities and

locations are clarified. Juzoor's additional written comments have been included in the record of the second group session in Annex 1.

Additional, targeted consultations are planned focusing on women, people with disabilities and other vulnerable groups during the inception of this project. Further consultation at the local level will be undertaken once project locations have been identified. This is intended to ensure that local engagement is meaningful and appropriately targeted, while avoiding the creation of expectations regarding project eligibility, benefits, or locations before these are confirmed.

UNICEF will also conduct more consultations with targeted entities (including CMWU and municipalities) following project effectiveness and confirmation of the relevant project locations. These entities will provide a more detailed understanding of local social conditions, stakeholder dynamics, vulnerability, exclusion risks, and potential barriers to participation and access to project benefits. Their findings will be used to further refine the stakeholder engagement approach and update this SEP, as necessary.

Public consultation meeting	**Venue**	**Number of participants**	**Key issues discussed**
Consultation with PWA team in Gaza during October 17-27, 2026	In person and remote meetings, email exchanges	6	- updates on planned projects, review and discuss priority water and energy projects and selection based on needs, alignment with existing and ongoing projects, spread and feasibility. - the availability and use of existing public sites, expected involvement in design, project oversight, coordination with other local authorities, - support in scheduling projects to ensure continuity of services, managing temporary displacement (if required) and managing occupational, health and safety risks, and - initiating discussion of post project O&M and assets ownership.
Consultation with CMWU in Gaza during October 20-27, 2026	In person and remote meetings, email exchanges	21	- update on planned project, review and discuss priority water and energy projects, discuss project sites, use of existing municipal sites for the project - expected involvement in the design, implementation, and O&M requirements of the projects
Consultation with PENRA on October 25, 2026	Virtual meetings, email exchanges	4	- updates on planned projects, review and discuss priority water and energy projects and selection based on needs, alignment with existing and ongoing projects, spread and feasibility.

Public consultation meeting	Venue	Number of participants	Key issues discussed
			- the availability and use of existing sites, expected involvement in design, project oversight, coordination with other local authorities, - support in scheduling projects to ensure continuity of services, managing temporary displacement (if required) and managing occupational, health and safety risks, and - initiating discussion of post project O&M and assets ownership. - expected involvement in the design, implementation, and O&M requirements of the projects
UNMAS on October 25, 2026	Email exchanges, phone calls	2	- briefly update on the project and to schedule a formal consultation meeting for the project, mainly to discuss historical data on UXO, required support on mine awareness and training of project workers and communities, site specific UXO assessments, and technical guidance or risk management.
Consultation with PHG, Oxfam and ACAD on November 1, 2026	Virtual meeting via Zoom	6	- Overview of the proposed project, preparation status, environmental and social risks, stakeholder engagement and grievance arrangements. - Priority needs and geographic coverage, including consideration of Gaza City and northern Gaza, coordination with ongoing interventions, and water and electricity needs at schools and alternative education centers. - Availability and entry of equipment, solar systems and spare parts, alternative implementation arrangements, and requirements for sustained operation and maintenance. A suggestion to consider support to Gaza's power plant was raised for referral to the project team. - Participation of local NGOs and vulnerable groups, clarification of prospective partnerships, disclosure of environmental and social instruments, and continued consultation as project details become available.

Public consultation meeting	Venue	Number of participants	Key issues discussed
Consultation with Sawa on November 1, 2026	Telephone consultation; presentation shared by email	1	- Overview of the proposed project and community needs, including shortages of medicines, essential supplies and basic services. - Protection concerns reported through Sawa's work, including domestic violence and limited access to support services for women and vulnerable groups. - Winter-related risks, including flooding and wastewater entering living areas. Sawa also described its existing partnership with UNICEF and expressed interest in further project information and engagement.
Consultation with Juzoor, Oxfam and AISHA on November 2, 2026	Virtual meeting via Zoom; additional written comments from Juzoor	7	- Project preparation status, updated needs assessments, coordination with existing interventions, geographic priorities and meaningful participation of Palestinian NGOs and community organizations. - Water, sanitation and reliable electricity for healthcare facilities and community service points, particularly facilities serving displaced people. Discussion also covered equipment entry, local solar-system availability, spare parts, handover and long-term operation and maintenance. - Changing displacement and return patterns, sustainable neighborhood infrastructure, and potential effects on health NGOs through works in operating facilities, service interruptions and changes in operational responsibilities. - Direct engagement with vulnerable groups, women's and children's perspectives, accessibility for persons with disabilities, protection concerns, and clear communication on site-selection criteria, sequencing and timing. - AISHA's experience with its WASEL service-feedback hotline and its offer to discuss its potential relevance to the project.
Consultation with Qader on November 2, 2026	Telephone consultation; presentation	1	- Overview of the proposed project and Qader's work in Gaza, including support to education activities.

Public consultation meeting	Venue	Number of participants	Key issues discussed
	shared by email		- Opportunities for further engagement. Qader indicated that it would review the presentation and provide any additional feedback.
Consultation with Stars of Hope on November 2, 2026	Telephone consultation; presentation shared by email	1	- Overview of the proposed activities, preparation status, anticipated timing and possible engagement of Palestinian NGOs and community organizations. - The situation and needs of vulnerable groups, particularly persons with disabilities, and further consultation as project activities and arrangements become clearer.

Note: additional stakeholder consultations will be scheduled and conducted once project specificities are clearly defined. Further details of conducted activities are available in Annex 1.

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

The Stakeholder Engagement Plan below outlines the engagement process, methods, including sequencing, topics of consultations, and target stakeholders. The World Bank and UNICEF do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

Table 2: SEP Summary Table

Project stage	Target stakeholders	Topic of consultation / information to be provided	Method / tools and techniques	Responsibilities	Frequency / timeline
Preparation / appraisal	Government institutions (NCAG, PWA, PENRA, CMWU, etc.); World Bank; UNICEF; implementing partners; development and humanitarian partners (EU, KfW, etc.); civil society; women and youth organizations; relevant service providers	Project priorities, objectives, components, implementation arrangements, stakeholder identification, key E&S risks, beneficiary targeting, access and related challenges, project approval, ownership and taking over post completion responsibilities, delivery systems	Technical meetings; correspondences, consultations; KIIs; desk review of existing assessments and programme experience; workshops; virtual meetings where appropriate; KIIs with GBV providers	UNICEF project team, with ESS and relevant technical leads	During preparation and up to project effectiveness
	Potentially affected and interested communities; mothers/caregivers; youth; vulnerable groups	Project scope, eligibility and targeting approach, expected benefits, access to services, potential barriers and community concerns; E&S and GBV safety risks at WASH sites, referral pathways, PSEA/SH rights and reporting	Community consultations; FGDs; KIIs; outreach through existing community structures; consultations with representative organizations; Women-only FGDs, community safety walks,	UNICEF / implementing partners and community outreach structures	During preparation and as locations are confirmed
implementation	Beneficiaries and potentially eligible households; youth; vulnerable groups implementing partners; service providers	Confirmation of project arrangements; eligibility; registration; E&S impacts and mitigation measures; services and economic inclusion opportunities; GRM; data protection and responsibilities	Community sensitization; registration outreach; School and PHC-based communication; youth meetings; IEC materials; radio; SMS/phone; public announcements	Implementing partners under UNICEF oversight; ESS and relevant programme teams	At project start and before/at commencement of relevant activities
	PLW, mothers/caregivers, beneficiary households and communities, municipal workers	WASH access arrangements; incentive payment arrangement, health and nutrition linkages; Community engagement/SBC activities; changes to programme	Community meetings; school and PHC engagement; household/community outreach; radio; phone/SMS; IEC materials; GRM/CFM	Implementing partners; community mobilizers and PHCs/frontline workers; UNICEF programme team	Regularly and whenever significant changes occur

		arrangements; complaints and feedback			
	Youth participants and prospective participants	Project concerns and solutions, skills development, mentoring, project related employment opportunities; selection criteria; participant responsibilities; GRM/CFM	Youth groups; training sessions; FGDs; one-to-one discussions; community outreach; phone/SMS; digital channels where appropriate	Implementing partners; training providers; UNICEF programme team	Before and throughout relevant economic inclusion activities
	Households and individuals interacting with the social registry/MIS	Project concerns and solutions; information exchange; purpose and use of data; privacy and confidentiality; correction/update procedures; eligibility and referral; grievance channels	Outreach; face-to-face explanation; IEC materials; phone/SMS; community meetings; helpdesks or designated contact points where available, GRM/CFM	Responsible registration/system teams; implementing partners; UNICEF	Whenever information is collected, updated or procedures change and based on GRM/CFM issues
	Vulnerable and disadvantaged groups	Emerging project concerns and solutions, Barriers to accessing information, benefits, services and the GRM/CFM safety assessment before the site and design are finalized; site-specific E&S and GBV risk mitigation plan	Targeted FGDs; separate consultations where appropriate; household outreach; representative organizations; KIIs; accessible communication Feedback mechanism with women and girls on the changes introduced	UNICEF ESS team; implementing partners; relevant technical teams	At start-up and periodically throughout implementation
Project completion / closure	Beneficiaries; communities; implementing partners; government institutions; service providers; other interested parties	Project achievements, closure arrangements, transition/sustainability issues, outstanding grievances and lessons learned	Community meetings; consultations; FGDs; partner meetings; formal stakeholder meetings; feedback mechanisms	UNICEF project team; ESS and programme teams	During final implementation period and project closure
Post-project transition, where applicable	Relevant government institutions and service providers	Transition of systems, institutional arrangements, sustainability and outstanding environmental and social commitments	Institutional meetings; technical workshops; handover meetings; documentation	UNICEF and relevant institutional counterparts	Towards closure and as required for transition

4.3 Proposed strategy to incorporate the views of vulnerable groups

UNICEF has established partnership and collaboration with Women's Groups and Gender Based Organizations including Association for Women and Child Protection (AISHA), Culture & Free Thought Association (CFTA), community committees and Community Based Health Volunteers. For this project, UNICEF will continue engaging them to ensure gender-responsive planning, identify needs of women and girls in WASH and public health. UNICEF will also continue its collaboration with Children and Youth networks or youth clubs, and CBOs specialized in Peoples with Disabilities and other vulnerable populations, including Stars of Home and Disability Working Croups, to effectively engage with vulnerable groups to ensure accessibility to services and infrastructure, uphold rights -based approach, and promote child and youth participation and health awareness.

The first round of these engagements has commenced (see Section 4.1 above). Further rounds will commence once the sub-projects and sites are defined and identified. This ensures that the engagement is targeted and focused on specific needs and target groups and will be culturally appropriate by working through age and gender-appropriate teams at schedules and in a manner (languages, locations and channels) that are preferred by the target groups.

During such engagements, UNICEF will also publicize or socialize its Complaints and Feedback (CFM) or GRM, through which the vulnerable groups can provide feedback and grievances to be addressed during the project cycle, as well as serve as a confidential channel for reporting misconduct, including GBV and SEAH

Consultation findings identify night-time distance to toilets and water points, shared and unlit facilities, and limited privacy as GBV risks. Before construction and at site selection, the project will conduct a GBV safety assessment with women and girls, including community-led safety walks. Findings will inform (among other features) facility siting, lighting, and the provision of private and gender-separated facilities and will be tracked in proportionate site-specific E&S management instruments such as Environmental and Social Management Plans (ESMPs) and Checklist ESMPs. Women's organizations, including AISHA and CFTA, will take part in the assessment and in reviewing outcomes.

To complete the feedback cycle and maintain accountability, UNICEF and its partners regularly exchange 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, events, 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 local responsible parties.

4.4 Information Disclosure

Project information including the draft SEP will be disclosed in a form and through channels that are accessible to the intended audience. For communities and affected persons, the project will disclose or disseminate relevant information mainly in Arabic. Information for these groups will use clear, in non-technical language and, where literacy is limited, will be supported by oral communication, visual materials, radio, public announcements and direct outreach.

Technical information intended for government, development partners and other institutional stakeholders will be provided mainly in English, with limited Arabic translations where necessary.

Information disclosed will be proportionate to the stakeholder's relationship with the project. Information containing personal, confidential or otherwise protected information will not be publicly disclosed.

Images of children, and any description of displacement shelters or other locations where individuals can be identified, will be published only with informed consent (parental or guardian consent and child assent for children) and without identifying details.

5. Resources and Responsibilities for implementing stakeholder engagement

5.1 Implementation Arrangements and Resources

UNICEF will have overall responsibility for implementation of the SEP, including coordination, oversight, documentation and periodic review. The ESS Technical lead will lead overall implementation with support from Risk Management Focal Point, Community Engagement, GRM/AAP, communications and other technical teams. UNICEF will designate a PSEA/SH focal point and a GBV focal point, each with confidential reporting responsibilities. Implementing partners and service providers will carry out stakeholder engagement activities assigned to them under project implementation arrangements and will provide UNICEF with records and feedback for consolidation and follow-up.

Where Government engagement is required, UNICEF will coordinate with implementing partners, relevant institutions, taking account of the operating context and the roles agreed during implementation. As project locations and implementation arrangements are confirmed, local engagement will be undertaken through the appropriate programme and implementation structures.

The project will mobilize additional technical expertise where needed to support consultations involving vulnerable groups or sensitive issues and to ensure that engagement is conducted safely, appropriately and without exposing participants to avoidable risks.

Stakeholder engagement activities will be documented through consultation records, participant information, key issues raised, responses and agreed follow-up actions. Grievances and feedback received through the project grievance mechanism will be recorded and managed through the established GRM procedures, with appropriate confidentiality for sensitive cases.

The SEP budget will be integrate into the E&S overall budget of the project.

6. Grievance Mechanism

6.1 Introduction

A Grievance Mechanism, also referred to by UNICEF as Complaints and Feedback Management (CFM), is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to the environmental and social performance of a project to be submitted and responded to in a timely manner.

A grievance is a concern or complaint raised by affected communities, or stakeholders related to the perceived or actual impacts of the project activities.

A GRM or CFM is established and operated mainly to:

- Provide stakeholders with a clear, accessible and and confidential process for providing feedback, 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; and
- Ensure that grievances are addressed in a way that strengthens accountability to project beneficiaries and upholds human rights principles.

The GRM or CFM also functions 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 exist, such as in Gaza, UNICEF ensures that staff responsible for managing grievances have remote access to necessary systems, allowing processes to remain operational.

6.2 UNICEF's Complaints and Feedback Management (CFM)

UNICEF will implement this project in accordance with its Procedure on Complaints and Feedback Management and in alignment with WBESS10.

The UNICEF CFM is a harmonized approach to managing complaints and feedback from served communities in the context of UNICEF programming at the country office level. It supports the effective management of risks and issues, as well as programme monitoring and oversight; strengthens accountability to programme stakeholders; and helps UNICEF learn from complaints and feedback to improve its strategies, effectiveness and relevance of programmes. It provides a framework for addressing feedback or grievances from programme stakeholders, prioritising a victim/survivor-centred approach, while protecting personal data.

The CFM 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.

The framework also establishes:

i. 5-step process, including with clearly defined workflows and timelines based on the category, including:

- Establish and/or maintain Feedback Channels and receive Complaints and Feedback;
- Acknowledge Complaints and Feedback and create and assign Records;
- Act on Records;
- Close Records and address outstanding Records; and
- Inform Feedback Providers and analyse Complaints and Feedback.

ii. Clear roles, responsibilities, escalation workflows and review processes.

iii. Confidentiality and information management requirements.

6.3 Project-specific CFM Implementation Structure and Channels

UNICEF will retain overall responsibility for the project grievance mechanism providing centralized management and coordination. Relevant UNICEF sections, field teams, implementing partners and designated focal points will support referral, follow-up and closure of cases within their areas of responsibility.

UNICEF PT- already have a dedicated hotline and chatbot in Gaza and the West Bank, including East Jerusalem, which serve as a critical accountability and feedback channel, receiving thousands of calls and messages every month from communities. From January to September 2026, the hotline received 222,433 calls, of which 219,561 were answered, reflecting a 99% answer rate among calls that reached the hotline. Female callers accounted for 41% of all callers, while 15% of callers were persons with disabilities, highlighting the hotline's role in providing accessible and responsive support to diverse groups.

AAP posters including the feedback channels are promoting within UNICEF programmes. UNICEF will adopt, expand and strengthen the existing intake and feedback management system to address the additional needs for multiple intake channels, structured and efficient management and analysis of feedback for this project.

Table 4 CFM/GRM Channels

Channel	Purpose/Access
Toll-free hotline # – 1800 500 800	Telephone-based information, feedback and complaints accessible across West Bank and Gaza (includes East Jerusalem), subject to network availability.
UNICEF chatbot # – يونيسف - مساعد الذكاء الاصطناعي	Digital channel for gathering information on UNICEF programmes: يونيسف - مساعد الذكاء الاصطناعي
Email – xxxxxxxx	Written feedback, complaints and requests for information.
Community focal points	Support communities to access information and established CFM channels, including where direct access is difficult (through IPs and SBC social mobilizers)
Additional local channels	Additional channels may be introduced based on location-specific needs, consultations, accessibility, and feasibility.

The precise combination of channels used in each location will be determined during implementation based on the operating environment and stakeholder needs.

6.4 CFM/GRM Steps

Step	Description of process	Indicative timeframe	Responsibility
Grievance uptake	Complaints, questions, observations, suggestions and feedback are received through available CFM/GRM channels. Anonymous complaints are accepted.	Continuous	CFM/GRM team, hotline agents, implementing partners and designated AAP focal points including social workers
Registration and categorization	The case is recorded in the CFM/GRM system and categorized according to the nature and subject of the feedback. Appropriate consent and confidentiality requirements are applied.	Immediately	CFM/GRM team (hotline agents) and designated AAP focal points.
Acknowledgement and initial response	The complainant is provided with a case reference where appropriate and informed about the next steps and indicative timeframe for response, triage and assign to appropriate focal point based on category	- 2 days for Requests, Observations and Grievances - 2 days for Concerns - 12 hours for Incidents	CFM/GRM team
Internal follow up/action and resolution	The responsible focal point reviews the referred case, undertakes necessary action (including escalation for further actions) and provides the outcome for communication to the complainant.	- Up to 31 days for Requests, Observations, Grievances and Concerns based on type - Up to 24 hours hours for Incidents	Responsible UNICEF section/IP (in accordance with the UNICEF category-specific responsibility matrix)
Feedback and closure	Communication of response, including information on how the feedback will be addressed, records the outcome and closes the case after assessing complainant satisfaction.	Low – 7 days Medium – 3 days High – 1 day	CFM/GRM team
Appeal/review	Where the complainant is not satisfied, the case may be escalated for further review through the established UNICEF GRM/AAP arrangements.	1 day	CFM/GRM management/AAP function
Monitoring and reporting	Complaints and feedback are analyzed for trends, recurring issues, response times and systemic concerns, with findings used to inform	Continuous	GRM/AAP and relevant UNICEF teams

	programme and E&S management.		

The timeframe for resolution will depend on the nature, urgency and complexity of the case. Urgent safeguarding, protection, safety or security concerns will be prioritized and referred through the relevant established procedures.

6.5 Handling of Sensitive Complaints, including SEA/SH

The CFM/GRM will be equipped to receive sensitive complaints, including concerns/incidents relating to SEA/SH, PSEA, GBV, protection, safety and security. In addition to the CFM intake channels listed above, UNICEF also has a partnership with an NGO, SAWA hotline (phone number: 164), which is dedicated for receiving SEA/SH cases, accessible in Gaza and West Bank, including East Jerusalem. Furthermore, cases received through community-bases and interagency intake channels will be confidentially routed to UNICEF for relevant case management. Such cases will not be managed through the general CFM or grievance process. They will be handled confidentially by appropriately trained personnel and referred through established UNICEF safeguarding and protection pathways, using a survivor-centred approach and respecting informed consent, confidentiality and the safety and dignity of the complainant or survivor.

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

Survivor-centred approach: The survivor's physical and psychological safety is the highest priority. Measures will be taken to prevent re-traumatization and mitigate risks of retaliation, and in the best interest of the survivor.

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 available, survivor-cantered 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. The UNICEF Office for Internal Audit and Investigations (OIAI) will be immediately notified of such incidents and will lead the investigations in line with UNICEF internal procedures.

Referral pathways: Reports enter through a confidential channel, and the focal point records only what referral requires. The focal point first asks whether the survivor is safe now and gives information on emergency options. With the survivor’s consent, the focal point refers them to a named provider from a verified service map, covering medical, psychosocial, legal and safety support, through the GBV referral pathway. Records are kept in a restricted system, and no survivor-identifying data appears in general

reporting. If the survivor consents, the focal point then confirms that the referral was accessed and that support was received.

Service Mapping: A service map of GBV, health, mental health and psychosocial support, legal and safety providers will be verified before publication and reviewed quarterly.

Information about sensitive cases will only be shared with personnel who need the information to facilitate appropriate support or action. The project will not require survivors to provide unnecessary details or to repeatedly recount their experience.

6.6 Accessibility and Inclusion

Particular attention will be given to ensuring that vulnerable and disadvantaged groups identified can use the grievance mechanism, and where possible, a women-only or female-staffed reporting options. The project will provide multiple channels, including non-digital and face-to-face options, and will use clear and locally appropriate communication. Where necessary, additional outreach or support will be provided to overcome barriers related to literacy, disability, language, displacement, geographical isolation, lack of connectivity or other factors.

Implementing partners will be responsible for socializing the CFM process and sensitizing communities about available channels and ensuring that grievances received through their activities are promptly referred into the established CFM system rather than being handled informally without registration or follow-up.

6.7 Requirements for UNICEF IPs and vendors

Implementing partners and vendors (including consultants and contractors) involved in the project are required to report all complaints and feedback they receive related to project activities to UNICEF. Partners are also required to promote UNICEF's feedback channels to ensure all community members are aware of how to submit a complaint. The feedback channels should be made available to their workers (including personnels, community labour, etc) and ensure they are capacitated in accessing and utilizing the CFM channel for project workers without fear of retaliation. They must also immediately and confidentially report any Incidents or allegations of Fraud and Corruption. To ensure this, staff of partners and vendors will be trained or required to be trained by their relevant organizations on PSEA/SH, and made aware of, sign and apply the UNICEF Code of Conduct.

6.8 World Bank Grievance Redress System (GRS)

Communities and individuals who believe that they are adversely affected by the World Bank (WB) supported Project may submit complaints to existing Project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed to address Project-related concerns. Project-affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred or could occur, because of WB's non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been allowed to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit http://www.worldbank.org / GRS. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

7. Monitoring, Evaluation and Adaptive Management

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

In the context of this project, robust monitoring, evaluation and adaptive management of stakeholder engagement are vital to ensuring the relevance, inclusiveness, and responsiveness of the project. The project will adopt an integrated monitoring framework aligned with WB and 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 and routinely make relevant adjustment both in the analysis and engagement with stakeholders. These indicators include the number and diversity of stakeholder consultations conducted at locality 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, the level of incorporation of stakeholder feedback into the design and implementation of the project, and the number of grievances submitted and resolved through the project's CFM.

Monitoring will be incorporated into the routine project monitoring and will be carried out by the project's team in collaboration with PWA, CMWU and other relevant actors. 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. To maintain transparency and uphold the principle of accountability to affected populations, the project will organize routine community feedback sessions and assessments. These forums will be used to validate monitoring results, communicate how community inputs have been incorporated into project adjustments, and strengthen local ownership of public health systems. Additionally, where appropriate, information will be shared through UNICEF-supported channels, school-based outreach campaigns, and women-led community networks to ensure accessibility.

SEP monitoring will cover:

1. **Implementation of SEP commitments:** progress against the stakeholder engagement commitments in the Environmental and Social Commitment Plan (ESCP), including planned consultations, information disclosure and engagement with disadvantaged and vulnerable groups.
2. **Feedback and issues raised:** qualitative reporting on concerns, recommendations and feedback received through consultations, community engagement and the grievance mechanism. Issues will be reviewed according to whether they:
    - require changes to project design, scope or E&S instruments;
    - can be addressed through project implementation arrangements;
    - fall outside the scope of the project and may require referral to other programmes or institutions; or
    - cannot reasonably be addressed because of technical, jurisdictional, security or cost constraints.
3. **Grievance and feedback performance:** monitoring of complaints, enquiries and other feedback received through the UNICEF GRM system, including referral, resolution and outstanding cases, recurring concerns and barriers to access.

4. **Participation and inclusion:** monitoring of stakeholder groups reached and the participation of women and disadvantaged or vulnerable groups, as relevant to the project context.
5. **Response to feedback:** tracking of actions taken in response to stakeholder concerns and recommendations and, where appropriate, changes made to project implementation or E&S risk management.

Quantitative indicators will be drawn from the SEP monitoring framework (Annex 2) and may include the number and type of engagement activities, stakeholders reached, participation of vulnerable groups, feedback received, grievances registered and resolved, and staff or implementing partner personnel trained on stakeholder engagement and GRM.

Records of consultations, including meeting notes and key issues raised and responses provided, will be maintained by the responsible UNICEF teams and implementing partners. Relevant information will be incorporated into periodic project and E&S reporting. The SEP will be reviewed and updated where project activities, locations, stakeholder needs, risks or the operating context change.

7.2 Reporting Back to Stakeholder Groups

UNICEF will maintain two-way communication with stakeholders throughout implementation. Stakeholders will be informed, as appropriate, of project progress, significant changes in project activities or implementation arrangements, environmental and social risk management measures, available grievance channels and actions taken in response to issues raised.

Feedback received through consultations and the GRM will be reviewed by the responsible UNICEF teams and used to inform project implementation and adaptive management. Where a concern cannot be addressed, the project will communicate the outcome and, where appropriate, explain the reason and identify any alternative referral or available support.

Reporting back will use communication channels suited to the relevant stakeholder group and operating context, including community meetings and outreach, implementing partner engagement, community help desks, radio, telephone/SMS and other appropriate channels. Information will be provided in an accessible and understandable form and, where necessary, in relevant local languages.

Periodic summaries of stakeholder engagement, grievances and feedback trends will be included in project monitoring and E&S reporting. Sensitive or confidential information, including personal information and details of SEA/SH or other safeguarding cases, will not be disclosed through general stakeholder reporting.

The SEP will be updated as necessary during implementation, including following stakeholder consultations undertaken after project locations are confirmed and consideration of findings from the targeted SAs. This will ensure that stakeholder engagement remains relevant to the evolving project context and continues to meet the requirements of ESS10.

Annexes

- Annex 1. minutes/records of consultation meetings
- Annex 2. Example of a SEP Budget Table
- Annex 3. Sample Table: Monitoring and Reporting on the SEP
- Annex 4. Mapping of GBV Service Providers (to be included in the updated SEP)

Other Annexes can include:

- Visual summaries such as stakeholder mapping or stakeholder diagrams
- Grievance submission form
- Project maps (if applicable)

Annex 1: Consultation Summaries

Stakeholders, participation and topic of consultation	Date and modality	Summary of feedback	Response provided during consultation	Follow-up action(s) / next steps	Timing for follow-up
First group consultation 6 representatives from PHG, Oxfam and ACAD. Topic: Proposed project activities and implementation arrangements; environmental and social risks and measures; stakeholder engagement, disclosure and grievance arrangements.	1 November 2026 Virtual meeting via Zoom	• PHG recommended mapping priority needs and coordinating interventions to maximize benefits, including consideration of Gaza City and northern Gaza alongside the middle and southern areas. • PHG emphasized sector-specific planning and identification of affected and interested parties, their participation in decisions, and completion and disclosure of the environmental and social studies and management plans. • PHG noted that many schools serve as shelters and recommended considering alternative education centers and locations among the facilities benefiting from the project. • PHG, Oxfam and ACAD raised the availability and entry of equipment and materials, particularly solar systems, and the need to assess spare parts and long-term operation during technical design. • Oxfam asked about the preparation stage and status of technical studies. PHG asked whether support to Gaza's power plant could be considered. • ACAD recommended alternative implementation scenarios where equipment cannot enter Gaza or be sourced locally. It also emphasized vulnerable groups' access to benefits, as well as consultation and information. • Participants requested clarification on UNICEF's prospective NGO partners and supported further consultations as the project progresses.	• The project's preparation status was explained, including that detailed activities and studies were still being developed. • Support to Gaza's power plant was not envisaged in the scope presented. The suggestion would be raised with the project team for consideration. • Future NGO partnerships were not yet known. Participants were informed that subsequent arrangements would be coordinated and communicated by UNICEF through further consultation. • The feedback was acknowledged and the need for further engagement as project details become clearer was agreed.	• Share the recommendations with UNICEF and the World Bank team for consideration in needs assessments, geographic prioritization and technical design. • Refer equipment access, spare parts, operating arrangements, alternative scenarios and the power-plant suggestion to the technical team. • Consider education facilities and vulnerable groups in further stakeholder mapping. Share project information and E&S instruments as available and arrange further consultations.	During further project preparation and detailed design. Further consultation as project details become available; dates have not yet been agreed.
Sawa Ohaila Shomar 1 stakeholder representative.	1 November 2026	• Sawa described shortages of medicines, essential supplies and services, and the alternative arrangements households use to meet electricity, food and other basic needs.	• The project overview and presentation were discussed. The presentation	• Share the reported needs and concerns with the project team for consideration in preparation and relevant	During project preparation and development of the

Topic: Project overview; community needs, protection concerns and further engagement.	Bilateral telephone consultation	• Drawing on calls received by its center, Sawa reported concerns about domestic violence and limited availability of protection resources and services for women and vulnerable groups. • Sawa highlighted risks associated with the approaching winter, including flooding, infrastructure limitations and wastewater entering living areas. • Sawa reported an existing partnership with UNICEF, welcomed the project and expressed interest in further information and subsequent engagement.	was also shared with Sawa by email.	E&S assessments, including winter-related risks and access to protection services. • Maintain engagement with Sawa as project details and protection and referral arrangements are developed.	relevant E&S arrangements. Further engagement as information becomes available; no date was agreed.
Second group consultation 7 representatives from Juzoor, Oxfam and AISHA. Topic: Proposed project activities and implementation arrangements; priority needs, service continuity, inclusion, engagement and grievance arrangements. Includes Juzoor's additional written comments on the presentation.	2 November 2026 10:00 a.m. Virtual meeting via Zoom	• Oxfam asked about preparation and detailed assessments. Participants stressed updated needs assessments, mapping existing interventions, coordination with donors and local actors, and consideration of Gaza City and northern Gaza. • Oxfam stressed equipment and spare-parts availability and import constraints, including for water networks and desalination, and competent partners for handover, operation and maintenance. • Juzoor called for clearer implementation arrangements and meaningful roles for Palestinian NGOs and community organizations in design, implementation, outreach, monitoring and maintenance. • Juzoor's written comments emphasized water, sanitation and hygiene at healthcare and community facilities; reliable power for primary healthcare centers serving displaced people, including refrigeration, diagnostics, clinical care, rehabilitation, water pumping and sanitation; local solar availability; and sustainable neighborhood infrastructure. • Juzoor identified local health NGOs as interested and potentially affected parties through works, service interruptions, utility changes, maintenance responsibilities and patient flows, and highlighted their links to vulnerable groups.	• The presentation was discussed and the project's current preparation stage was explained in response to questions. • Comments on assessments, geographic priorities, partnerships, service continuity and inclusion were received for further project review.	• Share the feedback, including Juzoor's written comments, with UNICEF and the World Bank team for consideration in assessments and design. • Review health-facility needs, NGO roles, equipment and spare-parts availability, and arrangements for handover and maintenance with the relevant teams. • Reflect potentially affected health NGOs and inclusive engagement needs in further stakeholder mapping and the SEP. Communicate selection criteria and timing as confirmed. • Follow up with AISHA on relevant experience and aggregated service-feedback information, subject to confidentiality, and continue consultation as designs and locations become clearer.	During further preparation, stakeholder mapping and detailed design. Communicate confirmed arrangements as available. Further consultation dates have not yet been agreed.

		• AISHA emphasized changing displacement and return patterns, direct engagement with vulnerable groups on needs and protection concerns, women's and children's perspectives, disability access, and psychosocial pressures associated with inadequate services. • AISHA described its 24-hour WASEL service-feedback hotline, reported at least 200 calls daily, and offered to discuss its relevance to SAFER. • Participants requested clear information on site-selection criteria, sequencing and timing to manage expectations and reduce community tensions.			
Qader Lana Albandak 1 stakeholder representative. Topic: Project overview, Qader's ongoing support, including education, and further engagement.	2 November 2026 Bilateral telephone consultation	• Qader welcomed the project and outlined its work in Gaza, including support to education activities. • Qader expressed interest in further engagement. No additional specific comments were raised during the call; Lana Albandak indicated that she would review the presentation and provide any subsequent feedback.	• The presentation was shared by email for review and further feedback.	• Consider any subsequent comments received from Qader and maintain its participation in further consultation as project details become available.	Following review of the presentation and during subsequent engagement. No specific date was agreed.
Stars of Hope Dr. Iyad Krunz 1 stakeholder representative. Topic: Proposed activities, local partnerships, timing and the situation of vulnerable groups, particularly persons with disabilities.	2 November 2026 Bilateral telephone consultation	• Stars of Hope welcomed the project, outlined its work and described the situation of vulnerable groups in Gaza, particularly persons with disabilities. • Dr. Iyad Krunz asked about planned activities, partnerships with Palestinian NGOs and community organizations, and the project timeframe.	• The project's early preparation stage was explained and further discussions were indicated as details become clearer. • The presentation was shared by email.	• Maintain engagement with Stars of Hope on the needs of persons with disabilities and other vulnerable groups as activities and engagement arrangements are developed. • Share updates on activities, timing and partnership arrangements when confirmed.	During further preparation and subsequent consultations as project details become available. No specific date was agreed.

Annex 2: Example of a SEP Budget Table

Budget categories	Quantity	Unit costs	Times/ Years	Total costs	Remarks
1. Estimated Staff salaries* and related expenses					
1a. *E.g., Communications consultant*					
1b. *E.g., Travel costs for staff*					
1c. *E.g., Estimated salaries for Community Liaison Officers*					
2. Consultations/ Participatory Planning, Decision-Making Meetings					
2a. *E.g., Project launch meetings*					
2b. *E.g., Organization of focus groups*					
3. Communication campaigns					
3a. *E.g., Posters, flyers*					
3b. *E.g., Social media campaign*					
4. Trainings					
4a. *E.g., Training on social/environmental issues for PIU and contractor staff*					
4b. *E.g., Training on Gender-Based Violence (GBV) for PIU and contractor staff*					
5. Beneficiary surveys					
5a. *E.g., Mid-project perception survey*					
5b. *E.g., End-of-project perception survey*					
6. Grievance Mechanism					
6a. *E.g., Training of GM committees*					
6b. *E.g., Suggestion boxes in villages*					
6c. *E.g., GM communication materials*					
6d. E.g., Grievance investigations/site visits					
6e. E.g., GM Information System (setting up or maintenance)					
6f. Other GM Logistical Costs					
7. Other expenses					
7a. …					

TOTAL STAKEHOLDER ENGAGEMENT BUDGET:		

*Note: Salary costs can be indicative

Annex 3. Sample Table: Monitoring and Reporting on the SEP

Key evaluation questions	Specific Evaluation questions	Potential Indicators	Data Collection Methods
GM. To what extent have project-affected parties been provided with accessible and inclusive means to raise issues and grievances? Has the implementing agency responded to and managed such grievances?	• Are project-affected parties raising issues and grievances? • How quickly/effectively are the grievances resolved?	• Usage of GM and/or feedback mechanisms • Requests for information from relevant agencies. • Use of suggestion boxes placed in the villages/project communities. • Number of grievances raised by workers, disaggregated by gender of workers and worksite, resolved within a specified time frame. • Number of Sexual Exploitation, and Abuse/Sexual Harassment (SEA/SH) cases reported in the project areas, which were referred for health, social, legal and security support according to the referral process in place. (if applicable) • Number of grievances that have been (i) opened, (ii) opened for more than 30 days, (iii) resolved, (iv) closed, and (v) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance,	Records from the implementing agency and other relevant agencies

		gender, age, and location of complainant.	
Stakeholder engagement impact on project design and implementation. How have engagement activities made a difference in project design and implementation?	• Was there interest and support for the project? • Were there any adjustments made during project design and implementation based on the feedback received? • Was priority information disclosed to relevant parties throughout the project cycle?	• Active participation of stakeholders in activities • Number of actions taken in a timely manner in response to feedback received during consultation sessions with project affected parties. • Number of consultation meetings and public discussions where the feedback and recommendation received is reflected in project design and implementation. • Number of disaggregated engagement sessions held, focused on at-risk groups in the project.	Stakeholder Consultation Attendance Sheets/Minutes Evaluatio n forms Structure d surveys Social media/traditional media entries on the project results
Implementation effectiveness. Were stakeholder engagement activities effective in implementation?	• Were the activities implemented as planned? Why or why not? • Was the stakeholder engagement approach inclusive of disaggregated groups? Why or why not?	• Percentage of SEP activities implemented. • Key barriers to participation identified with stakeholder representatives. • Number of adjustments made in the stakeholder engagement approach to improve projects' outreach, inclusion and effectiveness.	Communication Strategy (Consultation Schedule) Periodic Focus Group Discussions Face-to-face meetings and/or Focus Group discussions with Vulnerable Groups or their representatives

Annex 4: Pictorial evidence of Consultation Meetings



Mid-Year Review Session with adolescent girls in Aug 2026



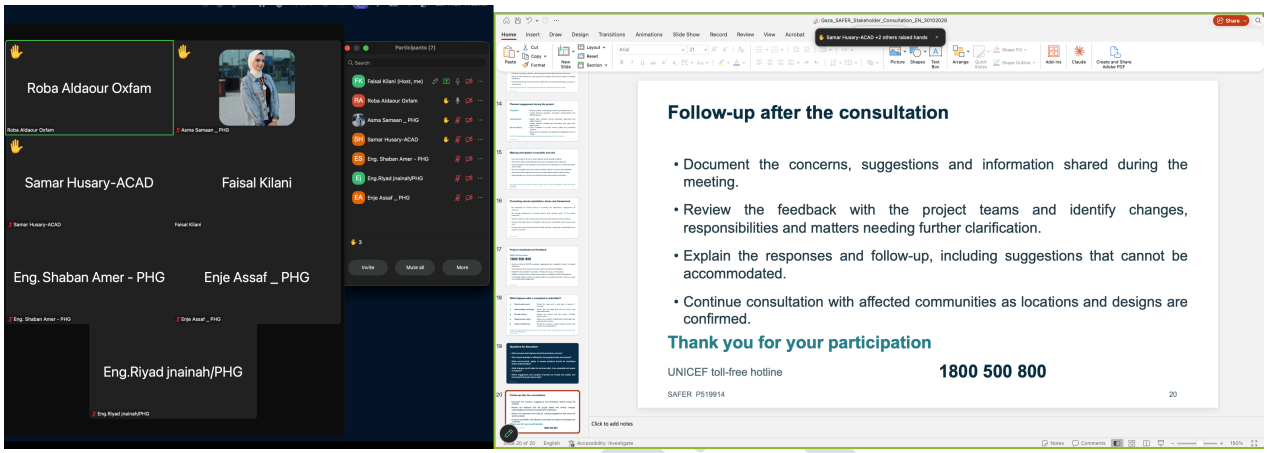
Mid-Year Review Session with boys in Aug 2026



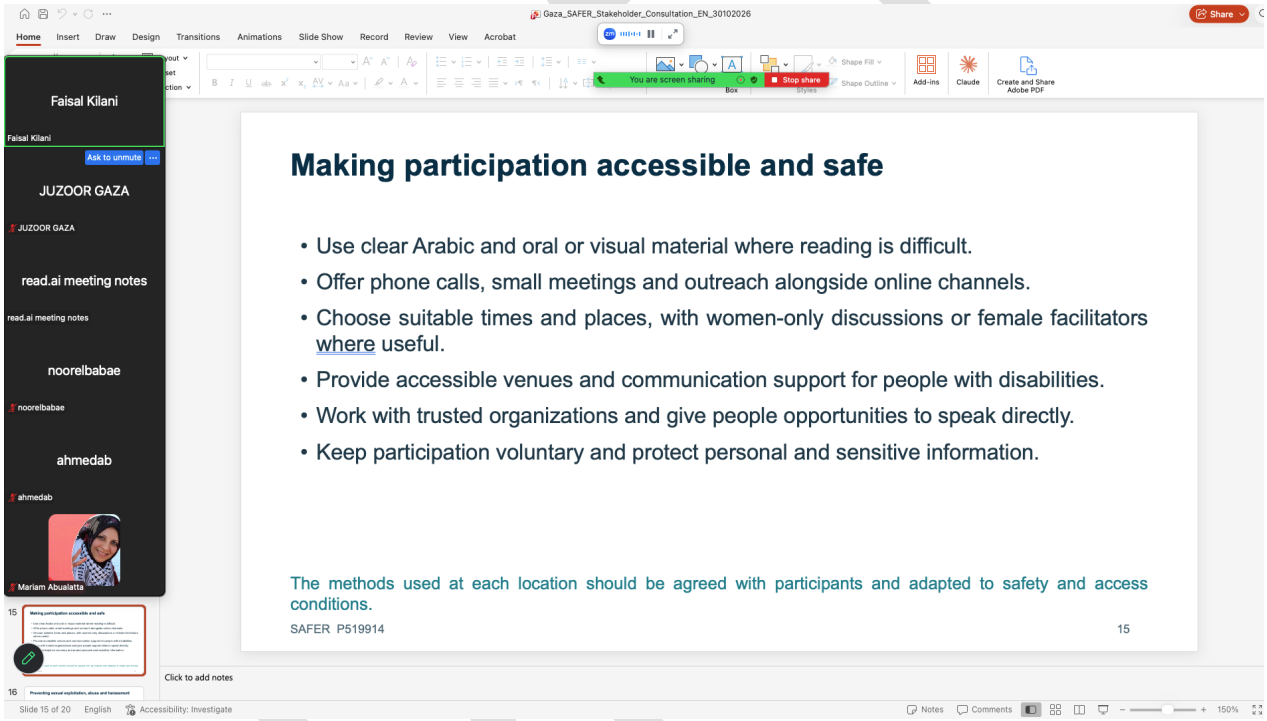
Mothers and Daughters Session to discuss their needs and priorities in Sep 2026



Session with IPDs at Al Mawasi Shleter to discuss the camp needs in July 2026



Consultation session on the 1st of November 2026 Via Zoom



Consultation session on the 2nd of November 2026 Via Zoom