

**United Nations Development Programme (UNDP) in partnership with the Social
Fund for Development (SFD) and the Public Works Project (PWP)
and
United Nations Children’s Fund (UNICEF) in partnership with the Social Fund
for Development (SFD)**

**Yemen Social Protection Enhancement and COVID-19 Response Project
(ESPECRP) (P173582)**

Preliminary Stakeholder Engagement Plan

(DRAFT Final)

November 27, 2020

ESPECRP Stakeholder Engagement Plan (SEP)

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Acronyms

COVID-19	Corona Virus Disease 19
CT	Cash Transfer
ECRP	Emergency Crisis Response Project
ESPECRP	Emergency Social Protection Enhancement and COVID-19 Response Project
ESS	Environmental and Social Standard
FAQ	Frequently Asked Questions
FGD	Focus Group Discussion
GBV	Gender Based Violence
GRM	Grievance and Redressal Mechanism
IDP	Internally Displaced Person
KII	Key Informant Interview
PME	Planning Monitoring and Evaluation
PMU	Project Management Unit
PSEA	Protection against Sexual Exploitation and Abuse
PWP	Public Works Project
SCAMCHA	National Authority for the Management and Coordination of Humanitarian Affairs and Disaster Recovery
SFD	Social Fund for Development
SOPs	Standard Operating Procedures
SPECRP	Social Protection Enhancement and COVID-19 Response Project
SWF	Social Welfare Fund
TPM	Third Party Monitoring
UASC	Unaccompanied or Separated Children
UN	United Nations
UNDP	United Nations Development Program
UNESCO	United Nations Education, Science and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme
WG	Working Group

1. Introduction/Project Description

The Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP) builds on the ongoing IDA financed Emergency Crisis Response Project (ECRP) to deliver support to vulnerable Yemenis affected by conflict, COVID-19 and climate-related shocks. The project development object is to provide cash transfers, temporary employment, and increased access to basic services and economic opportunities to vulnerable populations affected by COVID-19 and the ongoing conflict.

The Project will mainly target food insecure households and focus on interventions that are most effective at addressing food insecurity. Given the short-term food security needs, most of the Project funds are expected to be used to provide cash transfers (CTs) to vulnerable households. This includes unconditional cash transfers to Social Welfare Fund (SWF) beneficiaries as well as cash for nutrition as top ups and complementary services for SWF families that are most at risk of malnutrition. For vulnerable people that are able to work, the Project will continue to engage with communities to provide temporary employment opportunities to build valuable community assets, prioritizing community projects that contribute to food security, climate resilience and anchoring gender sensitive interventions. And in an effort to address food insecurity more sustainably, the Project will continue to provide economic opportunities to vulnerable populations through support to Small and Micro Enterprises (SMEs), with an emphasis on food market resilience and market-based mechanisms. Similar to the ECRP, Project interventions will include COVID-19-sensitive measures.

The ESPECRP will be implemented jointly by the United Nations Development Program (UNDP) and the United Nations Children's Fund (UNICEF) in partnership with two national implementing partners – the Social Fund for Development (SFD) and the Public Works Projects (PWP) for their respective components.

The project will include four main components, namely: UNICEF in the provision of (Component 1) Cash Transfers, including (a) Unconditional cash transfers to SWF beneficiaries¹; UNDP in provision of (Component 1) Cash Transfers Component, including (b) Cash for Nutrition² (CfN); and UNDP in provision of (Component 2) Labor Intensive Works and Economic Opportunities, including (a) Cash for Work³; (b) Community Assets⁴; (c) Economic Opportunities and Food Market Resilience⁵; UNICEF and UNDP are jointly responsible for the provision (Component 3) of Project Management, Monitoring, Evaluation and Capacity Building of National Institutions; and (Component 4) Contingency Emergency Response.

The project covers the districts of the 22 governorates that have high levels of distress index and most poor communities, women and children with malnourished and non-SWF beneficiary households. For the Unconditional Cash Transfer subcomponent, implemented by UNICEF, the project uses the pre conflict beneficiary list of the SWF CT program.

1.1 Key Project Risks

Key project risks include High or Substantial political, security, macroeconomic, and operational risks - particularly the worldwide outbreak of the COVID-19 pandemic and flooding in western parts of the country; and exchange rate volatility and increases in fuel prices / shortages across the country. Political and security risks include potential interference in project related activities which can result in project delays. Moreover, security and political tensions as well as armed conflict may result in the temporary suspension or reallocation of project activities. The recipient agencies (UNDP and UNICEF) and implementing partners (SFD and PWP)

¹ Implemented by UNICEF in partnership with SFD.

² Implemented by UNDP in partnership with SFD.

³ Implemented by UNDP in partnership with SFD.

⁴ Implemented by UNDP in partnership with PWP.

⁵ Implemented by UNDP in partnership with SFD.

will monitor the situation and follow appropriate mitigation measures. Macroeconomic risks include the shortage of fuel along with the potential depreciation of the Yemeni Rial. This can lead to an increase to food prices and raised concerns that key services including medical efforts to combat COVID-19 are at risk. Operational risks include the global outbreak of COVID-19, and its effects on project activities including conducting wide public consultations for risk of infection.

Each sub project's ESMP will be assessed and screened for potential social, environmental and OH risks, developing required activities for mitigating such risks via a Mitigation Plan in line with UNDP's Social and environmental safeguard policies and standards (similarly to YEERP). Key project social impacts related to activities under CfW and community assets such as SEA/SH, child labor, discrimination and potential of labor influx. Project's risks may include lack of inclusion of vulnerable groups, elite capture of project benefits, security situation on the ground and potential risk of labor influx.

2. Brief Summary of Previous Stakeholder Engagement Activities

Justification for the “preliminary” SEP: “The speed and urgency with which this project has been prepared to meet the growing threat of COVID-19 in the country, combined with restrictions on gatherings of people has limited the project's ability to develop a complete SEP before this project is approved by the World Bank. This preliminary SEP was developed and disclosed prior to project appraisal, as the starting point of an iterative process to develop a more comprehensive stakeholder engagement strategy and plan. It will be updated with more details provided in the first update planned after project approval.”

2.1 UNDP

UNDP is committed to ensuring meaningful, effective and informed participation of stakeholders and partners according to the program or project cycle which include early planning, problem identification and project or program design. Effective stakeholder engagement and participation enable easy project acceptance and local community ownership and empowerment of the social, environmental, OHS sustainability and benefit-sharing. This will lead to full participation and achieving the project's outcomes and outputs with support of all stakeholders and reduce disagreement and conflict and support human rights and social and environmental protection at the same time. UNDP and its partners will ensure the stakeholder analysis and engagement plan are effectively and sufficiently implemented in the project cycles.

Since 2016, UNDP and its partners have prolonged collaboration with the WB on previous projects such as YEERP⁶ that has led to accumulative experience and knowledge in stakeholder engagement and consultations. ESF is aimed at ensuring stakeholder engagement, full participation, leaving no one behind and information disclosure to all project activities to address successfully any potential risks, comprising and not limited to:

I- Impacts related to the Social risks, cover:

- (a) impacts relating to mistargeting and the lack of transparency and discrimination marginalised groups; and corruption in selection of the project recipients;
- (b) Effects of gender blindness, gender based violence, sexual abuse and exploitation typically associated with catastrophic events;
- (c) Negative impacts related to discrimination against women and children elderly and persons with disabilities during project beneficiarie selection;

⁶ See more information in this website: <https://www.ye.undp.org/content/yemen/en/home/projects/yemen-emergency-crisis--response---wb.html>

(dated on 21 Sep. 2020)

- (d) impacts related to lack of children protection and children work due to high need of money among poor families; and
- (e) Impacts related to conflict eruption and social disputes due to lack of consideration to the different stakeholders' needs and interests and mishandling water ownership, use and property rights.

II- Environmental risks, incorporating.

- (a) Impacts of overuse, mismanagement deterioration to soils and land resource;
- (b) Impacts related to solid waste produced by workers (trash and plastic bags) accumulating and polluting the environment; and

III- Occupational and community Health and Safety risks, including:

- (a) Community health and safety impacts relating to project activities during the implementation, COVID-19 and cholera infections impacts related to possible contamination of existing water sources, possible explosion due to remnants of war;
- (b) impacts related to occupational health and safety for community such as accidents during excavation including ERW associated risks, cutting, breaking, quarrying, and transferring of stones...etc.;
- (c) impacts related to destruction of public services infrastructure (airstrikes/use of explosives); and

To mitigate potential environmental, social and OHS risks and impacts, site-specific Environmental and Social Management Plans (ESMPs) will be prepared including contract clauses for contractors.

2.2 UNICEF

The stakeholder engagement approach undertaken by UNICEF for the ECRP seeks to identify, contact, communicate, and maintain a regular dialogue with local, formal and informal authorities to facilitate smooth execution of project activities through a contracted Facilitation Organization. The Facilitation Organization ensures that formal and informal local actors and communities understand, accept and support the CT component to enable smooth implementation in a timely, efficient, effective, and inclusive manner.

Subsequently, the Facilitation Organization must identify and meet with the relevant local authorities and community leaders (as applicable) in all the geographical areas where the Project is implemented, prior and during the implementation process, to ensure their buy-in and support for a smooth running of the project, particularly during the payment period and the supporting activities that take place before and after the cycle. Also, the Facilitation Organization ensures that beneficiaries are informed about the parameters of the project, as well as about the location of the payment sites. The facilitation organization also schedules the beneficiaries' visits to the payment site and facilitate their orderly access to sites.

The objectives of the Facilitation Process are to:

- (a) Identify and liaise with the relevant local actors including authorities and inform them about the project thereby gaining acceptance and support to ensure an enabling environment for project implementation throughout the country.
- (b) Strengthen links with the local actors by initiating and sustaining dialogue to receive their support in gaining project acceptance and facilitation of access, communicating project goals and rules within their communities or relevant audiences including the targeted beneficiaries and any other stakeholders.
- (c) Schedule and direct the beneficiaries of cash transfer program to the Payment Sites according to the established schedules, in an organized manner to avoid overcrowding.

- (d) Inform the relevant actors including and not limited to beneficiaries and communities about the Project and schedules of the payment and facilitate the beneficiaries orderly, inclusive and safe access to the Payment Sites.
- (e) Identify vulnerable groups of beneficiaries with physical impediments or sociocultural barriers that prevent them from accessing the Fixed Payment Sites and support them with differentiated measures, such as outreach home visits.

Facilitation Mechanisms

MECHANISM	DESCRIPTION
Meeting Actors at the Governorate level	Actors at Governorate level, including the governor, security authority and governorate local council members are approached by the Facilitation Supervisors once clearance has been given by the Chief of Field Offices to provide them with facilitation letters from the central authorities. This will allow them to start facilitation activities at the District level.
Meeting Actors at the District level	Provides local actors with general information about the CT program, including eligibility criteria and grievance mechanisms; Informs them about the modalities, frequency, and location of the payment sites, takes their opinion in regard to access to those sites and the overall security situation in the district; and Gathers information regarding suitable local actors to involve on village/locality level.
Meeting Local Actors at the Villages /Localities Level	Disseminates information about the CT program, ensuring buy-in and support of local authorities for the project to run smoothly, particularly during the payment period; Inform them about the schedule for ECTP beneficiaries to attend payment sites; Requests their cooperation in sharing the information with the CT program beneficiaries to secure their attendance to the allocated payment sites and on the scheduled dates only.
Disseminating Information to CT Beneficiaries	Local actors assist in actively sharing the information.

UNICEF has also established a grievance redressal mechanism. Beneficiaries and non-beneficiaries can lodge their complaints through a toll-free number, or with field deployed staff using a mobile application for grievance collection, with offline and online capabilities, connected to the project’s MIS.

In each payment cycle, a Third-Party Monitoring exercise and Post-Distribution Survey also take place providing an opportunity for engagement with beneficiaries and different stakeholders.

3. Stakeholder identification and analysis

The project will provide stakeholder consultations and involve all targeted groups, through identifying individuals, groups, local communities, and other stakeholders that may be directly or indirectly affected by the project. The SEP focuses particularly on those directly and indirectly adversely affected by project activities as well as individuals, groups, communities that have interest in the project.

In accordance with best practice approaches, the implementing agencies will apply the following principles to their stakeholder engagement activities:

- *Openness.* Public consultations throughout Project preparation and implementation Project lifecycle will be carried out in an open manner, free of external manipulation, interference, coercion or intimidation. Venues will be easily reachable, and not require long commutes, entrance fees, or preliminary access authorization.
- *Cultural appropriateness.* The format, timing and venue will respect local customs and norms.
- *Conflict sensitivity.* Considering the complex context of Yemen and referring to the humanitarian principles of neutrality and impartiality.
- *Informed participation and feedback:* Information will be provided and widely distributed to all

stakeholders in an appropriate format, and provide opportunities to stakeholders provide feedback, and will analyse and address stakeholder comments and concerns.

- *Inclusivity*. Consultations will engage all segments of the local society, including disabled persons, the elderly, minorities, and other vulnerable individuals. If necessary, the implementing agencies, will provide logistical assistance to enable participants with limited physical abilities and those with insufficient financial or limited transportation means to attend public meetings organized by the Project.
- *Gender sensitivity*. Consultations will be organized to ensure that both women and men have equal access to them. As necessary, the implementing agencies will organize separate meetings and focus group discussions for women, girls and boys, engage facilitators of the same gender as the participants, and provide additional support to facilitate access of caregivers

The SEP focuses on:

- Identifying direct and indirect adversely affected or may be affected, and who will need additional information to understand the limits of project impacts.
- Mapping the project impact zones and locating the affected communities within a specific geographic area can help define or refine the project's area of influence.
- Engaging and consulting the project's beneficiaries in the planning, implementation, monitoring and reporting process.
- Enhancing participatory approaches in all project cycles by each selected community with SWF families, and other families with pregnant and lactating women and children.
- Ensuring confidentiality and social protection to the disadvantaged, IDPs and marginalized groups through the use of Grievance Mechanism (GM) that provides an opportunity for the affected people to report any problems and concerns in confidentiality and anonymity;
- Mainstreaming human rights, women empowerment, full participation, transparency, information disclosure, and environmental sustainability in all project's actions; and
- Building robust, innovative and transparent Information Management System (MIS) that reflect all activities, and which are implemented in accordance with the project identification and proposal.

3.1 Affected parties

Affected parties who are directly affected by project activities should be closely engaged in identifying risks as well as in the decision-making on the mitigation measures. The direct affected parties include but are not limited to:

UNDP:

- Local communities who are benefitting from the sub-projects and community assets interventions.
- Community workers (men and women);
- Vulnerable people and population in sub-projects and implemented areas, including women, men, elderly, children and people with disability
- Families with pregnant, lactating women and children, including from SWF beneficiary list;
- Internally displaced people (IDPs);
- Contracted contractors and employees, consultants, workers and site technicians;
- Field staff directly involved in supervisions and monitoring;
- Local NGOs involved in mobilization and preparation of communities' readiness for implementation;
- MFIs and MSMEs

UNICEF:

- UCT program Beneficiaries (SWF beneficiary list) are the main stakeholders under the Unconditional CT program implemented by UNICEF. They interact with the project during the verification process, payment process and grievance redressal mechanism, as well as outreach and third-party monitoring activities.
- Service provider staff involved in the implementation of the UCT program.
- Authorities and local actors supporting facilitation and outreach activities.

3.2 Other interested parties

Other interested parties may not experience direct impacts from the Project. However, they may consider or perceive their interests as being affected by the Project, and thus may affect the Project's implementation.

For UNDP, they include:

- Local authorities including Local councils.
- Other surrounding and ongoing projects in the subproject location.
- Other local national non-governmental organizations (NGOs) and community-based organizations (CBOs).

For UNICEF, they include:

- Community members not on the SWF list.

3.3 Disadvantaged / vulnerable individuals or groups

UNDP

It is particularly important to understand project impacts and whether it may disproportionately fall on disadvantaged or vulnerable individuals or groups. Each sub-project has screening process to identify and rank the most vulnerable groups who should be the first beneficiaries according to stakeholder criteria and directly affected by the sub-project. UNDP anchors its overarching principles of environmental and social standards not only on human rights, DO NO Harm, Leaving no one behind and women empowerment, social inclusion, but also to include the vulnerable and minority groups in the Community Committee to ensure all affected people have voices and participated equally. UNDP with its partners work closely with the community committees to ensure the involvement in stakeholder engagement are inclusive of the following groups:

- The most vulnerable and poor groups who are facing food insecurity and poverty;
- Divorced, widowed, abandoned, pregnant and locating women and female-headed households;
- Families with children;
- Internally displaced People;
- Minority groups and tribes;
- Elderly people;
- People with disabilities;
- Poor families; and
- Female, youth and children headed of household.

UNICEF

The CT component of the project targets SWF beneficiaries who were identified by the SWF prior to the conflict for being the most vulnerable and poor. Within this target group, some may require special engagement efforts to ensure their equal representation in the consultation and decision-making process, such as families living in remote locations, persons with disabilities, females and IDPs. UNICEF will seek the views of vulnerable and disadvantaged groups during consultations if deemed necessary, in a confidential manner to protect their safety, and take these views into account during Project implementation. Information sharing and consultation techniques will be tailored according to the nature and common types of stakeholders, for example through visuals and sign language interpreters will be used for people with hearing disabilities and illiterate persons, where applicable; and venues will be chosen to be easily accessible to people with physical disabilities. In particular, the following tailored measures will apply (see Table 1).

Table 1: Tailored Stakeholder Engagement Measures (Disadvantaged/Vulnerable Individuals or Groups)

Stakeholder Group	Limitations to Engagement	Frequency	Measures/Resources to Facilitate Engagement
Female beneficiaries	May be uncomfortable in sharing opinions, asking questions, or raising concerns in the presence of males, due to cultural/social norms.	In every payment cycle, through facilitation and TPM activities. All year round through the call center.	Hold female focus group discussions through TPM activities. Promote outreach activities led by female facilitators, including a female-only WhatsApp network. Ensure the dissemination of key project messages through multiple channels, including radio, social media, word of mouth, banners, etc. This will include audio-visual materials for illiterate communities.
	Barriers to accessing these meetings (for example, lack of transportation, need of spousal permission, childcare needs)		Time for TPM and outreach activities to take into account the most suitable hours for females to attend. Call Centre remains functional 6 days a week, 10h-13 hours a day for wider coverage.
Beneficiaries who live in remote areas, people with disabilities, elderly	Challenges associated with lack of transportation.	In every payment cycle, through facilitation and TPM activities. All year round through the call center.	Deployment of outreach (mobile) teams to reach remote communities; use of phone to reach out to beneficiaries where required. Ensure the dissemination of key project messages through multiple channels, including radio, social media, word of mouth, banners, etc. This will include audio-visual materials for illiterate communities. Call Centre remains functional 6 days a week, 10h-13 hours a day for wider coverage.
IDPs	IDPs might feel unwelcome to attend group meetings (fear of discrimination)	In every payment cycle, through facilitation and TPM activities. All year round through the call center.	Community and religious leaders usually have a good understanding on the people living in their community and can be used to facilitate participation in stakeholder engagement activities. Ensure the dissemination of key project messages through multiple channels, including radio, social media, word of mouth, banners, etc. This will include audio-visual materials for illiterate communities. Call Centre remains functional 6 days a week, 10h-13 hours a day for wider coverage.

In addition, the implementing agencies will ensure that consultations are meaningful. As indicated in ESS10, meaningful consultations are a two-way process that:

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

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

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

3.4 Summary of Project Stakeholder Needs

As mentioned previously, stakeholder needs assessment was not carried out due to the emergency nature of the project, however, this will be conducted during the first months of project effectiveness. Each project and subproject will be discussed and agreed at the first stage of each sub-project cycle during series of stakeholder consultations, including: prescreening, screening and project identification to draft ESMP or subproject proposal. Stakeholder needs will be based on each subproject and prioritized according to project criteria for the affected people, CT program beneficiaries, SWF families, families with pregnant and lactating women and children and others, to ensure improving nutrition and food security of the most vulnerable group to malnutrition during COVID-19.

Each subproject will be assessed and scrutinized according to the needs and potential risks and levels. The risk management plan and ESCP will be developed according to the subproject risk level and approved by UNDP, UNICEF and the World Bank.

4. Stakeholder Engagement Program

4.1 Purpose and timing of stakeholder engagement program

UNDP and UNICEF are committed to ensuring meaningful, effective and informed participation of stakeholders and partners according to the program or project cycle which include early planning, problem identification and project or program design. Effective stakeholder engagement and participation enable easy project acceptance and local community ownership and empowerment of the social, environmental, OHS sustainability and benefit-sharing. These will lead to full participation and achieving the project's outcomes and outputs with support of all stakeholders and reduce disagreement and conflict and support human rights and social and environmental protection at the same time.

UNDP, UNICEF and its partners will ensure the stakeholder analysis and engagement plan are effectively and sufficiently implemented in the project cycles.

4.1.1 UNICEF Stakeholder Engagement Components

The CT component will maintain the same stakeholder engagement interventions as in the ongoing project (ECRP), where the consultation with beneficiaries and stakeholders happens continuously through Facilitation, Third party monitoring surveys and GRM.

4.1.2 UNDP Stakeholder Engagement Components:

- A. Stakeholder Engagement Analysis:** requires involving and full participation of key stakeholder groups and communities from the project planning till the monitoring and evaluation phases. The identification of stakeholders and early consultations with primary target groups help to identify the various stakeholder representatives for the community committees in future. Also, this process covers consultation with all stakeholder groups interests and needs with consideration to the gender, ethnicity, and direct and indirect affected groups by the project or intervention.

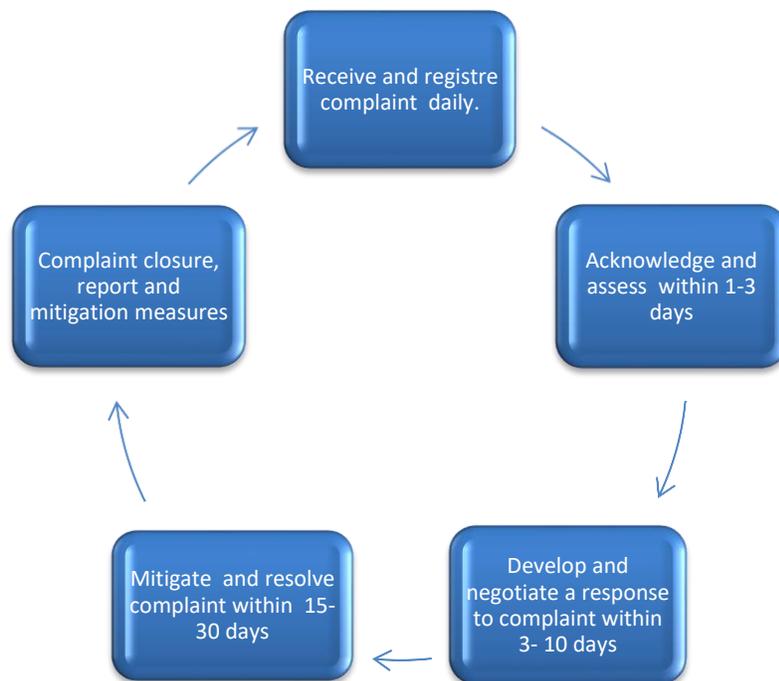
B. Stakeholder Engagement Plan: is dependent upon the findings of the stakeholder engagement analysis and consultations, aligned to the human rights-based and inclusive approaches, social-related issues, disability, age, ethnicity. The Stakeholder engagement methodology and plan and approaches should be sensitive and adaptable to the different target groups or local communities who involve in the project, to ensure their active participations and consultations. Besides gender related issues should be mainstreamed and centralized such as Gender, youth, elderly, marginalized/ IDPs/migrant groups and people with disability.

Different project components and implementation activities, potential risks and monitoring issues should be discussed transparently and involve the participation of identified stakeholder groups. The community committee should be elected with consideration to diversity inclusion of men, women, children and marginalized groups.

C. Stakeholder Grievance Mechanism (GM): UNDP is committed to strong stakeholder engagement and accountable to stakeholder Response Mechanism (GM) that supports the project-affected people and UNDP’s partners and others to collaboratively address grievance, risks complaints and disagreements related to social, environmental and OHS impacts and standards. UNDP with its partners adhere to follow-up and respond immediately to any complaints within an agreed time between 15-30 days by SFD and PWP. The project partners (UNDP, SFD, PWP, TPM and WB) will discuss a common Management Information System (MIS) that allow to analysis and improve the grievance, complaints, accidents and reporting mechanisms, with high confidentiality and anonymity considerations. The project partners have designated staff with expertise in safeguard, gender, GBV and confidentiality, in additional to the Third Monitor Party (TMP) conducts its quarterly report from the local communities.

UNDP with its implementing partners have designated gender and GBV focal points to follow-up and monitor the project impacts and safeguard the community and affected groups from gender discrimination and GBV risks.

Diagram 1: Stakeholder Grievance Mechanism and Closure



4.2 Utilizing YECRP Systems in Place for Stakeholder Engagement

The ECRP has an existing stakeholder engagement system which will continue to be implemented in the current project.

For the UNDP components, meaningful stakeholder engagement is required by PWP and SFD to ensure full participation in project intervention by all communities and individuals. The updated Standard Operating Procedures (SOPs) of both Responsible Parties include procedures for community and stakeholder engagement within their project cycles as a key component of project identification, design and implementation, and describe a key component of the longer-term sustainability strategy for operations and maintenance. The ECRP has an existing system that will utilize and improve the SEP with below mentioned:

- Community committees are set up at the onset of project at the identification and design phase and play a key role in supporting field teams, facilitating implementation and in the sustainability of community assets that are built through subprojects, after project closure. To sustain such community participation and engagement, subprojects include provisions to set up such community committees and provide resources for training whenever required.
- The principles for sub-project cycle identification, development, and management specify that communities are involved from the outset in the selection and design phases, through project closure.
- Engage communities earlier and reduce potential risks of conflicts between stakeholders over sub-projects a careful selection criterion was developed by UNDP and Responsible Parties. While laying out an objective set of criteria, and national data-based distress index, communities are also called upon to participate at the municipal level to engage in prioritization of community projects and identification of beneficiaries.
- Subprojects must meet the basic needs according to poverty and service needs provided in national indicators. Priority is given to poorer communities. Data provided through national indicators, community groups are consulted to identify who will benefit from sub-projects, in this way stakeholders themselves are involved in the selection and decision of who benefits from sub-projects;
- Both institutions (SFD and PWP) include gender mainstreaming, GBV and SEA/SH provisions as a means to ensuring equal participation of all stakeholders in subprojects and provide opportunities to improve women's participation in decision-making as indicated in the above section on project impacts and risk, gender section. In addition to develop an action plan to build the capacity on the social safeguard requirements on gender, GBV and SEA;
- The TPM also helps ensure stakeholders have been duly consulted and monitors their level of satisfaction with the ECRP project including with the sub-project selection criteria. TPM surveys have verified implementation of planned interventions, adherence to agreed implementation procedures, quality of implemented interventions, beneficiaries and community satisfaction on various aspects of project interventions and its effects/impacts on targeted beneficiaries and communities. Women and men, youth are interviewed separately to enable meaningful participation by marginalized groups; and
- ESMF stakeholder consultations well noted the need for strengthened and ongoing stakeholder engagement, bringing together the various stakeholders more regularly as true partners to help identify solutions to the challenges faced by the project. Stakeholder engagement will continue to be a priority of the project and project partners will continue to explore new and effective means to deliver on this commitment. Each sub-project should include a budget line for stakeholder engagement and training.

In nutshell, UNDP and its partners' experience and knowledge and capacity will ensure together we meet the purpose and ensure timely implementation of the SEP.

For the UNICEF component, the ESPECRP project will maintain a similar ECRP stakeholder engagement system as described in section 2, with continuous monitoring and efforts being made to further strengthen the mechanisms which have already been established.

- Engagement mechanisms will maintain the regular contact with beneficiaries, local actors and other stakeholders, prior, during and after the payment period, through facilitation and TPM activities;
- Efforts will continue to be placed to increase the involvement of females, seeking innovative mechanisms to address barriers to female involvement due to the existing socio-cultural norms;
- The GRM will remain functional across the year, giving beneficiaries and non-beneficiaries an ongoing opportunity to provide their feedback to the project. Further efforts will continue to be placed on increasing beneficiaries' awareness about the GRM channels and encourage them to file their complaints;
- TPM activities will continue to take place, with involvement of beneficiaries and other stakeholders, to collect their feedback on the different project processes.

4.3 Proposed Strategy for Information Disclosure

During Project implementation, the implementing agencies will disclose information on the content of the project as well as related processes to targeted stakeholder audiences. Key dates for information disclosure are at the start of the project, at mid-term as well as at the end of the lifespan of the project.

Formats of information disclosure are a combination of different channels as found suitable for each specific project component. These can include face-to-face meetings where applicable, accompanied by information shared via radio, television, newspapers, posters, brochures and leaflets as well as via websites and social media. Information disclosure formats will be determined in discussion between the two agencies and the implementing partners SFD and PWP, following Project effectiveness.

UNDP

- Creating two-way communications among affected, other interesting and disadvantaged people
Distribute information to Government officials, NGOs, Local Government, and organisations/agencies.
- Continuous and regular coordination and follow up with project partners such as IPs, other UN agencies and Clusters to brief on projects.
- During the Initial phase - Informing the communities on the consultation process (by phone, face to face meetings, group discussion meetings), conduct field survey in coordination with communities - Inform them on the Overall Project Objectives , the sectors of interventions, available budget, methods for selection of intervention, importance of participation of all members including women, IDPs, vulnerable individuals or groups and marginalized groups if any.
- Encouraging local communities to share their views and feedback freely on targeted baseline information and build robust relationships with communities.
- Recording and documenting any community's responses and concerns during the screening, assessment, management, implementation and monitoring and evaluation consultations.
- Encouraging the community to use GRM tools such as (mailbox, telephone, emails and others), including for use on negative impacts and providing training on how to submit confidential complaints.
- Raise awareness against COVID-19 and other health risks (such as Cholera) and the preventive measures.
- Community Social Agreements that define the roles & responsibilities of the communities towards Health & Safety of the communities.
- IPs applying different techniques of consultations against discrimination and adapted to local traditions, norms, gender, age and ethnicity.

UNICEF

- Continuous and regular coordination and follow up with project partners such as IPs, other UN agencies and Clusters to brief on projects.
- Ensuring the implementation of a comprehensive communication strategy where project parameters, payment locations and payment dates, as well as GRM and fraud awareness messaging is disseminated using a combination of channels.
- Recording and documenting beneficiaries and other stakeholder's responses and concerns during the monitoring and evaluation consultations.
- Encouraging beneficiaries and the community to use GRM channels.
- Raise awareness against COVID-19 and other health risks (such as Cholera) and the preventive measures.
- Creating two-way communications between UNICEF and broad community using social media;

4.4 Proposed Strategy for Consultation

Given that all interventions in the ESPECRP project are the same as in the current UNDP project (ECRP), consultations with beneficiaries and stakeholders will occur in a similar manner, i.e. where community committees are established for targeted areas including representatives of all groups (men, women, IDPs, disadvantaged groups) in the process and then intervention areas/locations prioritized dependent upon the needs and expected benefits for the society. – in this regard, each sub- project will determine in which general location the stakeholder engagement plan will be rolled-out in. Continuous monitoring will be undertaken through third party monitoring surveys and GRM.

Table 2: UNDP proposed Strategy for Information Disclosed and Consultation⁷

Sub-Project phase	List of information to be disclosed	Methods	Target group	Responsibility
Project Identification, Screening and Assessment	ESMP document includes area, target group, estimated cost, GM/CHM, ESFM, ES & OHS risks management and mitigation plans, GBV/ SEA/ gender mitigation/ prevention plan.	Participatory methods, door to door/social distance meetings, public consultations, documentations	Affected groups and interested groups: men, women, youth, elderly, people with disability, disadvantage groups, migrant and IDP people	UNDP through IPs
		Awareness sessions/ training for Gender/ GBV and SH, GRM and complaint' channels/ confidentiality and anonymity complaints	Affected people, marginalized and women groups, and community committee	UNDP and IPs and Safeguard and Gender specialists
Implementation and Monitoring	Updated on implementation of subproject, SEA and GBV preventions, GRM types and closure, accidents and LMP, environmental and mitigations, qualitative impact indicators	Field visits/ FGD public and Community Consultations	Affected/ disadvantaged target groups, community committee	UNDP
		Consultations/ FGD, daily meeting/ field visits, GRM cases and accidents' reports and updates	Affected and groups and community committee, injured and complained people	UNDP with IPs Safeguard specialists
		GRM/ incidents, GBV and SH prevention/ referral pathways and daily monthly/ biweekly reports	Community committees, and GBV and SH survivors	UNDP, IPs, gender and safeguard specialist
Evaluation and close	M&E Spot-Checks where accessible; Third Party Monitoring Report, documentations	FGD with beneficiaries and non-beneficiaries	Affected, interested/disadvantages and non-beneficiaries, and local government	UNDP with hired TPM and IPs

⁷ UNDP and IPs imply all COVID19 prevention measures in all their activities.

The implementing partners will apply multiple methods and techniques (see table 2 above) to consult and communicate with stakeholder groups which are verified according to the location, targeted groups, such as:

- Semi structural and door to door Interviews with stakeholders and relevant organization;
- Hard and soft Surveys and questionnaires.
- Public meetings, workshops, and/or focus group.
- Participatory methods and approaches.
- Other traditional mechanisms for consultation and decision making.
- Stakeholder engagement events and consultations will be applied to receive any comments may raise during individual meetings, group meetings, and community sessions.
- During the project cycle the meetings will be continuously are organized during the project identifications, screening, assessment, management and reporting and evaluation phases.
- During the COVID 19 the prevention measures of social distance will apply to have telecommunication, or meeting with specific number of people and door to door discussion during the stakeholder consultations.
- According to the stakeholder groups knowledge ability to read and write, the communication techniques of the data collection, and feedback and comments will be decided jointly; and
- IPs will document any consultation via written report, photos and short video is possible. Besides consideration to the gender segregation in public consultations to ensure women are participated freely and no discrimination among different stakeholders.

Table 3: UNICEF Proposed Strategy for Information Disclosure and Consultation

Project Stage	List of information to be disclosed	Methods Proposed	Target Stakeholders	Responsibilities
Prior and during each payment cycle	CT project parameters, location and dates of payments, GM, Fraud and SEA prevention, COVID-19 measures	Official meetings and official letters	Central level authorities and Governors	UNICEF
		Official meetings and official letters; Facilitation meetings	Governorate and district level authorities	UNICEF/SFD through Facilitation Organization
		Community meetings, Community influencers and leaders (word of mouth), Radio, Social Media (Facebook, Twitter, WhatsApp), Friday Speeches (by Imams), GM, Printouts including banners, cards, posters, leaflets	Local actors, Community members, SWF beneficiaries	UNICEF/SFD through Facilitation Organization and GM personnel
		Progress updates	Consultative Committee members	UNICEF
Between payment cycles (non-implementation phase)	CT project parameters, Fraud and SEA prevention, COVID-19 measures	GM	Community members, SWF beneficiaries	UNICEF/SFD through GM personnel
		Progress updates	Consultative Committee members	UNICEF

- During the implementation of this strategy, the project will strictly comply with the necessary COVID-19 preventative measures including maintaining adequate physical distancing, ensuring the use of masks or face coverings by all participants in the meetings, adopt the regular use of hand sanitiser and conduct meetings preferably outdoors and with a small number of participants.

4.5 Proposed Strategy to Incorporate the Views of Vulnerable Groups

UNICEF, UNDP and the Implementing Partners will apply the following principles for stakeholder engagement:

- **Free and full participation:** public consultations for the project will continue during the whole project lifecycle from preparation through implementation. Stakeholder engagement will be free of manipulation, interface, coercion, and intimidation.
- **Two-way communication approaches and Informed participation and feedback:** information will be provided and widely distributed among all stakeholders in an appropriate format; conducted based on timely, relevant, understandable, and accessible information related to the project. Through continual meeting and encourage feedback from the stakeholder groups and also provide hotline, mailbox to provide any comments with high confidentiality.
- **Inclusiveness and Do NO HARM:** stakeholder identification is undertaken to support better communications and building effective relationships. The participation process for the projects is inclusive. All stakeholders are always encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods.
- **Separated, private and face to face consultations:** Special attention is given to vulnerable and minority groups particularly women headed households, youth, elderly, people with disabilities and the cultural sensitivities of diverse ethnic groups; and
- **Periodically and various meeting type:** there are various types of individual, small group meetings public gather, face to face private meeting all be used depend on the location and the needs of stakeholder groups and their opinions are taken and discussed with the other group within the community.

4.6 Timelines

UNDP, UNICEF and the Implementing Partners are committed to ensuring proper communication and appropriate information disclosure through the continuous consultations and meetings with stakeholder groups.

For UNDP, this will happen as follows:

- Daily with IPs' field staff and supervisor meet with sub-project' Community Committee;
- Periodically bi-weekly, monthly and quarterly visits by safeguard, Gender/GBV focal point, IP management staff;
- UNDP and TPM will conduct inception and field visits;
- Urgently and immediately, in case any complaints, GM and incidents happened; and
- All GM complaints and cases should be mitigated and treated within two weeks according to the Complaints Handling Mechanism (CHM). Also, the developed IMS will also alert if complains are in need to be treated immediately based on the urgently of the issues and concerns.

For the CT component, UNICEF/SFD will adopt the same timeline used during the current ECRP, with stakeholder engagement happening before and during the payment period through facilitation, TPM and PDM activities conducted prior, during and after the payment period; and a functional GM through which grievances will be immediately analyzed and acted upon within the timeline defined by the relevant protocols.

4.7 Review of Comments and Future Phases of Project

The project's implementing partners, UNICEF and UNDP will gather the stakeholder's written and oral comments to the CHM and Grievance Response Mechanism (GRM), established in UNICEF, SFD and PWP during project implementation. In addition, UNDP will develop a MIS system to categories all GRMs complaints according to issues and the time of response. UNICEF, UNDP and IPs agree to ensure all GRM complaints be treated in accordance with good faith, natural justice and fairness and be resolved as per the existing protocol⁸. Unless particular cases are required to be handled through a judicial/legal process. In addition, the project will provide urgent responses to critical cases. UNICEF, UNDP and the Implementing Partners will develop an agreed common MIS system that will allow transparency and accountability for reviewing stakeholders' concerns. The IPs will provide hotline and telephone services for responding to immediate and urgent concerns or needs during the implementation phase.

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1 Resources

UNDP and UNICEF will be responsible for managing the project over a two year-period. UNDP will work with collaboration with SFD and PWP and UNICEF will work with SFD. UNPD and UNICEF will improve the capacity of the implementing partners to implement the stakeholder engagement and social safeguard related issues effectively and ensure participation of the stakeholders through all project activities.

UNDP will hire a Third-Party Monitoring (TPM) to develop respective agency-run call-centers, ensuring IPs have contact email and mobile telephones to receive complaints at any time.

For the CT component, UNICEF and SFD will be engaged in facilitation, TPM and GRM costs as per the contracts issued with the service providers in order to reach the service the SWF beneficiaries.

6. Grievance Mechanism

Both Responsible Parties have a grievance mechanism and the CHM in place and have previous experience of working in Yemen as guided by UNDP, UNICEF and by World Bank rules and regulations.

6.1 UNDP

A complaint in the GM ensures stakeholders can express dissatisfaction about the standard or quality of the Responsible Party's activities. Additionally, it allows identification of any negative and lack of actions taken by either of the Responsible Party or their partners that directly or indirectly cause distress to the affected beneficiary or any other party. Complaints should be received through complaints box at subprojects, face to face to designated field or GM officer, specific telephone or fax numbers and emails, all will be shared and disseminated before implementation phases. There is a CHM established within the ECRP which it will be improved and adapted to the ESPECRP to address Gender and GBV/SEA complaints. The updated CHM will receive complaints via different channels such as call centre, complaint box, telephone, WhatsApp, and Email which are well registered, mitigated, monitored, and closed within 15. The objectives of CHM are as follows:

1. Improve accountability to SFD and beneficiaries;
2. Increase the level of beneficiaries' satisfaction with the delivery of services and enhance the relationship between beneficiaries and SFD;
3. Provide an efficient, fair and accessible mechanisms for resolving beneficiaries/partners complaints;

⁸ the majority of grievances take 1 – 15 days to be addressed while others may take over 30 days specially if had to be escalated to official legislative channels or investigated by a third-party.

4. Guide SFD staff in handling complaints; and
5. Allow to rectify mistakes, raise alertness to problems, and continuously learn and improve.

The CHM is characterized by a number of important features, including the following:

1. Protect beneficiaries /partners rights to comment and complain;
2. Neutrality and equity while handling complaints;
3. Timing: short cycle, quick response to the critical complaints;
4. Transparency: Partners will be aware of the procedures; understand its purpose, have sufficient information on how to access it and understand how it works;
5. Confidentiality: Create an environment in which people feel comfortable to raise concerns and grievances or stand in witness. Confidentiality assures that any information given is restricted to a limited number of people and that it is not disseminated widely, therefore offering an element of protection and security to the complainant; and
6. Accessibility: The CHM will be easily accessed by as many people as possible within any stakeholder in the place where projects are being implemented.

UNDP's corporate Stakeholder Response Mechanism (SRM) is intended to supplement the CHM of the Responsible Parties throughout the project cycle. The SRM provides an additional, formal avenue for stakeholders to engage with UNDP when they believe that the project may have adverse social or environmental impacts on them; they have raised their concerns with the Responsible Parties, and they have not been satisfied with the response through the CHM process. The SRM provides a way for UNDP to address these situations systematically, predictably and transparently.

UNDP's SRM is intended to:

- Improve environmental and social outcomes for local communities and other stakeholders affected by UNDP projects;
- Enhance UNDP's ability to manage risks related to its Social and Environmental Standards, in order to avoid or mitigate social and environmental impacts;
- Ensure that UNDP responds to the concerns of project stakeholders with regards to social and environmental risks and impacts;
- Ensure feedback and operational learning from the SRM, by integrating SRM requests, responses and results into UNDP's results-based management, quality assurance processes;
- Submission monthly report on GRM by the two responsible parties to UNDP and the issues of complaints and duration of HCM are monitored by UNDP and TMP;
- Reflect and advance best practices among social and environmental grievance resolution processes to be a regular, integrated part of project management; and
- UNDP will hire TPM to develop a MIS system and on hotline calling centre to receive any complaints in addition to responsible partners MIS systems.

6.2 UNICEF

The Grievance Mechanism (GM) includes a component of grievance collection, whereby complaints from beneficiaries, community members and project staff are received and logged into the project's Management Information System (MIS); and a component of redressal whereby the grievances are analysed and acted upon. The data of the complainant is collected when filing the grievance; but all complaints are treated with confidentiality and the complainant information is not disclosed to those against whom the complaint is filed.

A call center established for the Project in Sana'a is used by beneficiaries to file their grievances using a toll-free line (8003090). The call Center is open six days a week and operates for a minimum of 8 hours a day, with

the number of working hours increasing as required to respond to the demand based on ongoing monitoring of the number of calls.

Due to concerns over the effectiveness and quality of the grievance collection and the need to secure the independence of this service, the call center will operate under UNICEF's direct oversight. Trained Call Centre Agents – both males and females - ensure that these grievances are registered in the Grievance module of the Management Information System (MIS) within the appropriate grievance type, to ease the analysis and redressal.

Due to the risk of exclusion of those beneficiaries in areas with limited or no phone network coverage, UNICEF has released a mobile application for grievance collection. Dedicated field staff deployed in such areas collect grievances directly from beneficiaries through face-to-face interaction and store them in mobile devices through this offline-capable application. When connected to the internet, this mobile application connects to the MIS and the grievance information is deleted from the mobile device and uploaded in the system.

All grievances recorded in the MIS are automatically categorized allowing for redressal as per agreed protocols. Grievances of suspected fraud are subject to a first level of desk review to determine which ones require immediate investigation by the third-party monitoring organization; and which ones need a different type of redressal such as review of documentation, clarifications to the beneficiary, etc. Grievances associated with the quality of services or mistreatment are referred to the concerned contract manager for follow up with the service provider. Grievance linked to beneficiary issues (i.e. challenges experienced by the beneficiaries that prevent them from collecting their cash benefits) are addressed by the case management team – with males and females.

UNICEF will handle SEA/SH grievances as outlined in the note Grievances Mechanisms for SEA/SH in World Bank-financed Projects. The mandate of a SEA/SH Grievance Mechanism (GM) is limited to: (i) referring, any survivor who has filed a complaint to relevant services, (ii) determining whether the allegation falls within the UN definition of SEA/SH, and (iii) noting whether the complainant alleges the grievance was perpetrated by an individual associated with a World Bank project. A SEA/SH GM does not have any investigative function. It has neither a mandate to establish criminal responsibility of any individual (the prerogative of the national justice system), nor any role in recommending or imposing disciplinary measures under an employment contract (the latter being the purview of the employer). All branches of the GM must be sensitive to handling SEA/SH complaints, including multiple reporting channels, the option of reporting anonymously, a response and accountability protocol including referral pathways to connect survivors with needed SEA services.

Through the GM, community members and service providers may make complaints on issues such as the following:

- Adverse social or environmental situation caused by the project;
- Access to project services – (for example if an intended project beneficiary has not been reached by the project.);
- Deviation in implementation or use of project inputs – (if implementing partners deliver services or pay to beneficiaries an amount less than the standard set by UNICEF for the project);
- Complaints on SEA related issues with ensuring complete confidentiality to protect impacted survivors due to culture norms in the country; and
- Any other concerns

The CT program GM will:

- Be responsive to beneficiaries, address and resolve their grievances;
- Serve as a channel to receive suggestions, and to increase community participation;
- Collect information to enhance management and improve implementation performance;
- Promote transparency and accountability on the modality and performance of the project;
- Deter fraud and corruption;
- Include referral pathways to refer SEA survivors to appropriate support services;
- Mitigate environmental and social risks; and
- Build trust between citizens and ECT management.

GM Principles:

- **Protect beneficiaries’ and stakeholders’ rights:** beneficiaries and stakeholders have the right to make their voices heard. No retribution will be exacted for participation/use of the GM system.
- **Transparency and Accountability:** All complainants will be heard, taken seriously, and treated fairly.
- **Timeliness:** All complaints will be addressed as per protocols.
- **Neutrality, Equity, and Non-Discrimination:** All complaints will be treated with respect and equally regardless of the community groups and individuals, types, ages and gender.
- **Accessibility:** The GM will be clear and accessible to all segments of affected communities.
- **Confidentiality:** Information communicated through the GM is restricted to a limited number of people and is not disseminated more widely, offering protection and security to the complainant.

The entire grievance collection and redressal process is registered and recorded into the MIS. This enables the implementation of comprehensive quality assurance processes, with concrete protocols, to ensure that all grievances are recorded and handled in a proper manner.

Based on the experience of the ongoing CT component of the ECRP, the types of grievances and their categories stipulated by the CT program are described in the following table:

Grievance categories and types

Grievance category	Grievance Type
Suspected Fraud	The beneficiary was issued a CM form, but the CM form was never given to him/her by the CMA
	Demand of fee/commission
	Person claiming no payment
	Received lower amount than assigned
	Someone is collecting the passbooks and cash on behalf of them
Service Quality	The project staff is not using COVID-19 protective gear (select gloves, masks, other)
	No priority for vulnerable groups at the payment site
	The bank notes I received are not acceptable in my district
	Site not open
	Case Management team did not provide the necessary information to the beneficiary
	Lack of cash
	No security personnel available
	Site located too far away from home
	Staff not helpful
	Multiple visits to the site to be paid
	I was asked to do a copy of my ID outside the payment site to be able to receive the cash
	No female staff available
	The payment was suspended in my governorate
	I was refused payment in my scheduled date
	I have not been informed of my scheduled date
	Long wait at site
	No screening officer available to organize the crowds
Delay in Responding/processing the grievance	
The Officer/Cashier retained the beneficiary’s Case Management form	

Grievance category	Grievance Type
	No adequate facilities (no waiting area, no seats, no toilets/no proper toilet)
	The payment agency allocated to beneficiary does not operate in his district of residence
	Difficulties in collecting because the site is operating offline
	ID rejected by bank system
	I have requested to be paid at home, but the payment agent did not come
	System is not working/connection problem
	The Officer/Cashier retained the beneficiary's ID
	Lack of information about steps to collect the money/services available/other (explain what)
	The banknotes I received are very old or torn
	The beneficiary is eligible for payment but not paid
	The Case Management Assistant met the beneficiary but not at the beneficiary's house
	The beneficiary and the case management assistant agreed on a visit date, but the case management assistant did not come
	I made a grievance about suspected fraud, but the grievance was not solved
	I have requested to be paid at home, but I have not been flagged as home outreach
	COVID-19 security distancing (at least 1 meter) was not enforced by the project staff (select: at community meetings, at payment site, during CM work, during TPM work, during fraud investigation work)
	There was no hand sanitizer at the payment site
Mistreatment	I was asked for a favor to benefit from the project
	Poor attitude of staff
	Physical aggression
	Verbal aggression
Beneficiary issues	The beneficiary is differently abled, dependent on a family member's care, live in a household and are the only beneficiary in the list
	Issues with names as per his/her ID
	I cannot collect my cash because I am flagged as "No payment"
	I cannot collect my cash because I am flagged as Disqualified
	I want to edit/change grievance.
	I want to withdraw my grievance
	SWF passbook or ID lost/damaged
	Beneficiary cannot attend the operational Site
	Beneficiary is deceased
	No ID, or ID lost/damaged
	I have an ID but have not yet been verified
	Cannot collect because of expired ID
	I am wrongly flagged as deceased
	Beneficiary who is a minor and does not have a representative on the Beneficiary List
	The beneficiary is in a health institution or orphanage and there are no family members
	I want to cancel my home outreach request
	I am flagged as "Requires CM"
	I cannot collect my cash because I am flagged as no show

Grievance category	Grievance Type
	My case was rejected because of lack of documents but now I have the documents needed and want CM support
	Grievance follow-up: I was contacted but could not pick up the phone/was out of coverage
	I want to update my address (location)
	I want to update my phone number
Staff challenges	I am being forced to work extra hours without being paid for the extra time
	I have been mistreated by my superiors/colleagues
	I was asked for a favor to work for the project
	I have not been given adequate/safe working conditions
	I have not received the salary I am entitled to
	I did not receive proper training

7. Monitoring and Reporting

7.1 Involvement of stakeholders in monitoring activities

UNDP will include in the final Stakeholder Engagement Plan measures to ensure the involvement of stakeholders in project monitoring during the implementation phases, and to enhance community's ownership and participation including:

- IPs with subproject's community committee will organize biweekly, monthly and quarterly meetings to collect, register and address the GM received at each site. Sometimes urgent meeting can be called to address any immediate responses and actions;
- UNDP, and the IPs will monitor involvement of stakeholder as agreed in the SEP;
- UNDP, and the respective TPMs will monitor the project or impact associated with the project at quarterly basis and also monitor a developed MIS and hotline to respond to the GM complaints; and
- UNDP, the IPs and the TPM to collect and consolidate best practices and lesson learned from the field visits.

UNICEF will maintain the current ECRP arrangements, where a TPM will be contracted in each payment cycle. UNICEF/SFD will also maintain regular monitoring of the progress and challenges.

7.2 Reporting back to stakeholder groups

For the component implemented by UNICEF, the project's IPs work is focused on ensuring reporting back to stakeholder groups and two-way communication on daily and weekly basis by the field engineering and monthly and quarterly by the safeguard team and TPM. In addition to safeguard and GM staff will provide direct reporting and handling mechanism to any complaints and concerns from community within 15 or 30 days.