



**Palestinian Ministry of Planning and
International Cooperation (MoPIC)**

**WEST BANK AND GAZA SOCIAL
RECOVERY AND JOB CREATION
PROJECT**

Project ID: P508729

Stakeholder Engagement Plan (SEP)

**Negotiation Version
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List of Acronyms

APLA	Association of Palestinian Local Authorities
ARA	Access Restricted Areas
CBO	Community-Based Organization
CoC	Code of Conduct
EFE	Education for Employment
ESF	Environmental and Social Framework
EQA	Environment Quality Authority
EU	European Union
GBV	Gender Based Violence
GM	Grievance Mechanism
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
ILO	International Labor Organisation
JICA	Japan International Cooperation Agency
KFW	Kreditanstalt für Wiederaufbau (Credit Institute for Reconstruction)
LGU	Local Government Unit
MDLF	the Municipal Development and Lending Fund
MoA	Ministry of Agriculture
MoF	Ministry of Finance
MoL	Ministry of Labor
MoLG	Ministry of Local Government
MoNE	Ministry of National Economy
MoPIC	Ministry of Planning and International Cooperation
MoSD	Ministry of Social Development
MoWA	Ministry of Women Affairs
NDC	NGO Development Center
NGO	Non-Governmental Organization
OIPs	Other Interested Parties
OHS	Occupational Health and Safety
PA	Palestinian Authority
PAPs	Project Affected Parties
PCBS	Palestinian Central Bureau of Statistics
PFE	Palestinian Fund for Employment
POM	Project Operations Manual
PMU	Project Management Unit
PsDF	Palestine for Social Development Fund
PWA	Palestinian Water Authority
PWD	Persons with Disability
PWWSD	Palestinian Working Women Society for Development
RWDS	Rural Women Development Society
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	the United Nations International Children's Emergency Fund
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
VAC	Violence Against Children
WB&G	West Bank and Gaza
WCLAC	Women's Center for Legal Aid and Counselling
WFP	World Food Programme
YWCA	Young Women's Christian Association

1. Introduction/Project Description

1.1. Country and Sector Context

The West Bank and Gaza face a complex and multi-dimensional crisis marked by decades of political conflict, economic stagnation, and deepening social vulnerabilities. The conflict in Gaza and its aftermath, including current political tension and ongoing Israeli military operations in the West Bank, have resulted in widespread casualties, the displacement of over 2 million individuals, and severe destruction of infrastructure, leaving the economy in freefall. The Palestinian Authority (PA) faces a fiscal crisis, with systemic governance challenges threatening public service continuity, exacerbated by reductions in clearance revenues and domestic fiscal shortfalls. The PA Institutions, alongside Local Government Units (LGUs), and Non-Governmental Organizations (NGOs), are vital in addressing these challenges but operate under immense constraints. Women and marginalized groups, including Persons with Disability (PwD) are disproportionately affected, as socio-cultural barriers and restricted mobility limit their economic opportunities, with female labor participation at a mere 18.5% in Q3 of 2024. Amid these pressures, the Ministry of Planning and International Cooperation (MoPIC) has been reactivated to coordinate recovery efforts, launching the Social Recovery and Job Creation Program. The WB&G Social Recovery and Job Creation Project under MoPIC's program aims to address these challenges by creating immediate employment opportunities, strengthening resilience, and supporting infrastructure development in marginalized areas, with a particular focus on empowering women and vulnerable groups.

1.2. Project Development Objective

The West Bank and Gaza (WB&G) Social Recovery and Job Creation Project aims to; (i) increase employment opportunities for select groups in target areas; and (ii) increase the effectiveness of government institutions.

1.3. Project Description

The WB&G Social Recovery and Job Creation Project comprises the following components: Component 1: Labor-Intensive Infrastructure, Component 2: Support to Women and Persons with Disabilities, Component 3: MoPIC and PA Capacity Building, Component 4: Contingency Emergency Response Component (CERC). Detailed description of the project components can be found in the Project Appraisal Document (PAD).

The West Bank and Gaza (WB&G) Social Recovery and Job Creation Project is being prepared under the World Bank's Environment and Social Framework (ESF). Per Environmental and Social Standard ESS10 on Stakeholder Engagement and Information Disclosure, the implementing agencies should provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation.

2. Objective/Description of SEP

The overall objective of this 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 MoPIC and implementing agencies (i.e., MDLF, and NDC) as well as partner beneficiaries (i.e., LGUs, NGOs, MoL, MoA, and MoLG) will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the project and any activities related to the project. The SEP specifically

emphasizes methods to engage groups considered most vulnerable and that are at risk of being left out of project benefits.

3. Stakeholder identification and analysis per project component

3.1 Methodology

For the WB&G Social Recovery and Job Creation Project, the following stakeholders have been identified and analyzed per project component. These stakeholders include affected parties (as defined in section 3.2), other interested parties (as defined in section 3.3), and disadvantaged/vulnerable individuals or groups (as defined in section 3.4).

3.2. Affected parties

Affected parties include local communities, community members and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category: Under component 1: “Labor Intensive Infrastructure”, project affected parties (PAPs) include (but not limited to) (i) all unemployed skilled or unskilled workers and their families; (ii) local communities and residents benefiting from improved infrastructure, and (iii) community members that may be directly impacted by project activities such as land users and owners, and ones living in proximity to planned works.

Under component 2: “Support to Women and the Disabled”, PAPs include (but not limited to) women and Persons with Disability (PWD) including those who run and operate established businesses, or aspire to establish micro and small businesses. These include women and PWD involved in a broad range of sectors such as agriculture (fruit and vegetable supply, eggs, olive oil, cheese making etc.), handicrafts (embroidery, woodworking etc.), and also beauty products and tailoring. Additionally, PAPs under component 2 include families, caretakers, and dependents of women and PWD targeted under this activity.

Component 3: “MOPIC and PA Capacity Building” affected parties include PA and MoPIC officials and staff involved in capacity building activities, MoL, MoA, and MoLG staff and employees engaged under: (i) the MoL database automation, (ii) MoLG technical, administrative, and fiduciary capacity building including the provision of training, goods, services, and staffing, and (iii) MoA capacity building in production standards development, testing, product marketing, and certification among others.

3.3. Other interested parties

The projects’ stakeholders also include parties other than the directly affected communities, including: Institutional actors such as the Ministry of Finance (MoF), Ministry of Public Works, Palestinian Central Bureau of Statistics (PCBS), Ministry of Social Development (MoSD), Palestinian Fund for Employment, Palestinian Water Authority (PWA), the Palestinian Fund for Employment (PFE), as well as the Ministry of Women Affairs (MoWA), the Ministry of Industry, Ministry of National Economy (MoNE), Ministry of Agriculture (MoA), and the Environment Quality Authority (EQA). OIPs also encompass representatives of Workers Unions such as the Palestine General Federation of Trade Unions and the Engineers Association, in addition to international NGOs, development partners, local NGOs, and CBOs such as the UN Agencies (e.g., UNRWA, UNICEF, UNFPA, WFP, UN Women and UNDP), German Development Bank – KfW, GIZ,

EU, JICA, ILO, Handicap International, World Vision, the Association of Palestinian Local Authorities (APLA), Education for Employment (EFE), Palestinian Hydrology Group (PHG), Palvision, Juhood Community and Rural Development, Palestine for Social Development Fund (PsDF), Palestinian Agricultural Relief Committees (PARC), Union of Agricultural Work Committees (UAWC), Maan development center, and Juzoor for Health and Social Development. Additionally, these also include local community-level NGOs and CBOs including Rural Women Development Society (RWDS), Inash Al Usra, the Businesswomen Forum (BWF), the Palestinian Working Women Society for Development (PWWSD), Asala, the YWCA, the General Union of Palestinian Women, and local communities' women cooperatives, charities, and associations. OIPs also include private sector suppliers of materials and equipment, and representatives of private sector establishments such as governorate level Chambers of Commerce, trade, and agriculture. Also include academic and research institutions such as the Land Research Center, ARIJ, Annajah and Birzeit Universities among others, in addition to local media outlets such as radio stations, television channels, and newspapers.

3.4. Disadvantaged/vulnerable individuals or groups¹

Within the Project, the vulnerable or disadvantaged groups may include but are not limited to the following: unemployed and economically disadvantaged youth and workers and their dependents (including children and the elderly), PWD including disabled women, women-headed households, low-income families with women and/or PwD, women and PwD living in remote, Access Restricted Areas (ARAs), and areas impacted by hostilities, in addition to Bedouin communities. These groups are also represented by local NGOs and CBOs working directly with them, including SAWA, Women's Center for Legal Aid and Counselling (WCLAC), Qader for Community Development, and the General Union of People with Disability. The following table details the possible barriers to accessing information and/ or project benefits and representative organizations for the project's disadvantaged and vulnerable individuals and groups:

Table 1: Vulnerable / Disadvantaged Groups

#	Vulnerable or disadvantaged groups	Barriers to accessing information and/or Project Benefits	Representative Organizations in Stakeholder Engagement
1	Unemployed and economically disadvantaged youth and workers, and their dependents (including children and the elderly)	1. Economic constraints and Loss of income, the socio-economic challenges, and purchasing power priorities (including internet) results in lower information access. 2. Movement restrictions, deteriorating and fragile political and socio-economic contexts, and closures limit access to infrastructure, project locations, and consultations. 3. Lack of targeted outreach reduces awareness about project opportunities and benefits.	Implementing agencies and beneficiary partners; MDLF, as well as LGUs, institutional actors including; Ministry of Labor (MoL), Ministry of Social Development (MoSD), and the Palestinian Fund for Employment, international development partners and NGOs including ILO, UN agencies such as UNRWA, KFW, and EU, as well as local NGOs and CBOs such as Palvision, Juhood, and community-level CBOs.
2	PWD including disabled women, and their caretakers	1. Physical and infrastructural barriers limit access to project consultations. 2. Lack of accessible communication materials (e.g., sign language, simplified language, and braille) restricts information dissemination. 3. Social stigma and exclusion reduce their participation in stakeholder engagement activities.	The NDC and beneficiary NGOs under component 2, in addition to institutional actors including; MoL, MoSD, MoWA, and the Palestinian Fund for Employment, international development partners and NGOs including Handicap International and UN agencies such as UNRWA, as well as local NGOs and CBOs such as QADER, SAWA, and the General Union of People with Disabilities.

3	Women and Women headed households	1. Deteriorating and fragile political and socio-economic contexts in the West Bank and Gaza, resulting in reduced mobility and access to information. 2. Cultural norms, fear, and stigma against women participating in public engagements and accessing project benefits. 3. Limited access to digital tools and infrastructure, which hinder access to project information.	The NDC and beneficiary NGOs under component 2, in addition to institutional actors including; MoSD, MoWA, and the Palestinian Fund for Employment, international development partners and NGOs including UN agencies such as UNRWA, UNICEF, UNFPA, and UN Women, as well as local NGOs and CBOs such as Juzoor, Juhood, Palvision, Inash Al Usra, WCLAC, SAWA, RWDS, BWF, Asala, and PWWSO.
4	low income families with women and/or PwD	1. Deteriorating and fragile political and socio-economic contexts, resulting in reduced access to information. 2. Movement restrictions and closures hinder access to project stakeholders. 3. Loss of income, the socio-economic challenges, and purchasing power priorities (including internet) results in lower information access and participation in project consultations and activities. 4. Risks of exclusion from participating in consultation activities, access to information, and project benefits.	The NDC and beneficiary NGOs under component 2, in addition to institutional actors including; MoSD, international development partners and NGOs including UN agencies such as UNRWA and UNDP, as well as local NGOs and CBOs such as Juzoor, Juhood, Palvision, and Inash Al Usra. As well as GBV organizations such as SAWA and WCLAC, and PWD organizations such as Qader.
5	women and PwD living in remote, Access Restricted Areas (ARAs), and areas impacted by hostilities	1. Displacement and destruction of infrastructure 2. Lack of access to reliable internet and communication tools for receiving project information. 3. Limited mobility due to conflict, security concerns, and restricted access areas. 4. Psychological trauma and socio-economic instability reduce their ability to engage with project activities and hinder reach to project benefits.	The NDC and beneficiary NGOs under component 2, in addition to institutional actors including; MoSD, MoWA, and the Palestinian Fund for Employment, international development partners and NGOs including UN agencies such as UNRWA, UNICEF, UNFPA, and UN Women, in addition to GIZ, Handicap International, and World Vision, as well as local NGOs and CBOs such as Juzoor, Juhood, Palvision, Inash Al Usra, RWDS, and PWWSO. In addition to community level CBOs and cooperatives, GBV organizations such as SAWA and WCLAC, and PWD organizations such as Qader.
6	Bedouins communities	1. Remote locations and limited access to communication infrastructure hinder participation in consultations and receipt of project information. 2. Social isolation, compounded by limited mobility and infrastructure, restricts access to project benefits. 3. Security concerns and political instability hinder mobility and participation in consultations.	The NDC and beneficiary NGOs under component 2, in addition to institutional actors including; MoSD, international development partners and NGOs including UN agencies such as UNRWA and UNDP, as well as GIZ, and World Vision, in addition to local NGOs and CBOs such as Juzoor, Juhood, and Palvision.

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

4. Stakeholder Engagement Program

4.1. Summary of stakeholder engagement done during project preparation

During project preparation, the following public consultation meetings were conducted. Detailed description of the engagement activities is provided in Annex 1.

Table 2: Summary of project preparation stakeholder engagements

Meeting Topic	Stakeholders / Attendees	Date	Venue	No. of Attendees	Key Discussion Points
Consultation Between MoLG & MoPIC Introduction of	Ministry of Local Government (MoLG)	08/01/2025	MoLG Headquarters-Ramallah	6	MoLG welcomed the project objectives and expressed willingness to support its implementation, either through MDLF or in collaboration with other stakeholders.

project components and consultation with MoLG during the design phase.	Ministry of Planning and International Cooperation (MoPIC) Deputy Minister, G.D of Projects, G.D of Training department, MoLG Consultant, from MoPIC WB Portfolio Manager and Social Safeguards Specialist				- MoLG will propose priority interventions under Component 1 (labour-intensive) for further discussion with MoPIC. - MoPIC will develop and share a data collection template to gather relevant information. - MoLG will compile a table of proposed activities to outline key interventions and identify priority areas for implementation.
Consultation Focus Group with Women Representing NGOs and Organizations	- MoPIC - World Bank - MoL - NDC - NGOs; BWF, RWDS, PFE, Shufat Women Center, PWWSO, Nabi Samuel Women Cooperative, Inash Al Usra, ASALA, WATC, MO	19/01/2025	Ramallah, Ministries Complex, PSI Building, First Floor Meeting Room	23	- Assessment of the capacity of women's organizations, particularly in relation to the project's activities. - Women-led Micro, small, medium establishments and the sectors they mostly operate within. - Challenges faced by women-led businesses, including access to finance, high loan interest rates, lack of bank programs for agriculture, export barriers, and competition with Israeli markets. - Integration of women in non-traditional sectors. - Policy and advocacy efforts on women rights, socio-economic empowerment, and GBV (SEA / SH), among others. - Activities provided by women organizations, including awareness campaigns, vocational trainings, addressing GBV and economic-GBV, women rights, cooperatives support, and agricultural support, among others. - Importance of capacity building in safe farming, OHS, and organic production for women-led cooperatives. - The E&S and OHS capacity of women organizations, including on job trainings, existing policies and plans, farming safe and best practices, and OHS. - Grievance Mechanisms at their operational levels, and with their beneficiaries and partners, including GBV (SEA / SH) referral pathways. - Tailored financial tools and grants to support micro and small businesses. - Need for enhanced product quality, packaging, and certification to access broader markets. - Significant barriers for women in marginalized areas, including mobility restrictions and infrastructure challenges. - The budgets and fiscal situations of these organizations and their capacities.
Consultation Focus Group with Agricultural and Rural Development NGOs and Organizations	- MoPIC - World Bank - MoA - NDC - MoL - Agricultural NGOs; Arab Center for Agricultural Development (ACAD), Farmers Union, Palestinian Hydrology Group (PHG), Maan Development Center, Agricultural Relief Committees (PARC), Land Research Center, Union of	19/01/2025	Ramallah, Ministries Complex, PSI Building, First Floor Meeting Room	15	- Identification of agricultural programs and projects supported by NGOs. - Discussion on the role of women and persons with disabilities in agricultural activities, highlighting challenges such as financing barriers, marketing difficulties, and limited access to Area C. - Discussion on the potential interventions under the project in the sector. - Integration of women and vulnerable groups in the sector through capacity building, resources, and financing. - Importance of environmental and social capacities, including OHS guidelines, organic and safe farming practices, green and circular economies. - Challenges faced by agricultural stakeholders, including the lack of farmer protection policies, water scarcity, climate change impacts, and restricted development in Area C. - Recommendations for enhancing OHS practices, including capacity building and integrating

	Agricultural Work Committees (UAWC), Palestinian Farmers Union (PFU)				- environmental considerations into agricultural projects. - Calls for improved institutional capacity, particularly through the appointment of environmental and social focal points at MoPIC and NDC. - Grievance Mechanisms at their operational levels, and with their beneficiaries and partners, including GBV (SEA / SH) referral pathways.
Consultation with GBV organization Representative	- MoPIC - SAWA	26/01/2025	Bi-lateral Phone Consultation	2	- The bi-lateral consultation aimed to discuss the project components, development objectives, ESF tools including the SEP and stakeholder engagement, the GM, and referral pathways for GBV (SEA / SH) as well as the applicable E&S risks and the proposed ESF instruments and mitigation measures. - An update on SAWA's interventions and ongoing activities in relation to women protection and prevention of SEA / SH. - Consultation on the design and components, social risks, and mitigation measures relevant to the project and particularly component 2. - SAWA's GBV (SEA / SH) referral mechanism and its relevance under Component 2 of the project. - The operational structure for referrals, and coordination with implementing agencies and awarded NGOs. - The importance of having established SEA/SH reporting procedures and raising awareness of referral mechanisms among stakeholders.
Consultation with PWD organization Representative	- MoPIC - Qader for Community Development	26/01/2025	Bi-lateral Phone Consultation	2	- The bi-lateral consultation aimed to discuss the project components, development objectives, ESF tools including the SEP and stakeholder engagement, the GM, and referral pathways for GBV (SEA / SH) as well as the applicable E&S risks and the proposed ESF instruments and mitigation measures. - Presentation of Qader's economic empowerment and employment database for PwD, developed in collaboration with MoL. - Introduction to Qader's e-portal, featuring information, studies, laws, and policies relevant to PwD, as a resource for project stakeholders. - Discussion on the potential roles and interventions Qader could provide in relation to the project. - Social risks relevant to PWD and relevant mitigation measures and management tools.

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 the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

Table 3: SEP Summary Table

Project stage	Target stakeholders	Topic of consultation / message	Method used	Response-ibilities	Frequency/ Timeline
Preparati on Stage	- Institutional actors. - LGUs	Present project activities and receive feedback.	Virtual, hybrid, or in person group and one-to-one meetings. Community consultations	MoPIC, MDLF, NDC	Information to be disclosed before project

Project stage	Target stakeholders	Topic of consultation / message	Method used	Response-ibilities	Frequency/ Timeline
	- International development partners and NGOs. - Local CBOs and NGOs. - Unions, associations, cooperatives, and chambers.	Information about labor type, activities, and durations (Component 1), and technical and financial support and eligibility (component 2), and capacity building activities (component 3) timeline, and announcements of planned activities. consultation on project components and design. GM. associated E&S risks and mitigation measures. Announce prospective methods of information disclosure.	Site visits Non-technical summaries and disclosed documents on implementing agencies website. Correspondence (Phone /SMS, Emails, official letters). Social media, and disclosure on implementing agencies websites. Formal meetings, focus groups, and workshops (in person, hybrid, or virtual).		appraisal date.
	Vulnerable and disadvantaged groups and their representative organizations	GM tools for filing complaints and providing feedback, Information about labor type, activities, and durations (Component 1), and technical and financial support and eligibility (component 2). Codes of Conduct, inclusion and engagement of vulnerable and marginalized groups and their access to project benefits. Present project activities and receive feedback. timeline, and announcements of planned activities. GM. associated E&S risks and mitigation measures. Announce prospective methods of information disclosure.	One-to-one Meetings (virtual or face to face) as the situation allows. Social and Printed Media Engagements with vulnerable and marginalized groups' representative NGOs, CBOs, and INGOs Correspondence (Phone / SMS or traditional means) Site visits For disadvantaged and vulnerable groups suitable and customized tools shall be used such as dissemination information through representatives and organizations working with vulnerable groups, Local radios and TV stations, designated phone numbers for inquiry calls, social media and outreach activities. Community consultations	MoPIC, MDLF, NDC	Information to be disclosed before project appraisal date.
Implementation Stage	- Institutional actors. - Implementing agencies (i.e., MoPIC, MDLF, LGUs, and NDC)	Project status, updates, and progress, announcement of locations, LGUs, eligibility criteria, and updates on component 1; application dates, technical and	Virtual, hybrid, or in person group and one-to-one meetings. Community consultations Site visits	MoPIC, MDLF & selected LGUs under component 1, , NDC & beneficiary	Throughout the project's implementation period E&S Reporting to be done

Project stage	Target stakeholders	Topic of consultation / message	Method used	Response-ibilities	Frequency/ Timeline
	- International development partners and NGOs. - Local CBOs and NGOs. - Unions, associations, cooperatives, and chambers. - Universities and Research institutions - Local Media - Private Sector establishments	financial support, and eligibility criteria (component 2), and capacity building activities types, dates, and locations (component 3) Communications campaign and plan Introduction and announcement of new activities, Updates on E&S risks and mitigation measures, GM including channels for accepting GBV (SEA/ SH) complaints anonymously	Non-technical summaries, press releases, and disclosed documents on implementing agencies website. Correspondence (Phone /SMS, Emails, official letters). Local media, implementing agencies' Facebook and other Social media pages, and disclosure on implementing agencies websites. Formal meetings, focus groups, and workshops (in person, hybrid, or virtual). Printed media (brochures, posters, and flyers). E&S progress reports (including grievances received, gender desegregation, status, topics, and resolution).	NGOs under component 2	semi-annually
	Vulnerable and disadvantaged groups and their representative organizations	Project status and progress. announcement of locations, LGUs, eligibility criteria, and updates on component 1; application dates, technical and financial support, and eligibility criteria (component 2). Introduction and announcement of new activities. Updates on E&S risks and mitigation measures. GM including channels for accepting GBV (SEA/ SH) complaints anonymously.	Correspondence (Phone / SMS or traditional means) Notifications through local mainstream media, printed media, and social media. Designated phone number for inquiry calls and SMS. outreach activities and site visits. One-to-one Meetings (virtual or face to face) as the situation allows. Engagements with vulnerable and marginalized groups' representative NGOs, CBOs, and INGOs.	MoPIC, MDLF & selected LGUs under component 1, , NDC & beneficiary NGOs under component 2	Throughout the project's implementation on period E&S Reporting to be done semi-annually
Supervision & Monitoring	- Project Beneficiaries including PAPs and vulnerable/ disadvantaged groups as stated above. - OIPs including Government and Development agencies, NGOs and CBOs, Local Media, Private sector, associations, networks, unions, media, and education and research institutes.	Project overall progress and major achievements and outputs, Challenges, lessons learnt, GM .	Semi-annual progress reports. Non-technical summaries. Monitoring and site visits. Formal meetings, focus groups, workshops, and public meetings. Press releases, social media (implementing agencies, ministries, and LGUs), and traditional media (TV, Radio). Conferences.	MoPIC, MDLF & selected LGUs under component 1, , NDC & beneficiary NGOs under component 2	Throughout the project implementation on period Following each activity's completion Implementation Completion Report to be conducted by project end

4.3. Proposed strategy to incorporate the views of vulnerable groups

The project will seek the views of vulnerable or disadvantaged groups identified in section 3.4 and in table 1 through a set of methods and measures to engage these groups, incorporate their views, and remove obstacles to full and enabling participation / access to information. These methods and measures are detailed in the following table;

Table 4: Methods and Measures to remove obstacles to full and enabling participation / access to information for vulnerable or disadvantaged individuals and groups

#	Vulnerable or disadvantaged groups	Methods and Measures to remove obstacles to full and enabling participation / access to information
1	Unemployed and economically disadvantaged youth and workers, and their dependents (including children and the elderly)	1. outreach campaign (communications) to ensure that beneficiaries understand the temporary nature of this project. 2. Announcing project information on the official website of MDLF, and LGUs. In addition to their social media platforms (e.g., Facebook), along with public announcements, and printed material (e.g., posters and brochures) in mosques, health clinics, and LGU buildings among other public facilities. 3. Advertise through public and well-known media and social media outlets such as radio spots, newspapers, and LGUs Facebook pages. 4. Provide a clear selection and eligibility criteria in an easy-to-understand manner. 5. Ensure simplifying the application process as possible, with different methods for application (e.g., in person at LGUs and online form). 6. Ensure that all project disseminated material is available in Arabic language. 7. Provide Grievance Mechanisms with effective uptake channels at the MDLF level, and work with LGUs to strengthen their systems for effective grievances management.
2	PWD including disabled women, and their caretakers	1. Ensure that project information is available in accessible and multiple-form communication materials (e.g., sign language, enlarged print, captioned videos, sign language, simplified language, and braille). 2. Ensure providing alternate methods for engagements such as virtual platforms or hybrid methods, and where physical consultations or activities are taken, ensure that these facilities have universal access. 3. Ensure that representatives of these groups are continuously engaged with throughout project implementation. 4. outreach campaign (communications) to ensure that beneficiaries, and their caretakers, understand the temporary nature of this project. 5. Announcing project information on the official website of the NDC and beneficiary NGOs and grassroots organizations and women CBOs, as well as their social media platforms. 6. Provide a clear selection and eligibility criteria in an easy-to-understand manner. 7. Ensure that all project disseminated material is available in Arabic language.
3	Women and Women headed households	1. When possible, and to avoid social stigma, organize women-only consultation or engagement sessions, such as information sessions on component 2. Ensure gender balance at least in other engagement activities. 2. Ensure that representatives of these groups are continuously engaged with throughout project implementation. 3. outreach campaign (communications) to ensure that beneficiaries understand the temporary nature of this project. 4. Announcing project information on the official website of the NDC and beneficiary NGOs, as well as their social media platforms. 5. Ensure that all project disseminated material is available in Arabic language. 6. Highlight the availability of the GM, disseminate its uptake channels. And highlight the GBV (SEA/SH) referral pathways. Ensure these are discussed in all activities, and simple and easy to understand material on them are prepared in Arabic language, and provided to stakeholders.
4	low income families with women and/or PwD	1. Ensure inclusive outreach campaigns to disseminate project information in a clear and accessible manner, targeting low-income areas and utilizing culturally appropriate methods, such as community centers and local radio. Ensuring that these families with potential beneficiaries among them (e.g., skilled and unskilled unemployed workers, women, and PWD) are aware of the project benefits.

		2. Provide simplified and flexible application processes, ensuring that individuals with limited literacy or digital skills can easily access project information and apply through alternative means, such as in-person assistance at local NGOs or LGUs. 3. Leverage trusted local institutions and organizations, such as community-level CBOs and NGOs, to engage directly with families and provide guidance on accessing project benefits. 4. Ensure all project materials are available in Arabic and utilize visual aids to facilitate understanding. 5. Highlight the availability of the GM and grievance procedures, ensuring effective communication of these mechanisms and providing culturally and contextually appropriate support, especially for women and PwD. 6. Establish partnerships with NGOs working with low-income families to identify vulnerable groups and facilitate their inclusion in the project. 7. Provide accessible and clear information about financial and in-kind support options, ensuring families understand the temporary nature of the support while maximizing their participation in the project.
5	women and PwD living in remote, Access Restricted Areas (ARAs), and areas impacted by hostilities	1. Cooperate with international NGOs, and local / community level NGOs and CBOs working in remote and ARAs on the outreach campaign (communications) to ensure that communities and marginalized groups in these areas receive information about the project. 2. Utilize alternative communication channels, such as site visits, local radio, their LGUs, CBOs, and utilize means such as printed materials (e.g., in village council buildings, mosques, and health facilities) are available and delivered to these areas. 3. Strengthen the use of digital campaigns and out-of-the-box methods such as advertising through local established social media pages. 4. Provide clear and simple application processes, including mobile or in-person support in remote areas, to accommodate individuals with limited access to technology or administrative barriers. 5. Collaborate with local NGOs and CBOs familiar with the challenges in ARAs to serve as intermediaries for information dissemination, grievance uptake, and support. 6. Highlight the grievance mechanisms and referral pathways for SEA/SH incidents, ensuring clear and culturally appropriate communication on available channels and procedures, in Arabic and simplified formats.
6	Bedouins communities	1. In cooperation with local NGOs and CBOs, inform and engage local Bedouin leaders and trusted community representatives to serve as intermediaries for outreach and engagement. 2. Develop and disseminate project information in Arabic through channels accessible to Bedouins, such as community gatherings, mobile healthcare outreach teams, or other activities that target Bedouin communities. 3. Given the hardships faced in transportation and accessing physical locations, ensure that traditional means for grievance mechanism uptake and feedback such as through phone calls, and SMS, are available and well disseminated. 4. Simplify and clarify project eligibility and selection criteria, using visual aids and verbal communication (e.g., radio spots). 5. Establish partnerships with NGOs and CBOs that specialize in working with Bedouin communities to ensure inclusive participation. 6. Include Bedouin-specific considerations in all project design and implementation activities to ensure their unique needs and lifestyles are reflected.

5. Resources and Responsibilities for implementing stakeholder engagement

5.1. Implementation Arrangements and Resources

MoPIC's PMU will be responsible for the implementation of the stakeholder engagement activities described in the SEP. The overall responsibility for SEP implementation lies with the MoPIC Social Specialist with the support of the Environment and Health Specialist.

Under components 1 and 2, the entities responsible for carrying out stakeholder engagement activities, in addition to MoPIC, are the MDLF, and NDC in collaboration with the beneficiary LGUs and NGOs. The MoPIC will implement the engagement activities under component 3 in collaboration with MoL, MoA, and MoLG. The implementation arrangements of the stakeholder engagement activities under each component are as follows:

- Engagement activities under Component 1 will be implemented through the MDLF with strategic guidance of MoLG and the support of the beneficiary LGUs. MDLF E&S team will support the beneficiary LGUs in the implementation of the stakeholder engagement activities.
- Engagement activities under Component 2 will be implemented by NDC. NDC E&S focal point will work closely with MoPIC's social specialist on the SEP implementation and shall provide support to beneficiary NGOs during implementation.
- MoPIC will implement the engagement activities under component 3 in collaboration with MoL, MoA, and MoLG.

The stakeholder engagement activities will be documented through semi-annually progress reports prepared by the Social Specialist at MoPIC and submitted for the Bank review. The expenses related to SEP activities will be covered by the Project's budget. Responsibilities associated with SEP implementation, along with the necessary funding, will be allocated from the PMU's budget. The budget estimate for preparing and implementing SEP is 33,700 US\$. The budget breakdown can be found in Annex 2.

6. Grievance Mechanism

A Grievance Mechanism 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.

6.1. Description of Grievance Mechanism (GM)

Grievance Mechanism and complaint Management system shall be established for the project. Under the different components, each implementing agency will manage grievances related to the proposed activities (i.e., MDLF for Component 1, NDC for Component 2, and MOPIC for Component 3). MDLF has established grievance mechanisms and uptake channels under other World Bank-funded projects. A GM and a complaints manual were established for the Third Municipal Development Project (MDP3) and the Resilient Local Government and Municipal Services Project (RMSP), and municipalities were informed about the GM during orientation workshops conducted by MDLF. The GM is functioning and has received and handled complaints under MDP 3 and the RMSP. The GM will also be strengthened at the LGUs level to include tools for registering received/resolved complaints through societal/informal grievance resolution mechanisms (e.g., elected councilors, notables etc.) and targeted outreach to improve use of GM by women etc. NDC have established GM and complaints manual under the Gaza Emergency Social Services Project. However, the GM requires further review and assessment during project implementation. Both MDLF and NDC will report on the received and managed grievances to the project's Social Specialist in MOPIC. The Social Specialist in MOPIC will be responsible for receiving and handling grievances under component 3. MOPIC have established a Complaints Unit at the Ministry's level. The Ministry's GM will be strengthened and used for the project. The established GMs will also include survivor-centered features for potential SEA/SH complaints. The Social Officer will consolidate all reports received on complaints in the progress reports submitted to the Bank team.

Table 5: Illustrative Table on the GM Steps

Step	Description of process – MDLF (Component 1)	Description of process – NDC (Component 2)	Description of process – MoPIC (component 3)	Timeframe	Responsibility
GM implementation structure	The MDLF grievance mechanism ensures grievances are received, processed, and resolved in a timely, fair, and transparent manner. Stakeholders can submit complaints through various channels, including municipal offices, online platforms, hotlines, and in-person visits. During emergencies, alternative methods such as electronic forms and phone complaints are utilized. The mechanism includes standardized forms for documentation, ensuring anonymity for sensitive cases, particularly SEA/SH complaints. Complaints are referred to the relevant municipal project teams or departments for resolution, with SEA/SH cases following specialized confidential referral pathways. If complainants are unsatisfied, they may escalate grievances to higher levels within MDLF or the General Secretariat of the Council of Ministers, following bylaw No. 8 of 2016.	The main objective of the GM is to receive and resolve complaints and grievances in a timely, effective and efficient manner that satisfies all parties involved. Specifically, it provides a transparent and credible process for fair, effective and lasting outcomes. It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. The NDC has an established complaints manual under previous projects, but does not currently have the ESF capacity to manage it and operate it, and will require assessment and strengthening of the system in line with ESS10. The NDC complaints manual has procedures for the uptake, handling, and referral of GBV (SEA / SH) through GBV NGOs and in cases of legal course, through the national referral system. The complaints manual also has procedures for workers' GM.	Stakeholders will be able to raise their grievances/concerns and submit their inquiries or complaints through the MOPIC complaint system. MOPIC relies on the centralized government complaints system for addressing complaints, the system functions in accordance with the complaint's bylaw No.8 of 2016 and its accompanying Cabinet Decisions. The complaints mechanism also deals with complaints regarding sexual exploitation and abuse/sexual harassment (SEA/SH) and includes a referral mechanism for survivors through the national GBV referral system and relevant ministries including MoSD. The GM currently used by MOPIC will be further assessed and will be strengthened (in accordance with ESS10) and used to receive & facilitate resolution of grievances promptly and effectively and in a transparent manner that is culturally appropriate and readily accessible for component 3.	Throughout the project's implementation	MoPIC, MDLF & selected LGUs under component 1, NDC & beneficiary NGOs under component 2 MoPIC under Component 3 MoPIC/ PMU Social Specialist with overall monitoring & Reporting responsibility

Step	Description of process – MDLF (Component 1)	Description of process – NDC (Component 2)	Description of process – MoPIC (component 3)	Timeframe	Responsibility
			The project will ensure proper implementation of the special features for SEA/SH in the GMs (project and for workers), and strengthen MoPIC's complaints system and capacity with requisite features to accept, process and address potential SEA/SH complaints (e.g., anonymity, referral features for support providers); and providing training to the personnel responsible for handling such complaints. The implementation of these measures/features will be monitored closely.		

Step	Description of process – MDLF (Component 1)	Description of process – NDC (Component 2)	Description of process – MoPIC (component 3)	Timeframe	Responsibility
Grievance uptake	In component 1, uptake channels will be available at MDLF level, and LGU/ locality level to be established once sites have been selected. For MDLF, Grievances uptake channels are established according to each LGU's available channels and capacities.	In component 2, the NDC will be responsible for supporting beneficiary NGOs in setting up adequate uptake channels, in addition to providing ones at NDC level. For NDC, Grievances uptake channels will be updated to the GM Manual and disclosed.	Grievances can be submitted via the following channels: Mobile No.: +972593772281 - E-mail: Knesma@mopic.gov.ps - Submittal in person through visiting MOPIC office: Ramallah - Al-Masyoun Ministers Complex, - Through Calling MOPIC main phone number: - Through the centralized Complaints system accessible through: cs.pmo.gov.ps	Throughout the project's implementation	MoPIC, MDLF & selected LGUs under component 1, NDC & beneficiary NGOs under component 2 MoPIC under Component 3 MoPIC/ PMU Social Specialist with overall monitoring & Reporting responsibility

Step	Description of process – MDLF (Component 1)	Description of process – NDC (Component 2)	Description of process – MoPIC (component 3)	Timeframe	Responsibility
Sorting, processing	Any complaint received is forwarded to the relevant department at the LGU, and to the project engineer; the complaint is logged in the GM Matrix, detailing the following information: (i) project name, (ii) Complaint Reference Number (iii) Date of receipt of complaint (iv) Name of complainant (optional) (v) description of complaint (vi) any attachments (vi) previous correspondences.	Project-level grievances will be resolved at the NGOs level. NDC will request the partner NGOs to have a well- functioning GM. Affected parties who believe that they are adversely affected by the project may submit complaints through the project's GM in each NGO. A grievance redress committee will be established at each implementing NGO to handle complaints related to the project in close coordination with the NDC. The following information will be registered in the Log: ○ Complaint Reference Number ○ Date of receipt of complaint ○ Name of complainant ○ Confirmation that a complaint is acknowledged ○ Brief description of Complaint ○ Details of internal and external communication ○ Action taken: (Including remedies / determinations / result) ○ Timeline for handling a complaint	Any complaint received is forwarded to the relevant Directorate General depending on its nature, for GBV (SEA / SH) complaints, these are treated with confidentiality and referred through the GBV national referral system and in cooperation with the member ministries in the referral system. Received complaints are registered and logged in the GM Matrix. The following information will be registered in the Log: (i) Complaint Reference Number (ii) Date of receipt of complaint (iii) Name of complainant (optional) (iv) Gender (optional) (v) Confirmation that a complaint is acknowledged (vi) Brief description of Complaint (vii) Details of internal and external communication (viii) Action taken: (Including remedies / determinations / result) (ix) Date of finalization of complaint.	Upon receipt of complaint	Local grievance focal points
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant by the GM focal point at the LGU.	Receipt of the grievance is acknowledged to the complainant by the GM focal point at the beneficiary NGO.	Receipt of the grievance is acknowledged to the complainant by the social specialist. Receipt of the grievance is acknowledged to the complainant by an instant automatic reply if the complaint is received through the centralized complaints system.	Within 2 days of receipt (MoPIC & NDC) Within 3 business days for component 1 or in accordance with LGU public service manual	Local grievance focal points at LGUs / Beneficiary NGOs/ and MoPIC social Specialist

Step	Description of process – MDLF (Component 1)	Description of process – NDC (Component 2)	Description of process – MoPIC (component 3)	Timeframe	Responsibility
Verification, investigation, action	Investigation of the complaint is led by LGU project engineer/ focal point and relevant department. A proposed resolution is formulated by the relevant department and communicated to the complainant by the LGU project engineer / focal point.	Investigation of the complaint is led by the NGO focal point and GM Committee. The NGO focal point will investigate the grievance by following the steps below: • Verify the validity of the information and documents enclosed. • Ask the complainant to provide further information if necessary. • Refer the complaint to the grievance redress committee within the NGO • The grievance redress committee shall investigate the complaint and prepare recommendation to be taken and of any corrective measures to avoid possible reoccurrence. • The NGO officer shall register the decision and actions taken in the GM Matrix. The NGO focal point shall notify the complainant of the decision/solution/action either in writing, or by calling or sending the complainant an SMS message. When providing a response to the complainant, the NGO focal point must include the following information: • A summary of issues raised in the initial complaint • Reason for the decision	Investigation of the complaint is led by relevant directorates depending on the categorization of the complaint, or by a specially formed committee by the Minister depending on cases aforementioned. proposed resolution is formulated by the directorate / committee and communicated to the complainant by the PMU social specialist.	Within 14 business days.	Component 1: LGU project engineer/ focal point and relevant department Component 2: relevant beneficiary NGO Component 3: MOPIC relevant department/ MoA/ MoL/ MoLG

Step	Description of process – MDLF (Component 1)	Description of process – NDC (Component 2)	Description of process – MoPIC (component 3)	Timeframe	Responsibility
Monitoring and evaluation	Data on complaints are collected in a Grievance Matrix and reported to by the LGUs to the MDLF every month. And by turn to MOPIC.	Data on complaints are collected in a Grievance Matrix and reported to by the NGOs to the NDC every month. And NDC by turn to MOPIC.	Data on complaints are collected in a Grievance Matrix and reported on by MOPIC through the semi-annual E&S reports	Monthly by LGUs and NGOs Semi-annually for periodic E&S reporting	Component 1: LGU project engineer/ focal point and MDLF Component 2: relevant beneficiary NGO and NDC Component 3: MOPIC PMU Social Specialist
Training	The MDLF has good experience with managing grievances and has a functioning GM. However, Local Government Units (LGU)s have weak capacity in GM implementation, where MDLF is expected to support LGUs with additional E&S consultants hired to support the LGUs in implementing the ESF requirements (GM included) and build their capacities in ESF. This will be further assessed during project implementation and once the locations and LGUs are determined.	NDC has no dedicated environmental and social staff in West Bank, and shall assign an E&S focal point to work closely with MoPIC Social Specialist to ensure implementation and compliance with ESF requirements including GM. Moreover, an assessment of the current GM and workers' GM will be undertaken and strengthening opportunities will be verified by project implementation. Additionally, the NGOs are expected to have weak GM capacity and will require support in establishing GMs, this will be further assessed during project implementation and once NGOs are selected.	MoPIC has an experienced social specialist, yet MOPIC in general has a weak ESF (GM included) implementation capacity. Consultation with MoPIC on the GM revealed the following areas of potentially required support and strengthening: Institutionalizing GM Mechanisms at MoPIC: This includes targeting all related departments within MoPIC to ensure a comprehensive and standardized approach to grievance management across the entire institution. Staff will need training on how to integrate grievance management into their respective roles and responsibilities.	Throughout project implementation	Component 1: MDLF Component 2: NDC Component 3: MOPIC / Social Specialist

Step	Description of process – MDLF (Component 1)	Description of process – NDC (Component 2)	Description of process – MoPIC (component 3)	Timeframe	Responsibility
			- The Complaints Unit should be equipped with the skills and tools necessary for managing and reporting grievances across various stakeholders, - Establishing Strong Complaints Procedures: MoPIC needs to implement robust, clear, and standardized grievance handling procedures across the project. This will include defining the process for receiving, tracking, resolving, and reporting grievances in alignment with best practices and legal standards. - Monitoring and Reporting Mechanisms: Training on effective monitoring of the GM system across the project, ensuring that MoPIC can track grievance status, report on progress, and identify systemic issues in a timely manner. This includes integrating grievance data into project performance reports and providing regular updates to stakeholders. - Best Practices in GM Management: MoPIC staff must be trained on GM principles, such as confidentiality, accessibility, and ethics in grievance handling. These best practices will help ensure a consistent and high-quality response to complaints from beneficiaries.		

Step	Description of process – MDLF (Component 1)	Description of process – NDC (Component 2)	Description of process – MoPIC (component 3)	Timeframe	Responsibility
			- GBV Incident Reporting and Referral Systems: Staff must be trained in handling sensitive complaints, such as GBV, including proper reporting protocols and referral systems. This will ensure that all complaints, particularly those involving vulnerable groups, are handled appropriately. - Legal Framework for GM: MoPIC's Complaints Unit will require training on the legal aspects of grievance handling, including the appeals process and legal recourse options for complainants. This will ensure MoPIC can guide other ministries and organizations on proper legal procedures.		
Appeals process	If complainants are not satisfied with the outcome of the resolution, they are informed and directed to submit their grievance to MOLG Minister. If the complainant is also not satisfied with the response from MoLG Minister, they are directed to submit their grievance at the centralized Complaints System at the Cabinet, or to any other relevant authority including the Court of Municipalities.	Complainants have the right to appeal the decision by contacting the NDC E&S Focal Point within 14 days of receipt of review response letter from the NGO. The E&S focal point shall then review and re-apply the GM process following the same steps and timeframes for filing the initial grievance. Once all possible resolutions have been proposed and if the complainant is still not satisfied then they should be advised to take a legal recourse.	The GM will provide appeals process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied, then they should be advised of their right to legal recourse.	Upon receipt of appeal request	Component 1: LGU project engineer/ focal point and MDLF Component 2: relevant beneficiary NGO and NDC Component 3: MOPIC PMU Social Specialist

The project will have specific referral pathways as mentioned in the table above to handle sensitive and confidential complaints at each of the implementing agencies' level and their beneficiary partners (i.e., MDLF & LGUs, NDC & NGOs, and MoPIC & MoL & MoA & MoLG), including those related to Sexual Exploitation and Abuse/ Harassment (SEA/ SH) in line with the World Bank ESF Good Practice Note on SEA/SH. By project implementation, the Grievance Mechanisms will be assessed, along with the GBV (SEA / SH) referral pathways, and strengthening measures will be devised in line with the ESCP.

The MDLF GM Manual developed for LGUs guarantees anonymity and confidentiality for GBV (SEA / SH) complaints. The MDLF GM manual includes SEA / SH grievance procedures that are aligned with the national referral system, and Ministry of Social Development (MoSD) mechanisms. These procedures include the following steps: (i) Accept the grievance/ complaint through the GM special channel. The E&S focal point/ Social Specialist will be assigned to receive and handle SEA/SH complaints. Telephone information line, email address and procedures will be communicated to beneficiaries during consultation and induction sessions. (ii) Provide the complainant with the option of anonymity as detailed in the GM Manual, (iii) Upon the victim's consent, refer the victim to MoSD's Women Affairs Directorate; (iv) In the case the survivor decides to seek justice, the National Referral System for GBV incidents will be followed, (v) Follow up with the complainant, if they have provided their consent, to ensure just and proper care is provided to them. And obtain feedback from MoSD regarding the case for filing and closure.

Under component 2, the NDC has established GBV (SEA / SH) referral mechanisms in the GM manual prepared for the Gaza Emergency Social Services Project. The GM system will be updated and used for this project and it includes special pathways for the GBV complaints and grievances, including grievances on sexual harassment and sexual exploitation and abuse and labor related grievances. Channels to accept and respond to GBV grievances, while ensuring high confidentiality, will be communicated to the project's affected beneficiaries during the consultation meetings and throughout project implementation. Training will also be provided to the NGOs on detection of cases of gender- based violence and handling of inquiries, complaints and grievances related to GBV.

Grievances related to GBV, SEA and SH will be handled by NDC. The complaints related to SEA/SA should follow the principle of "confidentiality", "survivor centrality" and "survivor safety". The E&S Focal Point will be responsible for managing this type of complaints with high priority, seriousness, data protection and privacy. Contact details for NDC E&S Focal Point will be communicated to project's affected parties during consultations and through different stakeholder engagement methods.

Grievance related to sexual harassment and sexual abuse grievance will be dealt with in the following manner:

- Accept the grievance/ complaint through the GM available channels, including anonymous grievances.
- Allow safe and confidential reporting: survivors should be able to report SEA/SH without being identified publicly.
- Maintain confidentiality and anonymity as a fundamental way to guarantee survivors' safety: survivor files should not be discussed with anyone.
- Request the consent of survivors (to be contacted by the NDC E&S Focal Point).
- Protect information about an SEA/SH allegation, and in particular the identity of the survivor and those involved, at all times.

- Log SEA/SH cases separately from other cases and should not include identifiable information in a logbook. A separate coding system for names should be created and stored in a locked cabinet. The complaint logbook should also be stored in a different locked cabinet.
- Support the creation of a supportive, dignified and protective environment for the SEA/SH survivor, and full respect of his/her rights, wishes and choices.
- Upon agreement from the survivor, refer the survivor to an NGO specialized in handling GBV incidents to be determined at a later stage;
- In the case the survivor decides to seek justice, the National Referral System for GBV incidents will be followed.
- Provide feedback on the case to the survivor only and exercise strong caution before communicating any results beyond the survivor.
- Follow up with the survivor, if they have provided their consent, to ensure just and proper care is provided to them. And obtain feedback from the NGO regarding the case for filing and closure.

For Component 3, a GM manual will be established at the project level. The GM will include SEA / SH grievance uptake mechanisms and special referral pathways.

For workers' grievances, the MDLF has established a workers' GM that is functional and has been used in previous projects aforementioned. The Workers' GM will be maintained and operated for the project's workers' grievances. As for its beneficiary partners (i.e., the LGUs), the MDLF will ensure that the beneficiary LGUs establish and operate a workers' GM for the project workers at subprojects' level, as described in the ESMF and consistent with ESS2. The NDC, on the other hand, has established Workers' GM in their GM Manual, which shall be assessed, revised, strengthened, updated, and adopted for the project as needed, NDC will also ensure that their beneficiary partners (i.e., NGOs) establish and operate a workers' GM for the project workers. Moreover, at MoPIC level and with its beneficiary partners (i.e., MoA, MoL, and MoLG), a workers' GM will be established and maintained in line with ESS2 requirements. The Workers' GM will receive any project-related grievances from all project worker types such as compensation, discrimination, OHS concerns, GBV/SEA/SH, and any others.

The MoPIC Social Specialist will have overall responsibility for the monitoring of the workers' grievance mechanism at components 1 and 2 level. MoPIC will establish a workers' GM for its workers (direct and contracted workers such as consultants, trainers...etc). The worker's grievance mechanism will be described in staff induction trainings, which will be provided to all project workers. The worker's grievance mechanism includes; (i) a procedure to receive grievances such as comment/complaint form, suggestion boxes, email, a telephone hotline; (ii) stipulated timeframes to respond to grievances; (iii) a register to record and track the timely resolution of grievances; (iv) an assigned staff to receive, record and track resolution of grievances. Information about the existence of the grievance mechanism will be readily available to all project workers. Each implementing agency will monitor the suppliers' recording and resolution of grievances for contracted workers, and report these to their corresponding implementing agencies.

7. Monitoring and Reporting

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

The SEP will be monitored based on both qualitative reporting (based on progress reports) and quantitative reporting linked to results indicators on stakeholder engagement and grievance performance.

SEP reporting will include the following:

- (i) Progress reporting on the ESS10-Stakeholder Engagement commitments under the Environmental and Social Commitment Plan (ESCP).
- (ii) Cumulative qualitative reporting on the feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in project scope and design, and reflected in the basic documentation such as the Project Appraisal Document, Environmental and Social Management Framework (ESMF), and Environmental and Social Management Plans (ESMPs) or checklists, if needed; (b) issues that have been raised and can be addressed during project implementation; (c) issues that have been raised that are beyond the scope of the project and are better addressed through alternative projects, programs or initiatives; and (d) issues that cannot be addressed by the project due to technical, jurisdictional or excessive cost-associated reasons. Minutes of meetings summarizing the views of the attendees can also be annexed to the monitoring reports.
- (iii) Quantitative reporting based on the indicators included in the SEP. An illustrative set of indicators for monitoring and reporting is included in Annex 3.

The progress report will include progress on the implementation of stakeholder engagement activities, grievance mechanism details, lessons learnt, and challenges, in line with the ESCP requirements. Additionally, a stakeholder engagement log will be created and filled for the project. A template for the stakeholder engagement log is available in Annex 4.

7.2. Reporting back to stakeholder groups

The SEP will be revised and updated as necessary during project implementation.

Semi-annually summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the project managers.

Specific mechanisms to report back to the stakeholders include (but not limited) to the following: non-technical summaries, updates on SEP disclosed on project page, news announcements through local media, social media posts, videos, interviews, and articles. This reporting back to the stakeholders will be done on an annual basis.

Annexes

- Annex 1. Consultations Minutes of Meeting
- Annex 2. SEP Budget Table
- Annex 3. Sample Table: Monitoring and Reporting on the SEP
- Annex 4. Sample stakeholder engagement log

Annex 1: Consultations Minutes of Meeting

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
Consultation Between MoLG & MoPIC	08/01/2025	This is a vital project that addresses a significant gap in unemployment while enhancing the Ministry of Local Government's (MoLG) services to local communities. MoLG fully agree with the overall objectives and the proposed components, which are well aligned with MoLG's strategy and is willing to contribute to the design and implementation processes.	- MoLG will propose priority interventions under Component 1 (labor-intensive) for further discussion with MoPIC. - MoPIC will develop and share a data collection template to gather relevant information.	MoLG will compile a table of proposed activities to outline key interventions and identify priority areas for implementation to support the process of project design.	13- 23 January 2025 during the WB mission
WOMEN ORGANIZATIONS AND NGOS; - MoPIC - World Bank - NDC - MOL - Women Organizations, including: (Business Women Forum (BWF) Rural Women Development Association (RWDS) Palestinian Federation of Employees (PFE) Shufat Women Center Palestinian Working Women Society for Development (PWWSD)	19/01/2025	- The consultation workshop aimed to discuss the project components, development objectives, ESF tools including the SEP and stakeholder engagement, the GM, and referral pathways for GBV (SEA / SH) as well as the applicable E&S risks and the proposed ESF instruments and mitigation measures. - Participants emphasized the importance of supporting women-led micro, small, and medium enterprises (MSMEs) operating in diverse sectors, including handicrafts, agriculture, ICT, food production, and vocational training initiatives such as soap-making, embroidery, and catering. - Challenges identified for women-led businesses include: - Limited access to finance due to high loan interest rates, lack of collaterals, and insufficient banking programs for agriculture and women. - Export and market access barriers caused by complex regulatory requirements, costly certifications, and packaging issues. - Competition with Israeli markets and free trade policies that undermine local production. - Low production capacities, often relying on manual labor or informal setups, which hinders scalability. - Infrastructure challenges, particularly in marginalized and conflict-affected areas, limiting mobility and access to resources.	- Acknowledged the diverse challenges faced by women-led MSMEs, including financial access, production limitations, and regulatory barriers, and committed to tailoring financial tools and capacity-building programs to address these gaps. - Recognized the importance of enhancing grievance mechanisms, including SEA/SH referral pathways, and agreed to strengthen these systems in line with ESS10 requirements. - Agreed on the need to integrate institutional capacity-building efforts at NDC and MoPIC, appointing E&S focal points and leveraging existing frameworks from participating organizations.	- Conduct a further assessment of beneficiary women's organizations capacity in occupational health and safety (OHS), organic and safe agricultural practices, and the safe disposal of waste and compost production. - Evaluate the capacity-building programs focused on OHS, organic and safe agricultural practices, and waste disposal. - Request that women's organizations, if available, provide any OHS procedures, guidelines, tools and equipment safety protocols, and training materials, to be utilized	- Integrate feedback into the SEP by 02 February, 2025. - Follow up engagement activities to be conducted with women organizations within 3 months of project effectiveness. - Assessment of beneficiary women organizations to be done for OHS, agricultural practices, and other aspects upon selection and award under component 2.

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
Nabi Samuel Women Cooperative Inash Al Usra) ASALA, WATC, MO		- Organizations highlighted the need for tailored financing tools, including milestone-based grants and centralized procurement systems to reduce risks and costs. - Capacity-building needs include: - Safe farming practices, such as organic production, composting, and replacement of chemical fertilizers and pesticides. - Enhancing women's economic roles in non-traditional sectors such as ICT and green economies. - Strengthening OHS practices, including food hygiene, safe handling of agricultural inputs, and implementing industry-specific guidelines. - NGOs raised concerns regarding grievance mechanisms (GMs) and SEA/SH referral pathways: - While some organizations, such as Inash Al Usra and Shufat Women Center, have formal systems, others rely on informal channels, which limit access to justice and accountability. - Participants highlighted gaps in formal contracts and workplace protections, which restrict women's rights and access to end-of-service benefits. - Recommendations included developing a unified code of conduct for small businesses and cooperatives and improving grievance uptake channels. - Women NGOs, including RWDS and PWWSD, emphasized policy-level interventions to advocate for women-sensitive laws and address GBV, workplace harassment, and economic inequalities. - Grievances related to delayed payments, regulatory hurdles, and high licensing costs were raised. Participants suggested strengthening coordination with the Palestinian Authority to streamline processes. - Organizations requested targeted support for marginalized groups, including persons with disabilities (PwD) and women in rural areas, with tailored interventions to address their unique challenges. - Participants provided recommendations for project integration: - Strengthening institutional capacities through E&S focal points at NDC and MoPIC. - Ensuring accessibility and simplification of application processes for grants, along with clear selection criteria and outreach campaigns in Arabic.	- Committed to developing clear and accessible application processes, outreach campaigns in Arabic, and simplified eligibility criteria to ensure inclusivity and broad participation. - Acknowledged the recommendations for policy-level advocacy to support women-sensitive laws and address systemic challenges in the workplace and broader socio-economic environment. - Emphasized the integration of green economy and circular economy concepts in capacity-building and sectoral interventions. - Agreed to collaborate with participating organizations on implementing safe farming practices, OHS protocols, and environmental best practices. - Committed to incorporating feedback into project planning and implementation, ensuring continuous engagement with women organizations throughout the project lifecycle.	in the ESF documents and instruments to be prepared for the project. - Assign an environmental specialist in MoPIC PMU. - Designate environmental and social focal point in NDC, and ESHS focal points at the selected NGOs	- NDC to request women organizations to share available procedures on OHS and sustainable farming, as well as other protocols and procedures within 3 months of project effectiveness. - MoPIC PMU to maintain the social specialist and hire and environment health and safety specialist within two months of project effectiveness in line with the ESCP. - NDC to assign an E&S focal point within two months of project effectiveness date in line with the ESCP.

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
		- Discussions on grievance systems emphasized the inclusion of SEA/SH referral mechanisms, capacity-building on reporting systems, and raising awareness among stakeholders. - Specific programs, such as RWDS's agricultural cooperatives and Shufat Women Center's food production programs, were presented as models for scaling similar efforts across the project.			
AGRICULTURAL ORGANIZATIONS AND NGOS - MoPIC - World Bank - NDC Agricultural NGOs; Arab Center for Agricultural Development (ACAD), Farmers Union, Palestinian Hydrology Group (PHG), Maan Development Center, Agricultural Relief Committees (PARC), Land Research Center Union of Agricultural Work Committees (UAWC), Palestinian Farmers Union (PFU)	19/01/2025	- The consultation workshop aimed to discuss the project components, development objectives, ESF tools including the SEP and stakeholder engagement, the GM, and referral pathways for GBV (SEA / SH) as well as the applicable E&S risks and the proposed ESF instruments and mitigation measures. - Attendees stated that agricultural development is heavily restricted by Area C limitations, which prevents access to critical resources such as water and land, directly affecting women farmers and cooperatives. - Highlighted the importance of advocating for policy reforms, including increasing the PA's procurement from local farmers to double agricultural output and incentivize women-led agricultural products. - Participants emphasized that women face significant challenges, including lack of access to financial resources, lengthy PA payment processes, and absence of tailored incentives for agricultural businesses. - Sustainable farming practices, such as hydroponics, climate-resilient farming, and organic production, were shared as examples of successful interventions led by women cooperatives, supported through capacity-building and training. - Discussed the need for tailored financial tools, including access to micro-loans and grants for women-led projects, with mechanisms to address collateral and documentation barriers. - Shared examples of successful food security and land rehabilitation projects supporting marginalized women and persons with disabilities, often focusing on traditional farming practices such as sesame and summaq production. - Highlighted the importance of developing scalable agricultural models, such as rooftop farming and cooperative farming, to address spatial constraints in areas A and B.	- Recognized the importance of incentivizing women-led agricultural businesses and agreed to consider tailored interventions, including financial tools, streamlined payment mechanisms, and grant-based support for cooperatives. - Emphasized the need to strengthen grievance mechanisms in line with ESS10, including integrating SEA/SH referral pathways and raising awareness among women farmers and stakeholders. - Recognized the need for improved health and safety standards in agriculture and committed to supporting the development of OHS protocols, training, and regular health testing, particularly for women workers. - Agreed to assign environmental and social focal points at NDC, MoPIC, and selected NGOs to ensure robust institutional	- Conduct further assessment of agricultural organizations' capacity in occupational health and safety (OHS). - Asses the agricultural organizations' capabilities to implement OHS practices in their project and safe agricultural practices. Integrate OHS capacity building integrated under the project components design, - Evaluate the capacity building programs focused on OHS, safe agricultural practices, and waste disposal and compost production, fertilizer and pesticides usage guidelines. - Request that agriculture organizations, if available, provide any OHS procedures,	- Integrate feedback into the SEP by 02 February, 2025. - Follow up engagement activities to be conducted with agricultural organizations within 3 months of project effectiveness. - Assessment of beneficiary organizations to be done for OHS, agricultural practices, and other aspects upon selection and award under component 2. - NDC to request agricultural organizations to share available procedures on OHS and sustainable farming, as well

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
		- Stressed the need for capacity-building to empower women cooperatives by improving productivity, marketing, and economies of scale. - Identified critical gaps in farmer protection policies, including land protection measures and compensation mechanisms for disasters, which leave farmers vulnerable and unsupported. - Shared experiences in enhancing agricultural value chains, with a focus on improving product quality, packaging, certification, and market access, especially for international markets. - Participants raised concerns about existing grievance mechanisms, stating that while systems exist, they are often informal or underdeveloped. GBV (SEA/SH) referral pathways are underutilized and require awareness-raising and capacity-building for better integration. - Emphasized the need to integrate green and circular economy concepts into agricultural practices, such as waste recycling and compost production. - Discussed the importance of appointing environmental and social focal points within project implementing agencies and NGOs to enhance institutional capacity for addressing E&S risks. - Participants advocated for strengthening health and safety practices in agriculture, including safe handling of fertilizers, OHS training, and regular health testing for women workers.	- capacity for E&S risk management. - Committed to maintaining continuous engagement with participating organizations to refine and align project interventions with their feedback and local realities.	- guidelines, Manuals, tools and equipment safety protocols, and training materials, to be utilized in the ESF documents and instruments to be prepared for the project. - Assign an environmental specialist in MoPIC PMU. - Designate environmental and social focal point in NDC, and ESHS focal points at the selected NGOs	- as other protocols and procedures within 3 months of project effectiveness. - MoPIC PMU to maintain the social specialist and hire and environment health and safety specialist within two months of project effectiveness in line with the ESCP. - NDC to assign an E&S focal point within two months of project effectiveness date in line with the ESCP.
SAWA	26/01/2025	- The bi-lateral consultation aimed to discuss the project components, development objectives, ESF tools including the SEP and stakeholder engagement, the GM, and referral pathways for GBV (SEA / SH) as well as the applicable E&S risks and the proposed ESF instruments and mitigation measures. - SAWA emphasized their role as a global champion of PSEA under the WFP and their participation in projects funded by UN agencies and international donors. - They expressed their willingness to integrate their referral mechanism as part of the project under Component 2, serving as an uptake mechanism for SEA/SH cases.	- Acknowledged SAWA's critical role as a PSEA champion and their readiness to integrate their referral mechanism into the project. - Agreed on the need to conduct follow-up meetings to assess and strengthen SEA/SH reporting and referral	Conduct a follow up engagement with SAWA and other GBV (SEA/ SH) organizations in cooperation with the NDC, MDLF, MoPIC, and other partner beneficiaries.	Conduct a follow up engagement with SAWA and other GBV (SEA/ SH) organizations within 4 months of project effectiveness.

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
		- SAWA highlighted the need for detailed follow-up meetings to assess existing policies, beneficiary awareness, and capacity for SEA/SH reporting and referral mechanisms. - Discussions covered the hierarchy and operational arrangements of their referral mechanism, including SAWA's readiness to conduct investigations and inform relevant NGOs about cases, with prior clearance and formal agreements in place. - SAWA noted the complexity and length of investigations in such cases, emphasizing the importance of having robust SEA/SH reporting procedures and raising awareness among stakeholders. - They provided an overview of their organizational structure, noting the recruitment of 25 supervisors and the establishment of new roles, such as client service supervisors for inquiries. - However, SAWA expressed challenges in expanding or relocating their premises due to financial constraints.	- mechanisms, ensuring alignment with ESS10 and project objectives. - Highlighted the importance of continuous engagement with SAWA and other relevant stakeholders to ensure effective integration of SEA/SH mechanisms within project components.		
Qader for Social Development	29/01/2025	- The bi-lateral consultation aimed to discuss the project components, development objectives, ESF tools including the SEP and stakeholder engagement, the GM, and referral pathways for GBV (SEA / SH) as well as the applicable E&S risks and the proposed ESF instruments and mitigation measures. - Qader provided a brief on the protocols they developed for protecting children with disability. - Noted that while the protocols were created in cooperation with MoH and intended for national implementation, this goal was not fully achieved. - Qader added that they have launched a database in cooperation with MoL on PwD economic employment. - They also have an e-portal on their website with information, studies, laws, and policies relevant to PwD.	- Acknowledged the feedback on gaps and the importance of addressing service enforcement for PwD, vulnerable groups, and the population in general. - Expressed importance of continuous engagement with Qader and other representatives of vulnerable and marginalized groups throughout the project. - Recognized the value of Qader's database and e-portal for stakeholder engagement and information sharing.	- Review and incorporate Qader's feedback into the SEP and ESF instruments. - Conduct a follow up engagement with Qader and other PWD organizations in cooperation with the NDC, MDLF, MoPIC, and other partner beneficiaries.	- Integrate feedback into the SEP by 02 February, 2025. - Conduct an engagement session with Qader and PWD organizations within 3 months of project effectiveness.

Annex 2: SEP Budget Table

Budget categories	Quantity	Unit costs	Times/ Years	Total costs	Remarks
1. Estimated Staff salaries* and related expenses					
1a. Logistics and Communications Officer – MoPIC	1	-	Throughout Project Implementation	0	Included in project design
1b. Social Specialist – MoPIC	1	-	Throughout Project Implementation	0	Included in project design
1c. Travel cost for staff	LS	-	Throughout Project Implementation	0	Included in project design
2. Consultations/ Participatory Planning, Decision-Making Meetings					
2a. organization of focus groups	4	500\$	4	1200\$	
2b. organization of public meetings	1	1500\$	4	1500\$	
3. Communication campaigns					
3a. Posters, flyers	LS	LS	LS	5000\$	
3b. Social media campaign	4	1000\$	4	9600\$	
3c. radio spots and TV announcements	2	1500\$	2	6000\$	
4c. newspaper announcements	4	300\$	2	2400\$	
4. Trainings					
4a. training for PMU staff and Project workers in MoPIC, MoA, MoL, NDC on ESF fundamentals, OHS, GM, stakeholder mapping and engagement, development and	2	500\$	1	1000\$	

implementation of mitigation measures within the ES instruments					
4b. training for PMU staff and Project workers in MoPIC, MoA, MoL, NDC on GBV addressing the risks of SEA and SH (prevention and response), Code of Conduct for Workers, Gender and Inclusion of vulnerable groups emergency preparedness and response, community health and safety and reporting	2	1000\$	1	2000\$	
4c. capacity Building for NGOs and CBOs on ESF fundamentals and GM and Workers' GM, Prevention of and response to potential SEA/SH incidents	1	500\$	1	500\$	
5. Beneficiary surveys					
5a. Mid-project citizen satisfaction survey – component 1	1	-	1	0	Included in project design
5b. End-of-project citizen satisfaction survey - component 1	1	-	1	0	Included in project design
6. Grievance Mechanism					
6a. Training partners on GM	2	-	1	-	Cost included under point 4
6b. Assessment of implementing agencies' GM	1	-	1	-	Included in project design
6c. Suggestion boxes in LGUs that do not already have one	LS	LS	-	1000\$	
6d. GM communication materials	LS	LS	-	1500\$	
7. Other expenses					
7a. Miscellaneous	LS	LS	-	2000\$	
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:				33,700\$	

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, gender, age, and location of complainant.	Records from the implementing agency and other relevant agencies

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 Evaluation forms Structured 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: sample stakeholder engagement log

No.	Date	Stakeholders	Venue	Objective	Summary of Engagement and Feedback	Follow Up and Agreed Upon Actions with timeframe	Participants	Documents
1				-	-			Add Minutes of Meeting links, press release links, social media links, etc..
2								

¹ It is particularly important to understand whether project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project and to ensure that awareness raising and stakeholder engagement with disadvantaged or vulnerable individuals or groups are adapted to take into account such groups or individuals particular sensitivities, concerns and cultural sensitivities and to ensure a full understanding of project activities and benefits. The vulnerability may stem from person's origin, gender, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g., minorities or fringe groups), dependence on other individuals or natural resources, etc. Engagement with the vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input to the overall process are commensurate to those of the other stakeholders.