The Palestine Liberation Organization

(for the benefit of The Palestinian Authority)

Palestinian Ministry of Finance and Planning (MoFP)

PALESTINIAN INVESTMENT PREPARATION FACILITY PROJECT

Project ID: P513678

STAKEHOLDER ENGAGEMENT PLAN (SEP)

February 24, 2026

List of abbreviations

APLA	Association of Palestinian Local Authorities
ARAs	Access Restricted Areas
ARIJ	Applied Research Institute – Jerusalem
BWF	Businesswomen Forum
CBO	Community Based Organization
CSO	Civil Society Organization
E&S	Environmental and Social
EBRD	European Bank for Reconstruction and Development
EIA	Environmental Impact Assessment
EIB	European Investment Bank
EQA	Environment Quality Authority
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standards
EU	European Union
FM	Financial Management
FPCCIA	Federation of Palestinian Chambers of Commerce, Industry and Agriculture
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GM	Grievance Mechanism
HCPPP	Higher Council of Public Purchase Policies
IDPs	Internally Displaced Persons
IFC	International Finance Corporation
IFI	International Financial Institution
ILO	International Labor Organization
IPF	Investment Project Financing
IRDNA	Interim Rapid Damage and Needs Assessment
JICA	Japan International Cooperation Agency
LGU	Local Government Unit
LGUs	Local Government Units
LMAs	Line Ministries and Agencies
LRC	Land Research Center
MAS	Palestine Economic Policy Research Institute (MAS)
MDLF	Municipal Development and Lending Fund
MoA	Ministry of Agriculture
MoFP	Ministry of Finance and Planning
MoH	Ministry of Health
MoI	Ministry of Interior
MoIn	Ministry of Industry
MoL	Ministry of Labor

MoLG	Ministry of Local Government
MoNE	Ministry of National Economy
MOPWH	Ministry of Public Works and Housing
MoSD	Ministry of Social Development
MoT	Ministry of Transport
MoWA	Ministry of Women's Affairs
MTDE	Ministry of Telecom and Digital Economy
NDC	NGO Development Center
NGO	Non-Governmental Organization
OHS	Occupational Health and Safety
OIP	Other Interested Parties
OIPs	Other Interested Parties
PA	Palestinian Authority
PADICO	Palestine Development and Investment Company
PAP	Project Affected Party
PAPs	Project Affected Parties
PARC	Palestinian Agricultural Relief Committees
PCBS	Palestinian Central Bureau of Statistics
PCD	Palestinian Civil Defense
PDO	Project Development Objective
PENGON	Palestinian Environmental NGOs Network
PENRA	Palestinian Energy and Natural Resources Authority
PFE	Palestinian Fund for Employment
PPF	Project Preparation Facility
PHG	Palestinian Hydrology Group
PID	Project Information Document
PIF	Palestine Investment Fund
PIPA	Palestinian Investment Promotion Authority
PIU	Project Implementation Unit
PLA	Palestinian Land Authority
PMA	Palestinian Monetary Authority
PMRS	Palestinian Medical Relief Society
PNGO	Palestinian Non-Governmental Organizations Network
POM	Project Operations Manual
PPF	Project Preparation Facility
PPP	Public-Private Partnership
PPU	Project Preparation Unit
PRCS	Palestinian Red Crescent Society
PWA	Palestinian Water Authority
RWDS	Rural Women's Development Society
SAACB	State Audit and Administrative Control Bureau
SAWA	SAWA Organization
SEA	Sexual Exploitation and Abuse
SEA/SH	Sexual Exploitation and Abuse / Sexual Harassment
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment

TA	Technical Assistance
TNB	The National Bank
ToR	Terms of Reference
UAWC	Union of Agricultural Work Committees
UHWC	Union of Health Work Committees
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
VAT	Value Added Tax
WATC	Women's Affairs Technical Committee
WCLAC	Women's Center for Legal Aid and Counseling
WBG	World Bank Group
WB&G	West Bank and Gaza
YWCA	Young Women's Christian Association

Table of Contents

1. Introduction and Project Description 1
1.1. Country and Sector Context 1
1.2. Project Development Objective 2
1.3. Project Information and Components Description 2
2. Objectives/ Description of the Stakeholder Engagement Plan (SEP) 3
3. Key Principles for Stakeholder Engagement Planning for future Downstream projects prepared under the Palestinian Investment Preparation Facility Project (PPF) 5
4. Stakeholder Identification, Mapping, and Analysis 9
4.1. Methodology 9
4.2. Upstream Activities 10
4.2.1. Project Affected Parties 10
4.2.2. Other Interested Parties 10
4.2.3. Disadvantaged/vulnerable individuals or groups 12
4.3. Stakeholder Mapping for Downstream Project Investments 14
5. Stakeholder Engagement Program 15
5.1. Summary of Stakeholder Engagement Done During Project Preparation 15
5.1.1. Bi-Lateral Meetings – Project Preparation 15
5.1.2. Bi-lateral Consultation Activities 16
5.1.3. Consultation Session 17
5.2. Summary of Project Stakeholder Needs and Methods, Tools, and Techniques for Stakeholder Engagement for the PPF - Upstream 18
5.3. Recommended Downstream Stakeholder's Engagement Supervision and Monitoring for Implementation of Investments 20
5.4. Proposed Strategy to Incorporate the Views of Vulnerable Groups 21
5.5. Stakeholder Engagement Approach under the PPF 23
5.6. Information Disclosure Methods 24
6. Resources and Responsibilities for Implementing Stakeholder Engagement 25
6.1. Implementing Arrangements and Resources 25
7. Grievance Mechanism 26
7.1. Description of Grievance Mechanism (GM) 26
8. Monitoring and Reporting 31
8.1. Summary of How SEP Will be Monitored and Reported Upon (Including Indicators) 31
8.2. Reporting Back to Stakeholder Groups 32

Annex I: Summary of Stakeholder Engagement Activities 33
Annex II: Guidelines for stakeholder identification and categorization 39
Annex III. The list of organizations to engage in consultations (Stakeholders Registry). 43
Annex IV: Possible Activities Under the PPF (Upstream Activities) 44
Annex V: SEP Budget Table 45
Annex VI: Stakeholder Engagement Log Template 47
Annex VII: Sample Table: Monitoring and Reporting on the SEP 48

1. Introduction and Project Description

1.1. Country and Sector Context

Over the past two years, the Palestinian territories have experienced a sharp reversal of economic and social conditions. By end-2024, real GDP had fallen back to 2009 levels and nominal GDP per capita dropped below its 2011 value[1], reflecting a deep contraction in economic activity and livelihoods. This deterioration has been driven by compounding shocks and constraints, including restricted access to employment in Israel, the fiscal impacts of withheld clearance revenues[2] on the delivery of essential services, and impediments to correspondent banking that continue to pose systemic financial-sector risks. By early 2025, poverty across the Palestinian territories had risen to nearly 40 percent, up from 29 percent in 2023.

The conflict centered in Gaza has further escalated humanitarian, economic, and reconstruction pressures. The joint World Bank, European Union (EU), and United Nations (UN) Interim Rapid Damage and Needs Assessment (IRDNA)[1] estimated recovery and reconstruction needs at US$53.2 billion by October 2024, with damages estimated at US$29.9 billion, equivalent to about 1.8 times annual GDP of the West Bank and Gaza. The continuation of hostilities until October 2025 resulted in additional reconstruction needs preliminarily estimated at around US$70 billion. Gaza's share of Palestinian GDP reportedly declined from 17 percent before the conflict to below 3 percent[1], with virtually all households estimated to be living in poverty. As of the 25th of January, 2026, over 72,000 people have died and 180,433 have been injured.[3] The loss of life in WB&G since the eruption of the conflict has reached levels that rank amongst the worst in the MENA region's history.

Within this environment, the Palestinian Authority (PA) continues to operate under severe fiscal and institutional constraints, even as it advances a Reform Agenda aimed at strengthening governance, fiscal management, and institutional capacities. A longstanding structural challenge has been the limited technical and financial capacity of Line Ministries and Agencies (LMAs) to prepare bankable, finance-ready projects, with project preparation often driven by ad hoc donor support that can weaken predictability, prioritization, and investment sequencing despite the existence of many core systems[4].

In response, the PA has taken steps to strengthen investment prioritization and sequencing, including the establishment of a national Project Preparation Facility (PPF) and a Project Preparation Unit (PPU), approved by the PA Council of Ministers through Decree 19/79/12, mandated to support the development of selected priority projects and build a pipeline of implementation-ready investments. The creation of the PPU, as well as the set-up of processes and technical competences, aimed at enhancing the speed and quality of investment, preparation, supports the PA Reform Agenda's objectives I.3.1, namely "Achieve more effective use of public resources, enhanced service delivery, and increased economic stability and development" and I.2.1 "Enhance effectiveness and efficiency of Palestinian public administration".

[1] https://thedocs.worldbank.org/en/doc/88b250e19a55174787bafafd5322360e-0280012025/original/Palestinian-Economic-Update-Sept2025-FINAL.pdf

[2] "Clearance revenues" are revenues that belong to the PA, mostly VAT & import duties. They are collected by the Government of Israel (GoI) and expected to be remitted to the PA on a monthly basis in accordance with the Protocol on Economic Relations (1994 Agreement between Israel and the Palestine Liberation Organization referred to as the Paris Protocol).

[3] PCBS

[4] Public Expenditure and Financial Accountability (PEFA), 2019: https://www.pefa.org/node/171

Against this backdrop, the Palestinian Project Preparation Facility (PPF) project will support the PA to develop a pipeline of financeable, implementation-ready priority projects while building government capacity for project preparation, with an initial focus on strengthening readiness for West Bank investments and maintaining flexibility to support recovery and reconstruction priorities as the broader context evolves.

1.2. Project Development Objective

To support the Palestinian Authority in developing a pipeline of financeable and implementation-ready priority projects for recovery while building Government's capacity for project preparation.

1.3. Project Information and Components Description

The Palestinian Investment Preparation Facility Project (PPF) is a World Bank–financed Investment Project Financing (IPF) operation providing technical assistance to the Ministry of Finance and Planning (MoFP) and Line Ministries and Agencies (LMAs) to prepare a pipeline of priority public investment projects.

The Project finances technical assistance activities only and does not include financing for physical works or implementation of infrastructure investments. The pipeline of investments to be prepared will be determined during implementation following the applicable national decision-making process and may include major infrastructure projects across sectors such as energy, water, wastewater, solid waste management, transport, education, health, and environment.

At appraisal, all Project activities are expected to focus on the West Bank. Any future extension of Project activities to Gaza-related investment preparation would be subject to the applicable decision-making and World Bank approval processes.

The Project is structured around three complementary components:

- **Component 1: Preparation of Priority Investments (US$13 million):** This component finances technical assistance for preparation of priority public investment projects, including pre-feasibility and feasibility studies, preliminary and detailed technical designs, economic and financial appraisals, environmental and social assessments, procurement strategies, and institutional and implementation arrangements. The objective is to prepare bankable and implementation-ready projects that may be financed by the Palestinian Authority, development partners, international financial institutions, or private investors.

  The Ministry of Finance and Planning (MoFP), through the Project Preparation Unit (PPU), is responsible for reviewing and screening investment preparation requests against agreed selection criteria and exclusion lists, coordinating with LMAs to ensure alignment with sector priorities, procuring preparation activities, and ensuring quality control of outputs.

  Prepared investments will be made available for financing to a range of potential financiers, including the Palestinian Authority budget, development partners, international financial institutions, and private investors. Upstream screening and preparation of PPP-suitable investments may be supported in coordination with the International Finance Corporation (IFC), as and when relevant.

- **Component 2: Strengthening Institutional and Technical Capacities for Investment Preparation (US$5 million):** This component supports strengthening institutional capacity within MoFP and LMAs to enhance investment prioritization, preparation efficiency, coordination across sectors, and alignment with the Palestinian Authority's Reform Agenda. Activities include advisory services, technical experts, training programs, and development of operational guidance to improve investment preparation systems.

  Activities under this component may include:

  - Provision of embedded advisors within LMAs and central agencies;
  - Procurement of external consultants to provide on-demand technical, financial, environmental, and social expertise;
  - Delivery of training programs and study tours on good international practice in investment preparation.

Capacity development covers, inter alia, technical design, economic and financial appraisal, environmental and social risk management, procurement, monitoring and evaluation, risk identification and mitigation, and institutional and implementation arrangements.

The component also supports institutional strengthening through the development of guidance materials, policy documents, and coordination procedures to embed the Project Preparation Facility within the national investment prioritization and sequencing system.

- **Component 3: Project Management (US$2 million):** This component finances project management, administration, and operational costs associated with the implementation of West Bank–focused activities. It supports staffing of the Project Implementation Unit (PIU) within the PPU, fiduciary management, procurement, financial management, environmental and social (E&S) management, audits, reporting, coordination, and compliance with World Bank requirements.

2. Objectives/ Description of the Stakeholder Engagement Plan (SEP)

This Stakeholder Engagement Plan (SEP) has been prepared for the Palestinian Investment Preparation Facility Project (PPF) in line with the World Bank Environmental and Social Framework (ESF), specifically ESS10 on Stakeholder Engagement and Information Disclosure. 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. It outlines how the implementing agency (MoFP, through the PIU) 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 it. The SEP places particular emphasis on approaches to reach disadvantaged or vulnerable groups who may be at risk of being left out of project benefits.

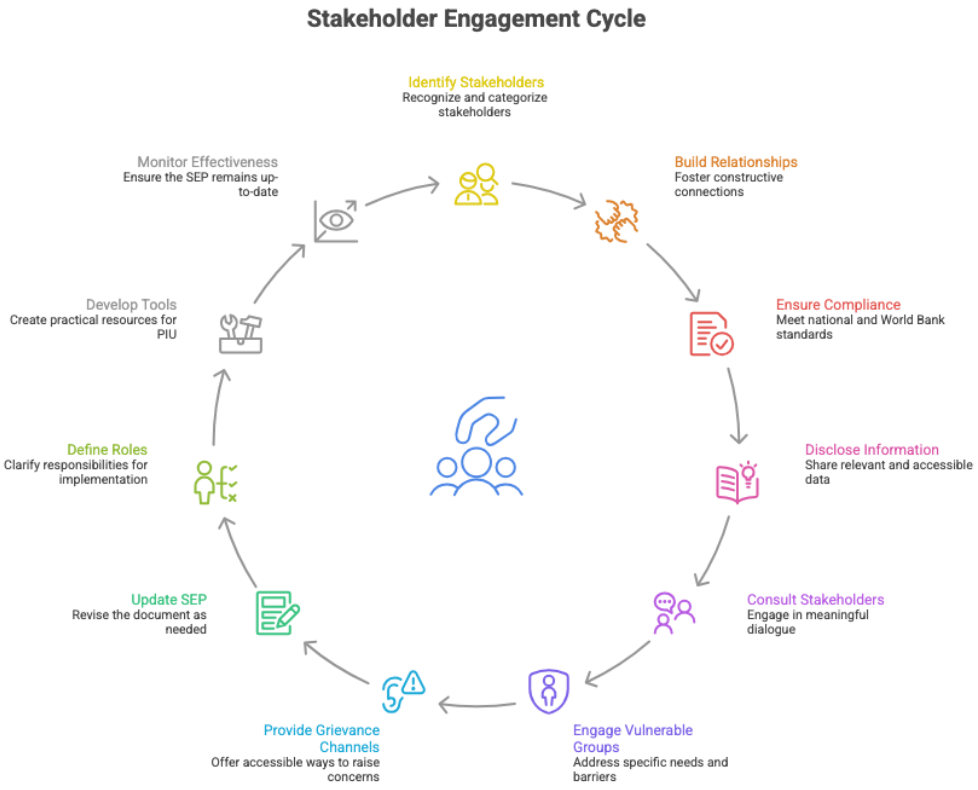
Given that the PPF is primarily a technical assistance and project preparation operation, and that downstream investments will be identified and prepared during implementation, this SEP is designed as a framework. It sets out the core principles, minimum requirements, and practical approach for stakeholder engagement during the preparation of future investments, and it will guide the preparation of investment level SEPs once specific investments are selected.

Stakeholder engagement will be integrated into key preparation activities, including design and structuring, pre-feasibility and concept definition (including community and civil society consultations), and the conduct of environmental and social studies (which may include ESIAs and other assessments, depending on the investment and its risks).

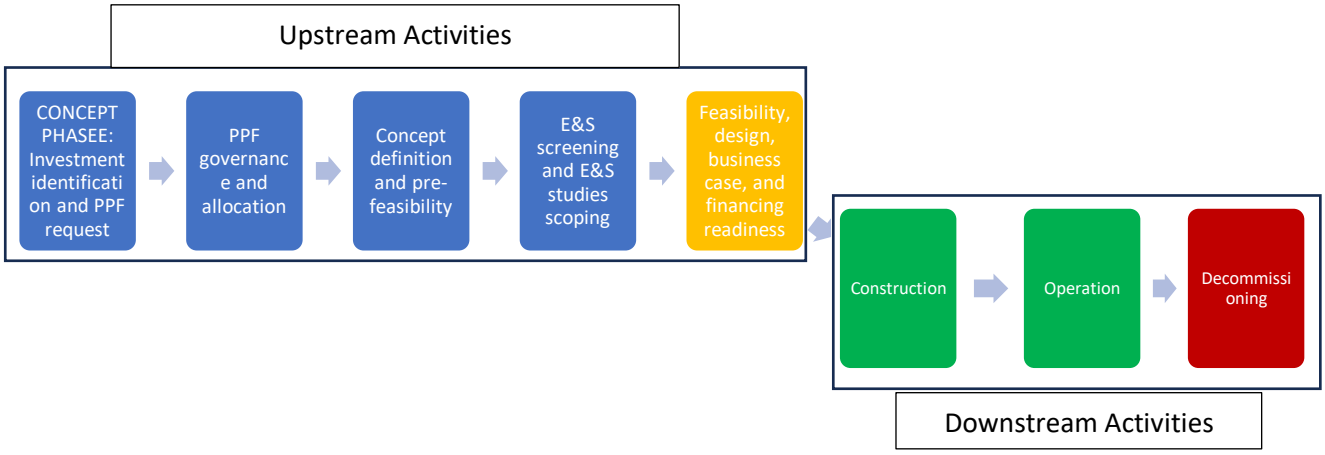
Accordingly, the SEP aims to:

- Establish a systematic approach to stakeholder engagement to identify stakeholders and build and maintain constructive relationships over the project life cycle, especially with project affected parties, marginalized and vulnerable groups who can be impacted by the downstream activities.
- Ensure downstream projects prepared under the PPF Project will meet the national stakeholder engagement requirements and the World Bank ESS10.
- Ensure timely disclosure of relevant, understandable, and accessible information, using channels and formats that reflect the local context and stakeholder needs.
- Enable meaningful consultation and stakeholder participation in the preparation process, with clear feedback loops so that comments are recorded, considered, and reflected in decisions where feasible.
- Apply dedicated measures to engage disadvantaged and vulnerable groups, reducing barriers to access, participation, and influence.
- Provide accessible avenues for questions, concerns, and grievances, including project-level uptake channels, and ensure safe handling of sensitive complaints (including SEA/SH considerations) in line with ESS10 expectations and national legislation.
- Serve as a "living" document that will be updated as needed as the project evolves and as downstream investments, locations, and stakeholder risks become clearer.
- To define roles and responsibilities for the implementation of the SEP.
- To develop a practical tool for the Project Implementation Unit (PIU) to develop smooth stakeholder engagement plans for each project once selected.
- To define the monitoring arrangements to ensure that the SEP remains an effective and up-to-date tool for stakeholder engagement.

The World Bank and the MoFP do not tolerate reprisals or retaliation against project stakeholders who share their views about Bank-financed projects, and the SEP will reflect this principle in consultation design, documentation, and grievance handling.



3. Key Principles for Stakeholder Engagement Planning for future Downstream projects prepared under the Palestinian Investment Preparation Facility Project (PPF)



The Palestinian Investment Preparation Facility Project will finance technical assistance only and will support *upstream* preparation of potential projects selected by the PPU. It will support the Palestinian Authority to prepare a pipeline of implementation-ready priority investments and strengthen project preparation capacity across Government institutions (i.e., LMAs). Activities under the PPF will include

design and structuring, pre-feasibility and concept definition, environmental and social studies (including ESIAs and other instruments, as relevant), detailed feasibility and design studies, business cases, and financial structuring including potential PPP-oriented work, as appropriate with details of potential activities provided in Annex IV: Possible Activities Under the PPF. The specific downstream investments to be prepared during implementation may vary by sector and location, and may include, for example, water bulk systems and water harvesting, energy interconnections and solar investments, solid waste management facilities, and other priority investments identified by line ministries and agencies.

Since the PPF itself does not finance construction or operations, it is not expected to generate direct, site-specific adverse environmental and social impacts. However, the downstream investments that may be designed and prepared under the PPF could present significant risks and impacts depending on the nature, scale, magnitude of potential impacts, sensitivity, mitigation difficulties, social conflict, regulatory challenges, and location of the future investments, and the prevailing fragility and movement restrictions in the West Bank among other factors. As such, the upstream stage supported by the PPF is therefore the key opportunity to identify priority E&S risks early, identify and engage stakeholders proportionate to the stage of design, and set clear requirements for stakeholder engagement that will later be implemented during downstream financing and execution.

Accordingly, this SEP provides a framework for stakeholder engagement for the PPF. It also sets the minimum principles and step-by-step approach for preparing stakeholder engagement plans for each downstream investment that is supported through PPF-financed preparation activities. This approach is aligned with ESS10 requirements, while being tailored to the PPF's upstream nature and the Palestinian context.

As detailed above, once specific projects are selected and packages of technical documents are being prepared, the relevant authorities including the PIU and implementing agencies and partners will complete the following steps in analyzing and identifying stakeholders for each specific project and preparing SEPs that are commensurate with the E&S risks of the project and phased appropriately. Templates for preparing SEPs for future reconstruction projects prepared under the PPF Project are provided in the World Bank ESF resources Page, which can be accessed through: SEP Template for Moderate Risk Projects, and SEP Template for High and Substantial Risk Projects.

Step 1: Environmental and Social Screening and Early Scoping for Each Downstream Investment

Each candidate investment to be prepared under the PPF will undergo an E&S screening process in line with the Project Environmental and Social Management Framework (PPF-ESMF). The screening will: (i) assign an E&S risk classification for the downstream investment, (ii) identify the likely key E&S risks and stakeholder sensitivities at concept stage, and (iii) determine which E&S instruments are needed as part of the preparation package (for example, whether E&S content is integrated into feasibility studies, whether a standalone ESIA/ESMP or other E&S instruments and tools are required, and what level of stakeholder engagement is required at that stage). These various instruments may have their own requisite stakeholder engagement processes that need to be planned as part of the SEP to meet legal requirements and ESS10.

This screening step is essential for stakeholder engagement planning because it directly informs:

- The proportionality of engagement (High or Substantial risk investments will require more intensive and structured engagement).
- The identification of priority issues to consult on early (for example, land-related impacts, community health and safety, security-related concerns, labor risks, GBV/SEA/SH risks, impacts on vulnerable communities, and biodiversity or cultural heritage sensitivities).

Step 2: Stakeholder Identification and Analysis for Each Downstream Investment

As each investment moves from a broad concept to a defined scope, stakeholders will be identified and analyzed systematically, with clear differentiation between:

- Project-Affected Parties (PAPs) who may be directly affected by the downstream investment;
- Other Interested Parties (OIPs) including institutions, civil society, private sector entities, and development partners; and
- Vulnerable or disadvantaged groups who may face barriers to participation and access to information or grievance redress.

Stakeholder mapping at this stage will be practical and iterative. It will start with desk-based identification and be refined through targeted outreach and, where feasible and safe, field verification. In the West Bank context, particular attention will be given to communities and groups that may face compounded vulnerability due to poverty, restricted mobility, disability, gender-based constraints, displacement pressures, or livelihood dependence on land and natural resources (including herding and farming communities).

The stakeholder analysis will also explicitly identify barriers to participation (language, literacy, disability access, time burdens, social norms, fear of retaliation, digital divide, movement restrictions), and will define tailored measures to enable meaningful participation, especially for women and girls, persons with disabilities, and other marginalized groups.

Step 3: Developing a Phased Stakeholder Engagement Program Linked to the Preparation Cycle

As the PPF supports upstream preparation, engagement for each downstream investment will be phased to match the maturity of project information, while still ensuring early, meaningful input on priorities, risks, and alternatives. It will need to be ensured that implementing agencies and LMAs have adequate processes and procedures in place for effective and transparent stakeholder engagement and consultation.

For each investment, the stakeholder engagement program will define:

- What information is disclosed, when, and through which channels (for example: MoFP and PPF webpages, social media pages, PIU channels, partner institutions' channels, municipalities and local councils, and local CSOs).
- What consultations are held at each stage (concept and pre-feasibility, feasibility and option analysis, ESIA scoping and assessment if applicable, disclosure of draft findings, and feedback integration).
- How feedback is captured, documented, and reflected in preparation outputs (feasibility studies, ESIA / ESMP and other E&S instruments ToRs, draft E&S instruments, and decision notes), including clear explanations when suggestions cannot be taken forward.

Given the volatile operating environment, engagement methods will be selected using a "do no harm" and conflict-sensitive lens, prioritizing safe formats (small group meetings, trusted intermediaries, virtual consultations when appropriate, and careful location selection) and avoiding approaches that could expose stakeholders to harm or retaliation. Consistent with World Bank requirements under ESS10, and the top sheet on Stakeholder Engagement Project Cycle[5], the project will not tolerate reprisals or retaliation against stakeholders who share their views.

Step 4: Operating Accessible Grievance and Feedback Mechanisms Throughout Preparation

For the PPF itself, grievance uptake will rely on the existing MoFP grievance mechanism, complemented by dedicated project-level uptake channels managed by the PIU to capture and respond to complaints, queries, and feedback related to PPF-funded preparation activities.

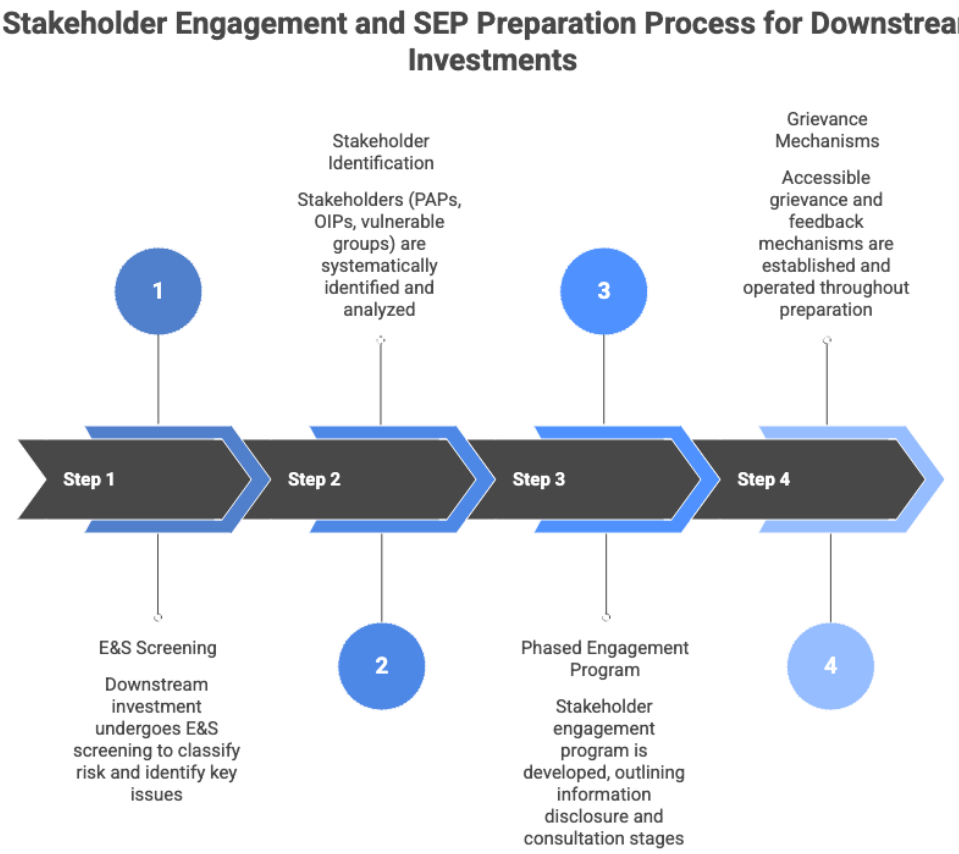
For each downstream investment under preparation, the engagement plan will define how concerns can be raised during preparation, how they will be logged and responded to, and how issues will be escalated when they relate to other responsible entities (such as the investment owner LMAs or local authorities). Where mostly each LMA has its own GM as per national laws and legislation, with varying levels of required strengthening or support that can be needed, which will be assessed individually at that stage. Special provisions will be included for sensitive complaints, including anonymity and SEA/SH, based on survivor-centered principles (confidentiality, safety, informed consent, and referral to appropriate services).

Cross-cutting principles applied in all downstream investment SEPs prepared under the PPF

Across all investments, the following principles apply:

- Proportionality: engagement intensity and methods match risk, scale, and stakeholder sensitivity.
- Inclusiveness: proactive identification and tailored engagement for vulnerable and marginalized groups.
- Transparency: timely disclosure of information in accessible formats, including what is known and not yet known at early stages.
- Responsiveness: feedback is documented, addressed, and visibly used to improve designs and E&S risk management.
- Safety and conflict sensitivity: engagement methods are selected to avoid harm, protect confidentiality, and reflect movement and security realities.
- Continuity: stakeholder engagement does not stop at feasibility; it is structured so that downstream financiers and implementers can adopt and continue it during implementation.

[5] https://thedocs.worldbank.org/en/doc/c26d1ae6a1bc501b8d67110f3dbf93cb-0290012023/original/Tip-Sheet-on-Stakeholder-Engagement-Project-Cycle-Nov-2023-Clean.pdf



4. Stakeholder Identification, Mapping, and Analysis

4.1. Methodology

For the PPF, stakeholder groups are expected to vary depending on the specific downstream investment projects that will be prepared, including their sector, location, footprint, and risk profile. At this stage, and given that detailed downstream activities have not yet been identified, the SEP adopts a broad, framework level approach to stakeholder identification. It defines general stakeholder types that could potentially be affected by, interested in, or face barriers to participation in relation to any anticipated activities emerging from the upstream preparation process and the future projects it will inform. This provides an initial basis for meaningful engagement during the PPF preparation phase, while recognizing that stakeholder identification and analysis will be updated as project information becomes available and as the pipeline of downstream investments is clarified.

Accordingly, this Chapter presents the stakeholders identified and analyzed for the PPF at the current stage, organized in line with ESS10 as: project affected parties (Section 4.2.1), other interested parties (Section 4.2.2), and disadvantaged/vulnerable individuals or groups (Section 4.2.3). Additionally, this SEP applies a two-level approach: (a) stakeholder identification for the PPF preparation stage itself (described in Section 4.2), and (b) a framework approach to guide stakeholder identification and engagement for downstream projects once they are identified and defined (Section 4.3).

4.2. Upstream Activities

4.2.1. Project Affected Parties

For the PPF upstream activities, Project Affected Parties (PAPs) primarily include line ministries and agencies (LMAs), national authorities, and public sector institutions that provide sector oversight, data, planning inputs, approvals, and technical review for preparation packages under the PPF. These include, but are not limited to: the Palestinian Water Authority (PWA), the Ministry of Local Government (MoLG), the Palestinian Energy and Natural Resources Authority (PENRA), the Ministry of Labor (MoL), the Ministry of Public Works and Housing (MOPWH), the Municipal Development and Lending Fund (MDLF), the Environment Quality Authority (EQA), the Ministry of Health (MoH), the Palestinian Central Bureau of Statistics (PCBS), and the Ministry of Agriculture (MoA). These entities may be engaged (as appropriate) in defining sector priorities, contributing to scoping and terms of reference, participating in technical reviews, providing baseline information, and guiding alignment with sector strategies and institutional requirements.

At the local level, PAPs include the LGUs that may be directly involved (as appropriate) during upstream identification, scoping, data provision, and early stakeholder engagement for candidate downstream investments. These include large municipalities such as Ramallah, Bethlehem, Tulkarem, Hebron among others, in addition to village councils. As the downstream pipeline becomes clearer, the specific LGUs engaged may be expanded or adjusted to ensure that local stakeholders connected to the footprint of each downstream investment are identified and engaged in a timely and meaningful manner.

Moreover, and in relation to Component 2 capacity building activities, PAPs also include the civil servants, technical staff, and employees of MoFP, the PPU, and relevant participating line ministries and agencies and LGUs who will directly take part in trainings, workshops, and other capacity strengthening and institutional support activities financed under the PPF. These participants will be engaged (as appropriate) through their institutions and will have opportunities to provide feedback on the relevance, accessibility, and effectiveness of capacity building activities, including any constraints to participation and any operational issues that may arise during delivery.

In addition to institutional stakeholders, PAPs for upstream activities also include project workers, direct and contracted, meaning the staff and consultants engaged by MoFP, PIU, and the project management arrangements to deliver preparation activities (for example technical consultants, environmental and social consultants, and other contracted firms and specialists supporting studies and instruments).

4.2.2. Other Interested Parties

For the PPF upstream activities, Other Interested Parties (OIPs) are stakeholders that are not expected to lead or host the preparation packages directly, but who have an interest in how the preparation process is designed, governed, coordinated, and disclosed, given its role in shaping future downstream investments. OIPs at this stage are primarily engaged to support design, identification, transparency, coordination, policy alignment, capacity strengthening, and readiness for future implementation and financing modalities, including where relevant the potential consideration of PPP oriented structuring as projects mature.

At the national and institutional level, OIPs include public and government entities with policy, regulatory, oversight, data, procurement, accountability, and cross cutting mandates that may influence how preparation is conducted, how information is managed and disclosed, and how downstream investments

may later be financed and implemented. These include (but not limited to) the Ministry of Transport (MoT), Ministry of National Economy (MoNE), Ministry of Telecom and Digital Economy (MTDE), Palestinian Investment Promotion Authority (PIPA), Ministry of Industry (MoIn), Land Authority (PLA), Higher Council of Public Purchase Policies (HCPPP), Palestinian Central Bureau of Statistics (PCBS), Ministry of Social Development (MoSD), Palestinian Monetary Authority (PMA), Civil Defense (PCD), Ministry of Interior (MoI), State Audit and Administrative Control Bureau (SAACB), Association of Palestinian Local Authorities (APLA), and the Ministry of Women Affairs (MoWA). Some entities may have overlapping roles across categories depending on how specific preparation tasks are scoped, for example, PCBS may contribute technical inputs as part of preparation while also remaining an interested party in the broader data and disclosure dimension.

Given the PPF's role in building an implementation ready pipeline, OIPs also include international donors and development partners that support public investment systems and sector programs, provide technical expertise, or may later co-finance downstream investments. This includes (not limited to) the International Finance Corporation (IFC), United Nations Development Programme (UNDP), Enabel, OXFAM, UNICEF, UNIDO, UNRWA, International Labor Organization (ILO), European Investment Bank (EIB), European Union (EU), Japan International Cooperation Agency (JICA), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and the European Bank for Reconstruction and Development (EBRD). Engagement with these partners during upstream stages helps align preparation quality, standards, and sequencing with potential downstream financing requirements, PPP, and implementation realities.

Civil society organizations, networks, and service intermediaries are also considered OIPs, given their role in transparency, social accountability, inclusion, and their ability to support outreach and engagement methods as preparation becomes more defined. These include (but not limited to) Palestinian Environmental NGOs Network (PENGON), NGO Development Center (NDC), Applied Research Institute Jerusalem (ARIJ), Build Palestine, Palestinian Non-Governmental Organizations Network (PNGO), Maan Development Center (Maan), Palestinian Hydrology Group (PHG), Palestinian Agricultural Relief Committees (PARC), and Palestinian Red Crescent Society (PRCS). In parallel, academic and research institutions can contribute evidence, analysis, and sectoral insight relevant to upstream preparation, including Arab American University, Palestine Polytechnic University, An Najah University, Birzeit University, and the Palestine Economic Policy Research Institute (MAS), in addition to ARIJ in its research capacity.

Finally, the private sector and enabling environment actors are OIPs at the upstream stage, particularly where preparation may later inform investment structuring, market sounding, supply chain considerations, or service delivery arrangements. These include, not limited to, the Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA), the Palestinian Federation of Industries, PADICO, Businesswomen Forum (BWF), Palestine Investment Fund (PIF), and Paltrade. The banking sector is also relevant as an interested party given potential future financing interfaces, including Bank of Palestine, Arab Bank, Al Quds Bank, the Association of Banks, and The National Bank (TNB). Media outlets are included as OIPs to support disclosure and public information access, including Al Hayat, Ajjyal Radio, Al Ayyam Newspaper, Palestine TV, and Wafa. Professional associations that may be relevant to future downstream delivery and standards, while not directly affected by upstream studies, also fall within OIPs, including (but not limited to) the Engineers Association, Palestinian Contractors Union, and governorate level Chambers of Commerce.

4.2.3. Disadvantaged/vulnerable individuals or groups[6]

Within the PPF, disadvantaged or vulnerable individuals or groups are those who may face barriers to participation in consultations, may not be able to access information in a timely or accessible way, or may not be able to raise concerns safely due to social, economic, physical, political, geographic, or contextual constraints. In the Palestinian context, vulnerability can be intensified by movement restrictions, fragmented geographies, access limitations to services and livelihoods, and differential exposure to protection risks. While the PPF finances upstream preparation activities, meaningful stakeholder engagement at this stage still requires proactively including groups that are typically underrepresented in public consultations, particularly because the upstream preparation process will shape which downstream investments are prioritized, how they are designed, and how environmental and social risks are identified and managed.

For upstream consultations and disclosure under the PPF, vulnerable and marginalized groups will be engaged primarily through their representative organizations and networks, while also providing opportunities for direct participation where feasible and appropriate and once details on specific activities are known and available. The table below highlights key general groups, typical barriers, and representative organizations that can support inclusive outreach, trusted engagement, and safe feedback channels during upstream activities. This mapping is not exhaustive and will be updated as the PPF pipeline becomes clearer and as downstream projects are identified.

Table 1: Vulnerable/ Disadvantaged Groups

#	Vulnerable or disadvantaged groups	Barriers to accessing information and meaningful participation	Representative organizations for engagement under the PPF (upstream)
1	Women, including women headed households and economically vulnerable women	Limited time and mobility due to care responsibilities; social norms limiting participation in public spaces; limited access to digital tools; fear of stigma or backlash when raising concerns	Women's Affairs Technical Committee (WATC), Women's Center for Legal Aid and Counseling (WCLAC), SAWA, Palestinian Working Woman Society for Development (PWWSD), General Union of Palestinian Women, Rural Women's Development Society, YWCA of Palestine, Businesswomen Forum (BWF).
2	Persons with disabilities, including women and youth with disabilities, and caregivers	Physical accessibility barriers; lack of accessible formats (sign language, easy read); transport constraints; exclusion due to stigma; limited ability to attend standard meetings	General Union of Disability, Qadar for Community Development, Stars of Hope Society, and relevant disability focused CSOs within PNGO networks
3	Poor households and people facing economic exclusion, including informal workers	Cost of transport and time away from livelihood activities; lower internet access; limited awareness of consultation opportunities; consultation fatigue	Dalia Association, Juhood Community and Rural Development, Maan Development Center, PNGO (as an umbrella network),

[6] 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. This is particularly important in the PPF to identify these groups early in the upstream, and ensure accounting for their needs, concerns, and engagement requirements early in the projects' design. 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.

			PMRS and UHWC where health and social access constraints overlap
4	Youth, including unemployed youth and youth at risk of exclusion	Limited channels to influence decision making; lack of targeted outreach; distrust in formal processes; limited opportunities for structured participation	Sharek Youth Forum, Education for Employment, and youth focused CSOs within PNGO networks
5	Rural communities and agriculture dependent groups, including small farmers and herders whose livelihood depends on land and natural resources	Remoteness and transport constraints; limited access to information and services; restricted access to land and livelihoods in some areas; lower digital access	Union of Agricultural Work Committees (UAWC), Palestinian Agricultural Relief Society (PARC), Palestinian Hydrology Group (PHG), Land Research Center (LRC), Rural Women's Development Society, ARIJ (for applied research support)
6	Communities living in remote, marginalized and/ or under-served localities and access restricted/ constrained areas (ARAs)	Mobility restrictions; limited access to public services and information; challenges in attending centralized consultations; increased protection risks	APLA (through local authorities and service entry points), Juhood Community and Rural Development, Maan Development Center, PNGO member CBOs, ARIJ
7	People with heightened health access constraints, including older persons and people with chronic conditions	Difficulty attending meetings; reliance on caregivers; limited access to information channels; risk of exclusion from standard engagement approaches	Union of Health Work Committees (UHWC), Palestinian Medical Relief Society (PMRS), Juzoor for Social and Health Development
8	Refugees and refugee camp residents (including camp based households and CBOs)	High population density and service delivery pressures; limited mobility and access constraints; lower trust in formal channels; risk of being missed by municipal based outreach; consultation fatigue and competing humanitarian priorities	UNRWA, PNGO member CBOs active in camps, Palestine Red Crescent Society (PRCS), Juzoor for Social and Health Development, local camp committees and community based organizations (as applicable)
9	IDPs and displaced persons and households affected by conflict-related displacement, evictions, demolitions, or forced relocation pressures	Instability and frequent changes in residence; disrupted access to services and information; limited time and capacity to participate due to urgent shelter and livelihood needs; mobility and access constraints; fear of exposure or retaliation in some contexts; reliance on intermediaries for accessing information and voicing concerns	UNRWA (where applicable), Palestine Red Crescent Society (PRCS), Union of Health Work Committees (UHWC), Palestinian Medical Relief Society (PMRS), Juzoor for Social and Health Development, PNGO member CBOs with local presence providing outreach and social support (as applicable)
10	People with low literacy and limited digital access (digital exclusion)	Reduced access to online disclosure channels and social media; difficulty understanding technical information without simplified formats; limited ability to join virtual consultations; reliance on intermediaries to access information and submit feedback	Local NGOs and community based organizations through PNGO, Maan Development Center, Juhood Community and Rural Development, Palestine for Social Development Fund, YWCA of Palestine, Education for Employment (for outreach support as relevant)

Vulnerable groups relevant to PPF supported activities will be further confirmed and refined during implementation, including through the consultation process itself and through engagement with trusted local organizations and networks. As downstream projects are identified and screened, the SEP for each downstream project will expand this analysis to the specific geographic footprint and affected communities, identify additional vulnerable groups relevant to that project, and set tailored engagement measures to address barriers (including accessible formats, targeted outreach, separate consultations where appropriate, and safe and confidential channels for sensitive feedback).

4.3. Stakeholder Mapping for Downstream Project Investments

While the PPF finances upstream technical assistance only and does not finance civil works and downstream operations, the preparation outputs supported under Component 1 will shape the scope, design, siting, and implementation arrangements of future downstream investments. These downstream investments may later present varying environmental and social risks and impacts depending on sector, location, footprint, and context. For this reason, stakeholder identification and engagement for downstream investments under the PPF will be treated as an iterative, risk-based process that begins at early preparation stages and is updated as project definitions become clearer.

Consistent with ESS10, this SEP provides a framework to guide stakeholder mapping and engagement for each downstream investment prepared under the PPF. Once an investment is selected for preparation and its preliminary footprint and alternatives become known, an investment-level SEP will be prepared in a manner proportionate to the investment's risk classification and stage of preparation. The investment-level SEP will define the stakeholder groups, disclosure methods, consultation plan, engagement techniques and methods, and grievance arrangements required for that specific investment, and will be aligned with the applicable E&S instruments and national requirements. Guidelines for stakeholder mapping and identification for downstream investments is available in Annex II: Guidelines for stakeholder identification and categorization. Additionally, templates for the development of downstream stakeholder engagement plans are provided in the World Bank ESF resources Page, which can be accessed through: SEP Template for Moderate Risk Projects, and SEP Template for High and Substantial Risk Projects. The SEP also provides a template for logging and registering stakeholders for downstream consultations and engagement available in Annex VI: Stakeholder Engagement Log Template.

The PPF will ensure that, during the preparation phase of specific projects, targeted stakeholder engagement will include tailored outreach strategies, culturally appropriate communication methods, and participation facilitation for vulnerable groups. Particular focus will be placed on addressing accessibility challenges and providing transparent, meaningful information to ensure their voices are heard in the project's design and decision-making processes including E&S tools development such as ESIA processes.

Once the projects are selected and their locations determined, the relevant beneficiary agencies, LMAs, and PIU, advised by the PPU, will:

1. Identify vulnerable and disadvantaged groups within the project intervention areas to ensure they are adequately included in the engagement process;
2. Engage with these groups in line with the approaches and principles outlined in this Stakeholder Engagement Plan (SEP), ensuring inclusivity and equity;
3. Assess impacts and benefits to address any barriers to participation and create enabling conditions that allow these groups to benefit fully from project outcomes.

The guideline questionnaire for the identification and categorization of stakeholders for construction projects SEPs is provided in Annex II of this document.

5. Stakeholder Engagement Program

5.1. Summary of Stakeholder Engagement Done During Project Preparation

5.1.1. Bi-Lateral Meetings – Project Preparation

In line with ESS10, a series of stakeholder consultation meetings were conducted to support the establishment of the Project Preparation Facility (PPF) framework and the strategic definition of the PPF project. These consultations aimed to ensure early, transparent, and meaningful engagement with key institutional stakeholders involved in the planning, regulation, and implementation of mega infrastructure projects. The consultations engaged relevant line ministries and implementing institutions, including the Ministry of Finance and Planning (MoFP), Palestinian Energy Authority (PEA), Palestinian Water Authority (PWA), Ministry of Public Works and Housing (MoPWH), Environment Quality Authority (EQA), Ministry of Local Government (MoLG), and the Municipal Development and Lending Fund (MDLF). The engagement process facilitated coordination among stakeholders, clarification of future institutional roles and responsibilities, and incorporation of sectoral priorities into the PPF project design.

During project preparation, a series of meetings were held, primarily between the Ministry of Finance and Planning (MoFP) and the World Bank. On August 3, 2025, a meeting took place to identify the PA's priorities for implementing mega infrastructure projects based on the needs of Palestinian communities. Discussions focused on preliminary assessments, feasibility studies and design, structuring and readiness for Public-Private Partnerships (PPP), and the identification of relevant line ministries. This was conducted under the explanatory note of the Project Preparation Facility (PPF).

Subsequently, in late October 2025, another meeting involving the World Bank and MoFP was held to define the next steps for the preparation and appraisal stages. Key topics included the need for environmental and social risk assessments, development of relevant frameworks and action plans, evaluation of economic rationale and financial sustainability, and consideration of the PPF's financial structuring.

On December 3, 2025, the World Bank conducted an Identification Mission for the West Bank and Gaza Project Preparation Facility (PPF). During the mission, consultations were held with line ministries and relevant agencies to ensure PA-wide ownership and cross-sectoral buy-in from project owners. In parallel, consultations were carried out with development partners, including the United Kingdom, Norway, Sweden, Germany, the Netherlands, Italy, and France to gather feedback on key elements of the PPF design.

The mission also included discussions with the Ministry of Finance and Planning (MoFP) on the proposed governance and institutional arrangements for the PPF, including a review of the governance structure. In addition, the World Bank assessed the operational framework and staffing requirements of the Project Preparation Unit (PPU).

Following the mission, the World Bank and the MoFP agreed on a set of action steps and indicative timelines for implementation. These include continuing consultations with the private sector; finalizing governance arrangements, selection criteria, and decision-making processes; drafting the PPF Operations Manual; convening a decision review meeting; and continuing negotiations with the World Bank.

The stakeholder feedback emphasized the need for priority infrastructure interventions aligned with national development plans, particularly those that enhance public service delivery and support economic

recovery in Palestinian communities. Identified priority investment areas include water and wastewater treatment facilities, rehabilitation and construction of road networks, and development and upgrading of water supply infrastructure. These priorities will be reflected in the PPF project pipeline and subsequent project preparation activities.

Consistent with ESS10 principles, the consultations also identified capacity-building needs to ensure effective stakeholder participation throughout project preparation and implementation. Line ministries highlighted the importance of strengthening both individual competencies and institutional systems to manage mega infrastructure projects. The proposed capacity-building activities will focus on enhancing technical knowledge and practical skills related to mega project planning, design, management, and budgeting; applying international best practices; and strengthening national capacities for localization and long-term sustainability.

To support effective coordination, information disclosure, and ongoing stakeholder engagement, the Ministry of Finance and Planning (MoFP) will establish a dedicated Project Implementation Unit (PIU) for the PPF project. The PIU will be responsible for facilitating continuous engagement with stakeholders, ensuring timely disclosure of project-related information, documenting and addressing stakeholder feedback, and supporting the implementation of the SEP. Further details of these sessions are available in Annex I.

5.1.2. Bi-lateral Consultation Activities

Additionally, on the 9th and 10th of February 2026, MoFP conducted a series of bi-lateral consultations (primarily over telephone) with representative of different NGOs, CBOs, and organizations representing vulnerable and marginalized groups. A multi-stakeholder consultation session was also organized on the 22nd of February 2026.

The bi-lateral consultations were done with representative civil society organizations, including organizations working with women and GBV survivors, persons with disabilities, environmental and agriculture stakeholders, and umbrella NGO networks. Consultees included: Women's Affairs Technical Committee (WATC), Stars of Hope Society, Palestinian Hydrology Group (PHG), Palestine for Social Development Fund (PsDF), Businesswomen Forum (BWF), Palestinian Non-Governmental Organizations Network (PNGO), Qadar for Community Development, Palestinian Environmental NGOs Network (PENGON), Applied Research Institute Jerusalem (ARIJ), and Palestinian Agricultural Relief Committees (PARC). A detailed record of each consultation, including discussion points, is presented in Annex I.

Across these consultations, stakeholders emphasized that upstream preparation must remain grounded in real community needs and not be treated as pre-designed packages. Several organizations stressed the importance of continuous, context-sensitive needs assessments and stronger connections between sector planning, responsible ministries, and the lived realities of communities, particularly marginalized and underserved groups. Stakeholders also highlighted the need to strengthen coordination and joint planning among government institutions, civil society, and the private sector to support priority setting and improve the quality and implementability of downstream investments.

A strong set of recommendations focused on inclusion, accessibility, and accountability. Women's organizations and disability-focused stakeholders underscored that engagement should extend beyond NGOs to include grassroots organizations working directly in communities, and that inclusion efforts should address groups often missed in outreach (for example university students, factory and workshop

workers, women-headed households, and displaced persons). Stakeholders repeatedly raised the need for clear, transparent criteria and processes, including transparency and accountability in procurement, and public-facing monitoring and evaluation mechanisms that are understandable and accessible.

Stakeholders placed particular emphasis on grievance mechanisms. Disability organizations noted that while grievance channels may exist, access remains difficult for persons with disabilities due to gaps in accessibility, privacy, and adaptation to different needs. They recommended accessible communication formats and engagement arrangements, such as accessible venues, sign language interpretation where needed, and user-friendly materials. Women's and protection-focused feedback highlighted the importance of safe, confidential handling of sensitive complaints, including SEA/SH risks, and noted that hotlines alone may be insufficient without clear referral pathways and trained professionals. Stakeholders also emphasized that codes of conduct and expected behaviors for project staff should be clearly communicated to beneficiaries and communities.

Sector and environment stakeholders, including PENGON, PARC, PHG, and ARIJ, emphasized community-based identification of environmental and social risks and impacts as an input to locally relevant mitigation measures. They highlighted that the fragmentation of Palestinian communities and movement restrictions require locally tailored engagement approaches, particularly in rural and agriculture-dependent areas. Some stakeholders also raised questions about the future role of civil society and private sector participation mechanisms, including PPP-related considerations, and noted that further detail will be needed as downstream investments are defined.

5.1.3. Multi-Stakeholder Consultation

On 22 February 2026, the MoFP, through the PPF PIU and project team, conducted an online stakeholder consultation session (via Microsoft Teams) to present the PPF and consult on the project's E&S approach, including the draft SEP and ESMF. The session brought together representatives of key public sector institutions, including MoLG, MoSD, PENRA, MoH, MoNE, MTDE, MoE, MIND, and private sector representatives, the Palestinian Industries Federation.

During the session, MoFP presented the country and project context, the project development objective (PDO), the project design and governance logic, and the upstream processes for project identification, shortlisting, and preparation under the PPF. The presentation also covered the project components, the nature of PPF interventions as upstream technical assistance, the intended beneficiaries, and how downstream investments will be prepared and then presented to potential financiers once they become implementation-ready.

Stakeholder feedback and questions during the first discussion segment focused on the nature of the pipeline and future financing pathways. Participants raised questions on whether prepared projects are private sector investments and how PPP mechanisms would be considered. MoFP clarified that PPP is one possible model among others, and that the PPF process will support structured preparation and readiness based on defined selection and prioritization processes. Participants also asked about coordination modalities between ministries, donors, and the PPU, including whether prioritization will be sector-based and how the Council of Ministers' role interfaces with the process. Questions were raised on whether and how the PPU will support mobilizing financing for prepared projects, and MoFP clarified the intended communication with donors and how downstream financing may be pursued once preparation outputs are available.

The second segment of the consultation session focused on E&S aspects. MoFP and the project team presented the E&S framework governing the project, including applicable national legal requirements, the World Bank ESF and relevant ESSs, anticipated E&S risk areas, and the proposed mitigation measures and management tools, including the ESMF, SEP, ESCP, and the project grievance mechanism (GM). Discussion points and questions emphasized the relationship between national requirements and World Bank standards, the purpose of the ESMF and SEP as upstream tools for managing and informing downstream preparation, and how downstream E&S instruments, including EIA processes, would be supported during preparation. Participants also raised queries regarding the need to update previously studied projects and whether the PPF could support preparation aligned with other finance schemes and programs requirements. Participants requested a dedicated follow-up session focusing on E&S management requirements and approaches. A detailed record of the session, including participants and discussion points, is provided in Annex I.

5.2. Summary of Project Stakeholder Needs and Methods, Tools, and Techniques for Stakeholder Engagement for the PPF - Upstream

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

Table 2: SEP Summary Table

Project stage	Target stakeholders	Topic of consultation / message	Method used	Response-abilities	Frequency/ Timeline
Preparation Stage (UPSTREAM)	*Institutional PAPs and OIPs, including MoFP Directorates, PPU, Council of Ministers, key LMAs, selected LGUs, oversight and regulatory entities, development partners, CSO networks, and private sector intermediaries.*	*Present PPF objectives, components, and approach; consult on project components and design; introduce SEP purpose and two-level approach (upstream framework plus downstream updates); present initial E&S risks and proposed E&S management tools and plans; explain disclosure channels and consultation approach; introduce GM (including how feedback and queries will be handled); collect feedback to refine SEP*	*Virtual/ in person, or hybrid consultation session(s); targeted bilateral meetings (virtual/in-person as feasible); formal meetings, focus groups, identification meetings and missions, workshops, formal correspondence (emails/official letters); publication of SEP draft and non-technical summary on MoFP channels (website/ social media updates).*	*MoFP (PIU/Project Team), supported by PPU*	*Information to be disclosed before project appraisal date.*
	Vulnerable and disadvantaged groups and their representative organizations (identified in table 1)	*Present PPF in accessible language; explain project nature and components and the relevancy to them in terms of downstream activities; elaborate on the follow up consultations during downstream projects design and inception; validate barriers and preferred engagement channels; explain GM access and confidentiality options for sensitive feedback; confirm*	*One-to-one bi-lateral Meetings (virtual or face to face) as the situation allows; Targeted meetings with representative CSOs, CBOs, and NGOs; small group discussions; phone calls and WhatsApp/SMS outreach as appropriate; simplified materials; Social and Printed Media* *For disadvantaged and vulnerable groups suitable and customized tools shall be used such as dissemination*	*MoFP (PIU/Project Team), supported by PPU*	*Information to be disclosed before project appraisal date.*

Project stage	Target stakeholders	Topic of consultation / message	Method used	Response-abilities	Frequency/ Timeline
		practical measures for inclusive participation (accessible formats, tailored outreach); receive feedback on the project and its activities; detail in an accessible language and format the associated E&S risks and mitigation measures; Announce prospective methods of information disclosure.	*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.*		
Implementation Stage (UPSTREAM – Including Components 1 &2)	*Institutional PAPs and OIPs; participating agencies, LMAs, and LGUs; PPF project workers (consultants, firms); trainees and participating civil servants and technical staff under Component 2;International development partners and NGOs; Local CBOs and NGOs; Unions, associations, cooperatives, and chambers; Universities and Research institutions; Local Media; Private Sector establishments and their representatives.*	*Updates on PPF progress and planned preparation packages; announcements of studies, TORs, and schedules; consultation on preparation outputs where relevant (draft diagnostics, pipeline prioritization inputs, readiness actions); capacity building topics, schedule, and feedback loops; periodic lessons learned; Updates on E&S risks and mitigation measures, GM including channels for accepting GBV (SEA/ SH) complaints anonymously.*	*Coordination meetings; workshops and trainings (Virtual, Hybrid, or in person); disclosure of key outputs (summaries, progress notes) via MoFP channels; emails/official letters; follow up sessions; feedback forms for trainings and workshops; community consultations; site visits; Non-technical summaries, press releases, and disclosed documents on implementing agencies website; Local media, implementing agencies' Facebook and other Social media pages; E&S progress reports (including grievances received, gender desegregation, status, topics, and resolution).*	*MoFP (PIU/Project Team), PPU; relevant participating LMAs and LGUs; contracted consultants (as applicable)*	*Throughout the project's implementation period* *E&S Reporting to be done Quarterly*
	Vulnerable and disadvantaged groups and their representative organizations	*Ensure inclusion in upstream consultations that influence prioritization and approach; targeted outreach on consultation opportunities; ensure accessible participation options; GM access and feedback on engagement effectiveness including channels for accepting GBV (SEA/ SH) complaints anonymously; Updates on E&S risks and mitigation measures.*	*Targeted sessions with representative CSOs, CBOs, and representative NGOs; community-based outreach through networks; accessible formats and tailored methods (including separate sessions where needed); phone-based feedback where relevant; Notifications through local mainstream media, printed media, and social media; Designated phone number for inquiry calls and SMS; site visits.*	*MoFP (PIU/Project Team), LMAs, implementing agencies, supported by CSO, CBOs, and NGO intermediaries as appropriate*	*Throughout the project's implementation period* *E&S Reporting to be done Quarterly*
Implementation stage (DOWNSTREAM INVESTMENT - preparation once identified)	*Investment-specific stakeholders to be identified per project footprint, including potentially affected communities and service users, nearby residents, land users (where relevant), local businesses, local institutions, LGUs, sector agencies, CSOs, and other interested parties.* *Vulnerable and Marginalized Groups.*	*Investment-level SEP and E&S tools and instruments preparation and disclosure; scoping and alternatives; consultation on draft E&S instruments proportionate to risk (for example ESIA/ESMP and other required tools); disclosure of findings and mitigation; GM arrangements specific to the investment (including SEA/SH safe handling)*	*Public meetings and consultations (in-person, hybrid, or virtual); focus groups; key informant interviews; site visits; disclosure of drafts and non-technical summaries; feedback and grievance channels maintained throughout*	*MoFP (PIU/Project Team) and beneficiary agency for the investment; LGU(s) as relevant; contracted E&S and technical consultants*	*For each downstream investment: at minimum during early scoping, draft instrument disclosure, and finalization; continued engagement as designs evolve*

Project stage	Target stakeholders	Topic of consultation / message	Method used	Response-abilities	Frequency/ Timeline
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.* • *Vulnerable and Marginalized Groups*	*Project overall progress and major achievements and outputs, Challenges, lessons learnt; Reporting back on how feedback was considered; SEP implementation updates; GM performance (number, type, resolution time, satisfaction, escalation trends);*	*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.*	*MoFP (PIU/Project Team), supported by PPU and LMAs and implementing agencies*	*Throughout the project implementation period* *Following each activity's completion* *Implementation Completion Report to be conducted by project end*

5.3. Recommended Downstream Stakeholder's Engagement Supervision and Monitoring for Implementation of Investments

The PPF finances upstream preparation activities only and does not finance the implementation of downstream investments. Once an investment prepared under the PPF proceeds to implementation, the responsibility for implementing stakeholder engagement activities will rest with the implementing agency (beneficiary agency) for that investment and will be carried out in accordance with the requirements and standards of the entity financing the implementation phase. Where the World Bank finances the implementation of an investment, the stakeholder engagement requirements under ESS10 will apply. Where the investment is financed by another development partner, the applicable stakeholder engagement requirements and disclosure provisions of that financing entity will apply, alongside relevant Palestinian laws and regulations.

Notwithstanding the above, the PPF preparation process is intended to strengthen implementation readiness and improve the quality of downstream stakeholder engagement by ensuring that each prepared investment includes fit for purpose stakeholder engagement deliverables. As part of preparation, each downstream investment should include an investment level SEP (or equivalent stakeholder engagement instrument as required by the financing entity), proportionate to the investment's risk classification and aligned with the applicable E&S instruments (for example ESIA/ESMP). This investment level SEP should define stakeholder groups based on the project footprint, include tailored measures for vulnerable and marginalized groups, specify disclosure and consultation methods, and establish grievance arrangements appropriate to the investment, including safe and confidential channels for SEA/SH related feedback where relevant.

To support continuity between preparation and implementation, it is recommended that MoFP, through the PIU and in coordination with the PPU and relevant beneficiary agencies, ensures a structured handover package for each prepared investment. This handover package should consolidate stakeholder engagement information and commitments generated during preparation, including: stakeholder

mapping and contact lists (institutional and community level); a summary of consultations and key issues raised; how feedback was considered in design and risk management; a disclosure log of materials published; agreed commitments and follow up actions; and the proposed grievance arrangements, including any referral considerations for sensitive cases. This helps the implementing agency start implementation with a clear record of stakeholder expectations, unresolved issues, and required engagement measures.

During implementation, it is recommended that the implementing agency monitors and reports on stakeholder engagement and grievance performance as part of routine project reporting, in a manner proportionate to the investment's risk and context. For higher risk investments, the implementing agency should consider more frequent reporting and additional supervision measures, such as strengthened community liaison arrangements, third party monitoring, or independent audits of engagement and grievance processes, as required by the financing entity.

Finally, it is recommended that downstream implementation arrangements ensure that stakeholder engagement requirements are reflected in implementation instruments and contractual arrangements as applicable. This may include incorporating stakeholder engagement obligations, worker and community grievance mechanisms, codes of conduct, and incident communication protocols into contractor bidding documents and contracts, and ensuring coordination with LGUs and relevant service providers.

5.4. Proposed Strategy to Incorporate the Views of Vulnerable Groups

The project will seek the views of vulnerable or disadvantaged groups identified 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 3: 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	Women, including women headed households and economically vulnerable women	1. Use targeted outreach through women focused CSOs and networks to share simplified, Arabic information on the PPF purpose, what the PPF does and does not finance, and how consultations influence downstream project preparation. 2. Offer women only engagement options where this supports comfort and participation, and schedule sessions at times that consider care responsibilities. 3. Provide multiple participation channels, including short virtual sessions, phone based feedback, and written feedback via email or messaging. 4. Ensure safe spaces for discussion, including the option to provide feedback anonymously through the project GM, as described in the SEP.
2	Persons with disabilities, including women and youth with disabilities, and caregivers	1. Use accessible formats for disclosure and invitations, including plain language summaries, large print, and accessible digital formats;. 2. Select accessible venues for any in person engagement and consider transport constraints by offering remote participation options. 3. Allow caregivers or trusted representatives to participate and provide feedback on behalf of persons with disabilities where appropriate. 4. Engage disability focused organizations early to review engagement materials and advise on practical accessibility measures.

3	Poor households and people facing economic exclusion, including informal workers	1. Reduce participation costs by prioritizing short, practical sessions and multiple feedback channels that do not require travel, including phone based consultations and community based touchpoints through CSOs. 2. Use non-technical Arabic summaries and simple visuals explaining the PPF and the role of consultations in shaping downstream preparation. 3. Avoid reliance on online only disclosure by using mixed channels such as community organizations, LGUs, and trusted intermediaries. 4. Ensure the project GM is communicated in simple terms and through channels that do not require internet access.
4	Youth, including unemployed youth and youth at risk of exclusion	1. Use youth friendly outreach through youth organizations, education and employment intermediaries, and social media announcements that direct to a clear participation route. 2. Provide structured ways for youth input, such as short focus groups, online polls, and moderated Q and A sessions. 3. Use simple messaging on how youth perspectives will be reflected in downstream preparation priorities and consultation design. 4. Ensure engagement opportunities are accessible to both digitally connected and digitally excluded youth through mixed channels.
5	Rural communities and agriculture dependent groups, including small farmers and herders whose livelihood depends on land and natural resources	1. Use locally grounded outreach through rural development CSOs, farmer organizations, and local councils to reach communities that may be missed by central announcements. 2. Schedule engagement around seasonal and daily livelihood patterns and provide options for brief local meetings where feasible. 3. Provide simple explanations of how upstream preparation may affect land and resource related downstream investments and why early feedback matters. 4. Use trusted intermediaries to collect feedback where movement restrictions limit participation in centralized consultations.
6	Communities living in remote, marginalized and/ or under-served localities and access restricted/ constrained areas (ARAs)	1. Use decentralized engagement approaches, including local organizations and LGU entry points, to avoid requiring travel through checkpoints or high risk routes. 2. Offer remote options such as phone interviews, small virtual sessions, and written feedback via messaging, recognizing mobility constraints. 3. Disclose information through multiple channels beyond websites, including community organizations and locally used communication routes. 4. Maintain flexibility in timing and modality in response to sudden access restrictions.
7	People with heightened health access constraints, including older persons and people with chronic conditions	1. Provide low burden participation options such as short calls, voice notes, or written feedback through a family member, caregiver, or community organization. 2. Use health and social service intermediaries to share information and collect concerns where appropriate. 3. Ensure engagement materials are clear, large font where needed, and avoid highly technical language. 4. Provide clear instructions for using the project GM without requiring travel.
8	Refugees and refugee camp residents (including camp based households and CBOs)	1. Use appropriate entry points for outreach and engagement, including UNRWA channels where applicable and camp level CBOs and committees. 2. Avoid one size fits all outreach, and ensure disclosure reaches camps directly. 3. Use short targeted focus groups or consultations within camp contexts when feasible and safe, and offer remote options if access is constrained. 4. Communicate how feedback will be used to shape downstream preparation that may affect service delivery and local conditions.
9	IDPs and displaced persons and households affected by conflict-related displacement, evictions, demolitions, or forced relocation pressures	1. Use trusted service providers and local CSOs that already support displaced households to share information and gather feedback without increasing exposure risks. 2. Provide flexible engagement methods recognizing instability, including phone based input, messaging, and representative participation through trusted intermediaries. 3. Ensure confidentiality and do not request sensitive personal details as a condition for participation. 4. Ensure the GM can receive concerns safely and discreetly, as described in the SEP.

10	People with low literacy and limited digital access (digital exclusion)	1. Use plain Arabic, visuals, and oral explanations in all outreach, including short audio messages or in person briefings through local organizations where feasible. 2. Do not rely on online only disclosure; use mixed channels such as printed notices at public service points and dissemination through CSOs and LGUs. 3. Provide assisted feedback options, including facilitated sessions with trusted intermediaries who can record concerns accurately and respectfully. 4. Provide simple guidance on how to submit questions and grievances through non digital channels described in the SEP.

5.5. Stakeholder Engagement Approach under the PPF

Various methods of engagement will be used as part of the preparation of downstream investments and their interaction with the stakeholders, Consultation activities will be customized to suit the main identified purpose and will vary depending on the complexity of the project and stage of project design. For example, at Pre-feasibility and Feasibility Stage, the purpose of the consultation may be to gauge public support, identify E&S risks, and inform strategic decisions and project alternatives.

For projects required to undertake formal ESIA studies, it is good practice to conduct consultations at scoping stage to gathering primary information with an emphasis on listening to issues of greatest concern to stakeholders. As the project design and ESIA progresses, consultations should be conducted to engage stakeholders on mitigation and enhancement measures and ways to optimize social, economic and environmental benefits of the project. According to the World Bank guidance on stakeholder engagement[7] and per ESS10, stakeholders should be provided with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, and intimidation.

Information that is communicated in advance of public consultations primarily includes an announcement thereof in public and social media, as well as the distribution of invitations containing full details of the forthcoming meeting well in advance, including the agenda. It is crucial that this information is widely available, readily accessible, clearly outlined, and reaches all areas and segments of the target community.

These parameters can be achieved by implementing the following approach:

- Advance public notification of an upcoming consultation meeting follows the same fundamental principles of communication, i.e. it should be made available via publicly accessible locations and channels in local language and an easily understandable manner. The Project keeps proof of the publication (e.g. a copy of the announcement, photo of poster) for accountability and reporting purposes. The photos and evidence of the consultations announced by posters/advertisements/screenshots from the websites etc. should be attached as an annex.
- Another critical aspect of any meeting preparation process is selecting the methods of communication that reach the potential audience with lower levels of literacy or those who are not well-versed in the technical aspects of the proposed. Oral communication is an option that enables the information to be readily conveyed to such persons. This includes involving the selected community representatives/ local NGOs to relay up-to-date information on the project and consultation meetings to other members of the community, advertising the project and the associated meetings via radio or television, and social media and making direct calls (in case fixed-

[7] https://documents1.worldbank.org/curated/en/579261468162552212/pdf/399160IFC1StakeholderEngagement01PUBLIC1.pdf

line or mobile phone communication is available) is another method that allows reaching out to the remote audiences. The announcement of a public meeting or a hearing is made sufficiently in advance, thereby enabling participants to make necessary arrangements, and provides all relevant details, including date, time, location/venue and contact persons.

- Placement of the project materials in the public domain is also accompanied by making available a register of comments and suggestions that can be used by any member of the affected community and general public to provide their written feedback on the contents of the presented materials. As a rule, the register is made available for the entire duration of the requisite disclosure period. And a phone number and uptake channels are provided (including GM information) for the public to submit their feedback or complaints.
- Drafting an agenda for the consultation meeting is an opportunity to provide a clear and itemized outline of the meeting's structure, sequence, a range of issues that will be discussed, and a format of the discussion (e.g. presentation/ demonstration followed by a Questions & Answers session, facilitated work in small groups). A clearly defined scope of issues that will be covered at the meeting allows the prospective participants to prepare their questions and comments in advance. It is essential to allocate a sufficient amount of time for a concluding Q&A session at the end of any public meeting or hearing. This allows the audience to convey their comments and suggestions that can subsequently be incorporated into the design of the project. Keeping a record of all public comments received during the consultation meetings enables the project's responsible staff to initiate necessary actions, thereby enhancing the project's overall approach taking into consideration the stakeholders' priorities. The recorded comments and how they have been addressed by the project become appropriate material for inclusion in the project's regular reporting to the stakeholders. A template for recording consultation and engagement activities is available in Annex VI.

An attendance list is made available at the commencement of the consultation in order to record all participants who are present at the meeting and their affiliations. Details of the attendees who were not initially on the list (e.g. those participating in place of somebody else, or the general public) should be included in addition to those who have registered for the meeting in advance.

Taking records of the meeting is essential both for the purposes of transparency and the accuracy of capturing public comments. At least three ways of recording may be used, including:

- taking written minutes of the meeting by a specially assigned person or a secretary;
- audio recording (e.g. by means of voice recorders);
- photographing (screenshotting)

Where feasible, the video recording may also be undertaken. The combination of these methods assures that the course of the meeting is fully documented and that there are no significant gaps in the records which may result in some of the important comments received from the stakeholder audience being overlooked. It is important here with photos and videos to ensure requesting the audiences consent.

5.6. Information Disclosure Methods

Information disclosure under the PPF will be guided by the principles of transparency, timely access to information, and meaningful participation, in line with ESS10. Disclosed information will be understandable and proportionate to the stage of preparation and level of risk, and will be presented in

formats and channels that are accessible to different stakeholder groups, including those with limited digital access. As a general approach, disclosed materials will be accompanied by a mechanism to receive public comments and suggestions, and MoFP will document inputs received and how they were considered.

For the upstream PPF activities, MoFP will disclose key project information and environmental and social documentation as it becomes available, including at minimum the SEP (and subsequent updates), ESCP, PPF-ESMF, grievance mechanism information, and other relevant E&S materials prepared during project preparation. Disclosure will include non-technical summaries used for technical materials to support wider understanding. Information will be disclosed early enough to allow stakeholders to review and provide feedback prior to key decisions, and consultation records and summary feedback will be documented and retained by the project.

For downstream investments prepared under the PPF, disclosure and consultation will be undertaken at the investment level, proportionate to the nature, location, and risk profile of the investment, and aligned with the requirements of the applicable E&S instruments (for example ESIA/ESMP and any other relevant instruments) as well as applicable national requirements. This will include, as relevant, issuing public notices for consultation, providing access to draft instruments, holding consultations in locations and formats that enable participation, documenting comments received, and disclosing consultation outcomes and how feedback was addressed. Where security, movement, or access constraints affect participation, the project will apply alternative and safe engagement approaches, including hybrid options and targeted outreach through representative organizations.

Stakeholders will be able to submit comments and feedback on disclosed materials through multiple channels, such as official email submissions, written submissions, and the project grievance mechanism. MoFP will maintain a register of comments and inquiries received, acknowledge receipt where feasible, and ensure that feedback is considered and reflected, as appropriate, in final documents and subsequent SEP updates. Confidentiality requirements will be applied for sensitive feedback, including SEA/SH related information, and no personally identifiable information will be disclosed.

6. Resources and Responsibilities for Implementing Stakeholder Engagement

6.1. Implementing Arrangements and Resources

MoFP will retain overall responsibility for managing and implementing this SEP for the PPF including planning, coordinating, documenting, and reporting on engagement activities. Given that the PPF finances upstream preparation and capacity strengthening activities, stakeholder engagement at this stage will focus on transparent communication, meaningful consultation on the PPF approach and processes, and inclusive outreach to ensure that the views of relevant institutions and underrepresented groups inform the preparation pipeline as it evolves. As downstream investments are identified and defined, stakeholder identification and engagement will be progressively refined, and this SEP will be updated accordingly.

MoFP will implement the SEP through the Project Implementation Unit (PIU) and relevant coordination functions (including the PPU, as applicable). The PIU will be responsible for coordinating SEP implementation across Components 1 and 2, ensuring consistency with ESS10 and with the requirements of the applicable environmental and social instruments that will be prepared during project preparation.

In practice, this will include: (i) leading engagement with identified Project Affected Parties (PAPs) and Other Interested Parties (OIPs) for upstream activities; (ii) ensuring appropriate and accessible engagement of vulnerable and marginalized groups, primarily through representative organizations and tailored methods; (iii) maintaining stakeholder engagement records and disclosure materials; and (iv) ensuring that feedback received is tracked and reflected, as relevant, in project preparation outputs and decision making.

For Component 1 (project preparation), engagement will be coordinated by MoFP through the PIU in close coordination with the relevant beneficiary line ministries and agencies and local government units (LGUs) that contribute to, review, or will later lead implementation of prepared investments. As preparation packages are developed, the PIU will work with the relevant beneficiary institutions and any engaged consultants to define investment specific engagement needs, including disclosure and consultation requirements associated with feasibility studies, technical designs, and environmental and social instruments (where applicable). For Component 2 (capacity building), MoFP through the PIU will coordinate engagement related to trainings, workshops, and institutional support activities, including facilitating participation of relevant civil servants and technical staff and capturing feedback on accessibility, relevance, and effectiveness to inform continuous improvement.

Stakeholder engagement activities will be documented through meeting minutes, consultation records, stakeholder lists, disclosure logs, and consolidated engagement summaries, and will be reported through the project's periodic environmental and social reporting to the World Bank in line with the ESCP and the PIU's reporting arrangements. A template for logging stakeholder engagement activities is available in Annex VI. The resources required to implement this SEP (including staff time, facilitation, accessibility measures, translation, communications and outreach materials, and any consultant support for engagement under preparation packages) will be financed under the PPF. An indicative SEP budget and related line items is presented in Annex V, and will be updated during implementation as necessary.

7. 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.

7.1. Description of Grievance Mechanism (GM)

The Grievance Mechanism established at MoFP will to be used for the Project Preparation Facility (PPF), the GM will be publicized, maintained, operated and strengthened as required for the PPF. Additionally, a parallel workers' GM has already been established at the expected line ministires which shall be maintained and operated for the project (PPF) in line with the environmental and social standard 2 (ESS2). The Workers' GM at MoFP for the PPF will be strengthened as required.

The PPF will apply a project Grievance Mechanism (GM) that is accessible to all project stakeholders, including affected parties, project workers, and any other parties that may be affected by, or have concerns related to, project activities. In line with the project's implementation arrangements, the GM is implemented through the Ministry of Finance and Planning (MoFP) Project Implementation Unit (PIU). The GM includes provisions for handling SEA/SH-related complaints safely and confidentially, with survivor-centered referral through the national GBV referral system and relevant ministries (including MoSD). The recent institutional change at the MoFP applies to the current Grievance Mechanism (GM)

uptake, whereby the current MoFP website will serve as the primary electronic channel for receiving grievances and concerns. In addition, the existing grievance/complaint unit at MoFP and a dedicated email address have been established to handle PPF-related complaints MoFP's current website can be accessed through: https://pmof.ps/. The established GM, ensuring it is readily accessible at no cost and without retribution, and that it remains equipped to receive and respond to SEA/SH-related grievances in a safe and confidential manner.

Grievances can be submitted through any of the channels below. Complaints received at any level will be routed to the relevant implementing MoFP/PIU depending on where the issue relates, with direct follow up by the MoFP PIU Social Specialist.

Grievances can be submitted through any of the channels below. Complaints received at any level will be routed to the relevant implementing MoFP/PIU depending on where the issue relates, with direct follow up by the MoFP PIU Social Specialist.

(MoFP- PPF Managmenet Unit)

- Mobile: +972598500389
- Email intake: yhanan@pmofc.pa
- In person: MoFP office, Ramallah, Al-Masyoun Ministers Complex
- Complaints Unit at MoFP's PIU: phone +970 (2) 297 8830 ext. 3301,
- Centralized government complaints portal: http://cs.pmo.gov.ps

These channels remain active and are used in parallel with the Ministry's engagement on social media.

All grievances are logged and tracked in a GM matrix/log (including reference number, date received, complainant details when provided, description, actions taken, and status), the complaints are registered and forwarded to the relevant MoFP Directorate General depending on the nature of the complaint, with tracking by the PPF PIU Social Specialist.

Indicative timelines in the project SEP include acknowledging receipt within tow business days. Verification and proposed corrective actions are targeted within 14 business days, and progress on GM implementation is tracked through quarterly reports.

- **SEA/SH-sensitive grievances**: SEA/SH-related complaints are handled with confidentiality and a survivor-centered approach. The project does not pursue investigation of SEA/SH cases; instead, it facilitates safe referral through the national GBV referral system and relevant institutions, and ensures that GM personnel are trained and that the GM has appropriate features (including options for anonymity and secure referral).
- **Workers' GM:** a workers' GM will be established and operated to receive project worker grievances including compensation, discrimination, OHS and GBV/SEA/SH, with monitoring oversight by the MoFP Social Specialist for Components 1 and 2.
- **World Bank Grievance Redress Service**: In addition to the project-level GM, communities and individuals who believe they are adversely affected may submit complaints to the World Bank's Grievance Redress Service (GRS) and the independent World Bank Accountability Mechanism: https://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service.

Further detailed description of the PPF GM is available in the below table.

Table 4: Description of the Grievance Mechanism

Step	Description of process	Timeframe	Responsibility
GM implementation structure	Stakeholders will be able to raise their grievances/concerns and submit their inquiries or complaints through the MOFP complaint system. MOFP 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 MOFP 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 the PPF. The project will ensure proper implementation of the special features for SEA/SH in the GMs (project and for workers), and strengthen MoFP's complaints system and capacity with requisite features to accept, process and address potential SEA/SH complaints (e.g., anonymity, referral features).	Throughout the project's implementation	MoPF/ PIU Social Specialist with overall monitoring & Reporting responsibility
Grievance uptake	Grievances can be submitted via the following channels: - Mobile: +972598500389 - Email intake: yhanan@pmof.pa - In person: MoFP office, Ramallah, Al-Masyoun Ministers Complex - Complaints Unit at MoFP's PIU: phone +970 (2) 297 8830 ext. 3301, - g - Centralized government complaints portal: http://cs.pmo.gov.ps	Throughout the project's implementation	MoPF/ PIU Social Specialist with overall monitoring & Reporting responsibility MoFP Complaints Unit for uptake channels and referral

Step	Description of process	Timeframe	Responsibility
Sorting, processing	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	MoPF/ PIU Social Specialist Complaints Unit to refer to the PIU Social Specialist
Acknowledgement and follow-up	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	MoPF/ PIU Social Specialist
Verification, investigation, action	Investigation of the complaint is led by relevant directorates / departments 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 PIU social specialist.	Within 14 business days.	MoFP relevant department of line ministry
Monitoring and evaluation	Data on complaints are collected in a Grievance Matrix and reported on by MOFP through the quarterly E&S reports	Quarterly for periodic E&S reporting	MoPF/ PIU Social Specialist
Training	MoFP has an experienced social specialist, yet the PIU will be newly established. Consultation with MoFP and the social specialist revealed the following areas of potentially required support and strengthening: • **Institutionalizing GM Mechanisms at MoFP:** This includes targeting all related departments within MoFP 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. • The Complaints Unit should be equipped with the skills and tools necessary for managing and reporting grievances across various stakeholders, • Establishing Strong Complaints Procedures: MoFP 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 MoFP can track grievance status, report on progress, and identify systemic issues in a timely manner.	Throughout project implementation	MoPF/ PIU Social Specialist

Step	Description of process	Timeframe	Responsibility
	This includes integrating grievance data into project performance reports and providing regular updates to stakeholders. • Best Practices in GM Management: MoFP 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. • 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: MoFP'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 MoFP can guide other ministries and organizations on proper legal procedures.		
Appeals process	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	MoPF/ PIU Social Specialist

The project will have specific referral pathways as mentioned in the table above to handle sensitive and confidential complaints at MoFP level and the PPF beneficiaries, 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 relation to 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 complaints unit in the MoFP and related line ministries on detection of cases of gender- based violence and handling of inquiries, complaints and grievances related to GBV.

The complaints related to SEA/SA should follow the principle of "confidentiality", "survivor centricity" and "survivor safety". The Social Specialist will be responsible for managing this type of complaints with high priority, seriousness, data protection and privacy.

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 Social Specialist).
- 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.
- 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 through the national referral mechanism;
- Follow up with the survivor, if they have provided their consent, to ensure just and proper care is provided to them.

The MoFP Social Specialist will have overall responsibility for the monitoring of the workers' grievance mechanism which 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.

8. Monitoring and Reporting

8.1. 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) and other E&S tools and instruments; (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 VII.

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 VI.

8.2. Reporting Back to Stakeholder Groups

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

Quarterly 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.

Annex I: Summary of Stakeholder Engagement Activities

Meeting Topic	Stakeholders / Attendees	Date	Venue	No. of Attendees	Key Discussion Points
Consultation Between WB & MoFP Discuss and identify the PA's priorities for implementing mega infrastructure projects.	World Bank Staff Ministry of Finance and Planning and (MoFP) Deputy Minister, G.D of Projects, G.D of Training department, MoLG E&S Consultant, from MoFP and WB Portfolio Manager	03/08/2025	MoFP Headquarters-Ramallah	6	• MoPF welcomed the project objectives and WB staff and expressed willingness to support its implementation. • Discussions focused on preliminary assessments, feasibility studies and design. • structuring and readiness for Public-Private Partnerships (PPP). • and the identification of relevant line ministries. This was conducted under the explanatory note of the Project Preparation Facility (PPF).
Consultation Between WB & MoFP Define the next steps for the preparation and appraisal stages.	• MoFP • World Bank	20/10/2025	Ramallah, Ministries Complex, PSI Building, First Floor Meeting Room	*23*	MOFP and WB discussed the Project Purpose and Scope • The proposed operation will finance the Palestinian Authority's Project Preparation Facility (PPF) program to support the preparation of priority investment projects for Palestine's recovery and reconstruction. The PPF is intended to strengthen the PA's ability to develop a pipeline of bankable, high-quality investment projects that can be financed by various sources. The Project will finance the following components: • Strengthening institutional and technical capacity of the PA for project preparation, including capacity support to government stakeholders (project owners) seeking PPF assistance to prepare high-quality projects. • Preparation of priority investments selected from within the Strategic Investment Plan (SIP). • Project management, including staffing, administrative, and operational costs required for the effective management of the PPF unit. • Prepared investment projects will be made available for financing through multiple channels, including the PA budget, bilateral donors, international financial institutions (IFIs), and the private sector, including through Public-Private Partnership (PPP) arrangements. Environmental and Social Considerations • The Environmental and Social (E&S) risks of the Project were noted to be rated High. The Project will provide technical assistance to support the Recipient in the preparation of pre-feasibility studies, feasibility studies, and preliminary or detailed technical designs. This will include the preparation of associated environmental and social assessments required for public or private investments, in line with applicable standards and requirements.
World Bank conducted an Identification Mission for the West Bank and Gaza Project Preparation Facility (PPF).	• consultations were held with line ministries and relevant agencies. • consultations were carried out with development partners, including the United Kingdom, Norway, Sweden, Germany, the Netherlands, Italy, and France. • MoFP & WB	03/12/2025	Ramallah and Jerusalem	-	• Ensuring PA-wide ownership and cross-sectoral buy-in from project owners. • Discuss the proposed governance and institutional arrangements for the PPF, including a review of the governance structure. • In addition, the World Bank assessed the operational framework and staffing requirements of the Project Preparation Unit (PPU). • Following the mission, the World Bank and the MoFP agreed on a set of action steps and indicative timelines for implementation. These include: • continuing consultations with the private sector. • finalizing governance arrangements, selection criteria, and decision-making processes. • drafting the PPF Operations Manual; convening a decision

Meeting Topic	Stakeholders / Attendees	Date	Venue	No. of Attendees	Key Discussion Points
					review meeting. • continuing negotiations with the World Bank.
Bilateral consultation on PPF SEP and upstream engagement	• MoFP PIU/Project Team; WATC represented by Amal Jom'ah (Media Manager)	09/02/2026	Bi-lateral phone consultation	2	• A key challenge facing all projects is the lack of direct connection to reality and insufficient assessment of community needs; continuous needs assessments for marginalized and vulnerable groups are required. • Projects should not be introduced as pre designed packages without proper study of real community needs. Data collection methods must be context sensitive, and relevant ministries should be actively engaged and connected to community realities. • Procurement and bidding processes must be subject to transparency and accountability. • Monitoring and evaluation mechanisms should be clear and accessible to the public. • Projects often target women within a limited age group (30–45 years), excluding other categories such as unmarried women and female heads of households; broader coverage of age groups and social categories is needed. • Existing capacities within Palestinian institutions, such as the Central Bureau of Statistics, should be utilized to collect accurate and targeted data. • Engagement should extend beyond NGOs to include grassroots organizations working directly in communities, to assess both positive and negative impacts of projects. • Certain groups of women are excluded from projects and information sharing, including university students, factory and workshop workers, and displaced persons. • Displaced persons are vulnerable to exploitation by service providers, including sexual exploitation; hotlines alone are insufficient. Clear community protection committees and trained professionals are needed to handle such complaints. • Standards for service provision and awareness raising must be established. • Beneficiaries should be made aware of the expected behaviors and codes of conduct for project staff. • It was agreed that they will be invited to the larger consultation session to obtain more information and discuss their concerns with the MoFP team.
Bilateral consultation on PPF SEP and upstream engagement	• MoFP PIU/Project Team; Stars of Hope Society represented by Kifah Abu Ghough (Society Director)	09/02/2026	Bi-lateral phone consultation	2	• MOFP needs to strengthen its capacity in managing environmental and social risks, particularly in relation to marginalized groups and persons with disabilities. • Although a grievance mechanism exists and vulnerable groups are aware of it, access remains difficult. • Current mechanisms lack privacy and are not adequately adapted to the needs of persons with disabilities. • Grievance mechanisms should be comprehensive and transparent, taking into account all groups and clearly outlining feedback processes. • It is important to verify that the grievance mechanism is in place and accessible to everyone. • Inclusiveness is critical, particularly in terms of language used, confidentiality, clarity of access channels, and consideration of individual differences among beneficiaries. • It was emphasized that both the Arab Society for Rehabilitation and Jabal An-Najma Association should be engaged in the consultations. • Information from the community consultation presentation was also shared with them. • It was explained by the project team that the SEP includes methods and measures to remove obstacles to full and enabling participation and access to information for vulnerable or disadvantaged individuals and groups. • It was agreed that they will be invited to the larger consultation

Meeting Topic	Stakeholders / Attendees	Date	Venue	No. of Attendees	Key Discussion Points
					session to obtain more information and discuss their concerns with the MoFP team.
Bilateral consultation on PPF SEP and upstream engagement	• MoFP PIU/Project Team; Palestinian Hydrology Group (PHG) represented by Abdelrauf Abu Rahma (General Manager)	09/02/2026	Bi-lateral phone consultation	*2*	• The project team provided an overview of the project, its PDO, components, and the upstream activities envisioned interventions under the components and design. • An overview of applicable E&S legislation and World Bank Standards was provided. • A brief description of anticipated E&S risks was discussed as well as the E&S management measures and tools including the SEP and ESMF was provided. • The GM, and the larger consultation session that will be conducted were discussed. • The PHG inquired about the civil society's role in the project, and how participatory design will be ensured. Where the project team answered that they are the ones representing the various groups particularly vulnerable and marginalized ones in the society and that activities. Like this call and the upcoming one ensure the integration of their feedback, concerns, and remarks into the project design. • Additionally the project team discussed that the various civil society organizations will be involved in the different project phases and that downstream activities will have their own implementation mechanisms yet stakeholder engagement considerations will be ensured at the upstream side. • It was explained by the project team that the SEP includes methods and measures to remove obstacles to full and enabling participation and access to information for vulnerable or disadvantaged individuals and groups. • It was agreed that they will be invited to the larger consultation session to obtain more information and discuss their concerns with the MoFP team.
Bilateral consultation on PPF SEP and upstream engagement	• MoFP PIU/Project Team; Palestine for Social Development Fund represented by Ahmad Zeidan (General Manager of PsDF)	09/02/2026	Bi-lateral phone consultation	*2*	• The project team provided an overview of the project, its PDO, components, and the upstream activities envisioned interventions under the components and design. • An overview of applicable E&S legislation and World Bank Standards was provided. • A brief description of anticipated E&S risks was discussed as well as the E&S management measures and tools including the SEP and ESMF was provided. • The GM, and the larger consultation session were discussed. • PsDF and the PIF inquired about their role and the PPP mechanisms, and who would be required to attend the larger session from their side. • The project team added that they can assign whomever they want from their side to attend as they have received the invite. And that details of PPP mechanisms at this stage are still too early and not clear as they relate to the downstream activities side. Where future consultations and engagement will provide details once available. • Additionally the project team discussed that the various civil society organizations will be involved in the different project phases and that downstream activities will have their own implementation mechanisms yet stakeholder engagement considerations will be ensured at the upstream side. • It was explained by the project team that the SEP includes methods and measures to remove obstacles to full and enabling participation and access to information for vulnerable or disadvantaged individuals and groups. • It was agreed that they will be invited to the larger consultation session to obtain more information and discuss their concerns with the MoFP team.

Meeting Topic	Stakeholders / Attendees	Date	Venue	No. of Attendees	Key Discussion Points
Bilateral consultation on PPF SEP and upstream engagement	• MoFP PIU/Project Team; Businesswomen Forum (BWF) represented by Noura Roujina Alawneh (CEO)	09/02/2026	Bi-lateral phone consultation	2	• The project team provided an overview of the project, its PDO, components, and the upstream activities envisioned interventions under the components and design. • An overview of applicable E&S legislation and World Bank Standards was provided. • A brief description of anticipated E&S risks was discussed as well as the E&S management measures and tools including the SEP and ESMF was provided. • The GM, and the larger consultation session were discussed. • BWF commended the design and stressed the need for such interventions at the national level. • Further, they stressed the importance of integration of a gender-sensitive Lense in the designs and implementation. • They further asked of what the role of civil society will be in the downstream and how their participation will be done. • Where the project team answered that they are the ones representing the various groups particularly vulnerable and marginalized ones in the society and that activities. Like this call and the upcoming one to ensure the integration of their feedback, concerns, and remarks into the project design. • Additionally the project team discussed that the various civil society organizations will be involved in the different project phases and that downstream activities will have their own implementation mechanisms yet stakeholder engagement considerations will be ensured at the upstream side. • It was explained by the project team that the SEP includes methods and measures to remove obstacles to full and enabling participation and access to information for vulnerable or disadvantaged individuals and groups. • It was agreed that they will be invited to the larger consultation session to obtain more information and discuss their concerns with the MoFP team.
Bilateral consultation on PPF SEP and upstream engagement	• MoFP PIU/Project Team; PNGO represented by Heda Al Saqa	10/02/2026	Bi-lateral phone consultation	2	• Focus: Coordination, planning, stakeholder engagement, capacity building • Weak sectoral planning is largely the result of fragmented efforts among actors. • There is a strong need to strengthen coordination between government institutions, NGOs, and the private sector to ensure comprehensive planning and priority setting. • Meaningful stakeholder engagement requires that local communities are an integral part of consultations, not just passive beneficiaries. • Capacity building at both institutional and individual levels is essential to improve effectiveness and efficiency in managing strategic projects. • It was explained by the project team that the SEP includes methods and measures to remove obstacles to full and enabling participation and access to information for vulnerable or disadvantaged individuals and groups. • It was agreed that they will be invited to the larger consultation session to obtain more information and discuss their concerns with the MoFP team.
Bilateral consultation on PPF SEP and upstream engagement	• MoFP PIU/Project Team; Qadar for Community Development represented by Carol Mukarker (Development And MEAL Manager)	10/02/2026	Bi-lateral phone consultation	2	• The grievance mechanism must be accessible to all people. • There is a risk of inequity in targeting vulnerable groups; transparent and clear criteria are required. • Excluding persons with disabilities poses risks in terms of access to information and opportunities. • Information sharing tools and forms must be adapted to the needs of persons with disabilities. • Women with disabilities are among the most vulnerable within marginalized groups. • Disability inclusion tools and communication channels must take into account marginalized and disadvantaged groups. • Workshops and information dissemination must be accessible to persons with disabilities (e.g., venues equipped for persons with physical disabilities, sign language interpretation for persons with hearing disabilities, large print or color coded

Meeting Topic	Stakeholders / Attendees	Date	Venue	No. of Attendees	Key Discussion Points
					materials for persons with visual disabilities). • Access to information is a right, and persons with disabilities must not be excluded. Feedback channels and grievance mechanisms must also be adapted to their needs. • Persons with disabilities should be engaged on the basis of equality and full access throughout the entire project life cycle. • It was explained by the project team that the SEP includes methods and measures to remove obstacles to full and enabling participation and access to information for vulnerable or disadvantaged individuals and groups. • It was agreed that they will be invited to the larger consultation session to obtain more information and discuss their concerns with the MoFP team.
Bilateral consultation on PPF SEP and upstream engagement	• MoFP PIU/Project Team; PENGON represented by Rasha (Coordinator)	10/02/2026	Bi-lateral phone consultation	2	• Environmental and social standards should integrate community-based risk identification and management mechanisms. • At the community level, identifying environmental and social risks and impacts supports the development of locally driven mitigation measures. • Due to restrictions imposed by the occupation, Palestinian communities are highly fragmented; therefore, engagement of vulnerable groups must follow locally tailored approaches that account for these constraints. • It was explained by the project team that the SEP includes methods and measures to remove obstacles to full and enabling participation and access to information for vulnerable or disadvantaged individuals and groups. • Additionally there are other E&S instruments and tools such as the ESMF that will be developed for the project. • It was agreed that they will be invited to the larger consultation session that will be held to obtain more information and discuss their concerns with the MoFP team.
Bilateral consultation on PPF SEP and upstream engagement	• MoFP PIU/Project Team; ARIJ represented by Raja Abu Karsh	10/02/2026	Bi-lateral phone consultation	2	• Strengthening sectoral and spatial planning, particularly in agriculture and land use, is essential to address fragmented development efforts. • Developing a Public–Private Partnership (PPP) framework is critical to enhancing multilateral cooperation among implementing agencies and supporting sustainable agricultural and environmental initiatives. • Strategic and development projects are vital for reviving local economies, especially in marginalized and rural agricultural areas. • It was explained by the project team that the SEP includes methods and measures to remove obstacles to full and enabling participation and access to information for vulnerable or disadvantaged individuals and groups. • It was agreed that they will be invited to the larger consultation session to obtain more information and discuss their concerns with the MoFP team.
Bilateral consultation on PPF SEP and upstream engagement	• MoFP PIU/Project Team; PARC represented by Asad Al Kurdi		Bi-lateral phone consultation	2	• PARC focused on Community needs, agriculture, local resilience, risk management. • Projects should be aligned with the priorities and actual needs of Palestinian communities, particularly those dependent on agriculture and natural resources. • Community-based and shared risk management should be an integral component of environmental and social standards, especially at the local and agricultural levels. • Identifying risks and impacts at the community level will enable communities to design effective interventions to mitigate and manage environmental and social risks. • Strategic and development projects play a crucial role in reviving the socio-economic conditions of rural and agricultural communities. • It was explained by the project team that the SEP includes methods and measures to remove obstacles to full and enabling participation and access to information for vulnerable or disadvantaged individuals and groups. • Additionally there are other E&S instruments and tools such as

Meeting Topic	Stakeholders / Attendees	Date	Venue	No. of Attendees	Key Discussion Points
					the ESMF that will be developed for the project. • It was agreed that they will be invited to the larger consultation session to obtain more information and discuss their concerns with the MoFP team.

Stakeholder consultation session on the Palestinian Project Preparation Facility (PPF), and the E&S tools (i.e., ESMF and SEP)	• MoFP PIU/Project Team; representatives from public sector institutions including MoLG, MoSD, PENRA, MoH, MoNE, MTDE, MoE, MIND, and other public entities (including a constitutional body), as well as private sector representation (including Palestine Industries Federation), and invited stakeholders	22/02/2026	Online consultation session, Microsoft Teams	21	• MoFP and the project team provided an overview and presentation on the PPF context and project background, the rationale behind the project, the project development objective (PDO), the project design, and upstream processes.
					• MoFP and the project team provided an overview of the PPF components and a description of potential interventions, potential beneficiaries, and the nature of interventions on the upstream and downstream processes.
					• Following the first part of the project presentation, a Q&A session was opened for attendees to raise any comments and feedback on the above points;
					  • Participants raised questions on whether the prepared projects are private sector investments and how PPP will be considered; MoFP clarified that PPP is one possible model and that project selection and preparation follow defined upstream processes.
					  • Questions were also raised on coordination between ministries, donors, and the PPU, as well as whether prioritization will be sector-based; MoFP clarified the coordination and prioritization approach and the role of the Council of Ministers in selection.
					  • Questions were also raised on whether and how the PPU will support mobilizing financing for prepared projects. Where MoFP explained the processes of communication with donors and how financing will be secured for the downstream potential investments.
					• The second segment included the E&S aspects, a presentation was done on the E&S framework governing the project, the legal frameworks, world bank ESF and applicable ESSs, potential E&S risks, and the E&S mitigation measures and E&S tools and instruments including the ESMF, SEP, ESCP, GM. An overview was provided on the ESMF, screening processes, the SEP and its mechanisms and program, the GM including sensitive and anonymous complaints, GBV (SEA/ SH) referral pathways, the World Bank GRS, and GM uptake channels.
					• Following, a second Q&A session was opened regarding E&S aspects. Raised comments and questions included;
					  • The relationship between national requirements and World Bank standards, the purpose of the ESMF and SEP as upstream management tools, and how downstream E&S instruments (including EIA processes) would be supported during preparation.
					  • Additional queries related to why some previously studied projects may require updated preparation, and whether the PPF would support preparation for strict climate financing windows (example raised: Green Climate Fund).
					  • Participants requested to be invited to a dedicated session focusing on E&S management and requirements.

Annex II: Guidelines for stakeholder identification and categorization

A. Purpose and when to use this guide

This guide supports MoFP, the PIU, and participating agencies to (i) identify stakeholders for each proposed downstream investment prepared under the PPF, (ii) categorize them into Project Affected Parties (PAPs), Other Interested Parties (OIPs), and Disadvantaged/Vulnerable Groups, and (iii) prioritize and sequence engagement in a way that is proportionate to the investment's risk, footprint, and stage of preparation. Stakeholder engagement is most effective when initiated early and updated throughout the project cycle as information and designs evolve. The processes in this guide should help answer the following questions:

- Who will be adversely affected by potential environmental and social impacts in the project's area of influence?
- Who are the most vulnerable among the potentially impacted, and are special engagement efforts necessary?
- At which stage of project development will stakeholders be most affected (e.g. procurement, construction, operations, decommissioning)?
- What are the various interests of project stakeholders and what influence might this have on the project?
- Which stakeholders might help to enhance the project design or reduce project costs?
- Which stakeholders can best assist with the early scoping of issues and impacts?
- Who strongly supports or opposes the changes that the project will bring and why?
- Whose opposition could be detrimental to the success of the project?
- Who is it critical to engage with first, and why?
- What is the optimal sequence of engagement?

B. Step 1: Define the "activity" and its area of influence

For each downstream investment candidate, start with a short "scope note" (one page is enough) capturing what is known at the time:

- The sector and type of investment (for example water, energy, roads, public buildings, solid waste).
- The likely geographic footprint (governorate, municipality/village, corridor, catchment/service area).
- Likely phases and timelines (feasibility, ESIA/ESMP, design, procurement, construction, operation).
- Typical risks that may reasonably arise given context (for example land access constraints, safety risks, labor/OHS, access restrictions, SEA/SH risks in consultations, exclusion risks for vulnerable groups).
- Even if designs are preliminary, this step clarifies "who could be affected" and avoids generic stakeholder lists that are not tied to a plausible footprint.

C. Step 2: Identify stakeholders using the ESS10 categories

Use three ESS10-aligned categories, and keep the logic clear: who is affected, who is interested/influential, and who may face barriers to participation.

1) Project Affected Parties (PAPs)

Identify individuals, groups, and institutions that may be directly affected by potential environmental and social risks and impacts in the area of influence. This includes both adverse impacts and direct benefits (for example service users), but prioritize those potentially adversely affected.

2) Other Interested Parties (OIPs)

Identify actors who are not directly affected, but who have an interest in the investment, may influence decisions, or are relevant for transparency, oversight, financing, implementation readiness, or accountability (for example regulators, CSO networks, professional associations, donors, media).

3) Disadvantaged/Vulnerable Individuals or Groups

Identify groups who may face barriers to accessing information, participating meaningfully, or raising concerns safely. Consider poverty and exclusion, disability, gender norms, literacy, digital exclusion, movement restrictions, area type (remote, access constrained), and heightened service access constraints (for example health). Plan tailored engagement measures accordingly.

D. Step 3: Build a Stakeholder Register – Refer to Annex III

Create and maintain a stakeholder register for each downstream investment (Excel is fine). For each stakeholder, capture:

- Category: PAP / OIP / Vulnerable group (or representative organization)
- Sub-group: (for example adjacent residents, land users, service users, women-led households, PwD, workers)
- Connection to the investment: how and why they may be affected or interested
- Likely concerns/interests: what they may raise (risks, access, design, jobs, safety, land, service continuity)
- Preferred channels and language: in-person, municipality meetings, CSO intermediaries, radio, WhatsApp, etc.
- Barriers to participation: mobility, cost/time, disability access, stigma, safety/confidentiality
- Influence and interest ratings: see Step 4
- Engagement approach: inform, consult, focus group, key informant interview, disclosure channel
- Status and notes: engaged/not yet engaged, feedback themes, follow-up actions

This register should be treated as a “living” document and updated as designs and footprints change.

E. Step 4: Analyze and prioritize stakeholders

Stakeholder engagement should be proportionate to risk and adapted to what is known at each stage.

For each stakeholder or group, rate the following on a simple 1 to 3 scale (Low, Medium, High):

- Impact exposure (for PAPs): likelihood and severity of potential adverse impacts.
- Influence (for OIPs and some PAPs): ability to affect decisions, permitting, acceptance, or implementation.
- Interest/concern level: degree of attention, sensitivity, or likely controversy.
- Vulnerability/barriers: whether special measures are required for meaningful participation.

Then prioritize engagement accordingly:

1. High impact exposure and/or high vulnerability: engage early, repeatedly, and in formats that remove barriers.
2. High influence: engage early to avoid late-stage constraints and to improve design and feasibility.
3. High interest/concern: ensure transparent disclosure and regular feedback loops.

F. Step 5: Use a simple Influence - Interest Matrix to set engagement intensity

Plot key stakeholder groups into the matrix below and apply the engagement approach shown. This helps teams decide "who to engage first" and "how often".

Influence (Power) \ Interest	**Low Interest**	**High Interest**
High Influence	**Keep Satisfied**: periodic briefings; targeted consultations on key decisions	**Manage Closely**: continuous engagement; joint problem-solving; document agreements
Low Influence	**Monitor**: disclose information; keep channels open	**Keep Informed**: regular updates; community consultations; feedback and response tracking

Important: Vulnerable groups may have low influence but high impact exposure. They must be prioritized even if their "power" is low, through tailored measures and trusted intermediaries.

G. Step 6: Apply a clear sequencing checklist

Use this practical sequence for each downstream investment:

- Early scoping (before TORs are finalized): identify likely PAPs and vulnerable groups; consult on key risks and alternatives; confirm local context constraints (access, timing, safe venues).
- During E&S Tools preparation as applicable (e.g., ESIA/ESMP) preparation: disclose and consult on draft scope, baseline issues, potential impacts, mitigation options; hold targeted sessions for PAPs, OIPs, vulnerable/ disadvantaged groups.
- Before finalizing designs: disclose how feedback was used; consult on residual risks and proposed measures.
- Procurement and construction readiness (if relevant): engage on traffic/safety, access management, worker-community risks, GM access, and other topics of concern.
- Ongoing updates: keep stakeholders informed, maintain two-way channels, and periodically review whether stakeholder identification remains adequate in line with the PPF SEP.
- Maintain a documented record (who was engaged, feedback received, and how it was addressed).

H. Effectiveness Checks

Before finalizing the investment-level SEP:

- Confirm the stakeholder list reflects the actual footprint and likely impacts, not only institutions.
- Confirm vulnerable group measures are practical (accessible venues, timing, formats, trusted intermediaries).
- Confirm safe handling of sensitive topics (especially SEA/SH): confidentiality, survivor-centered referrals, and non-identifying documentation of feedback.
- Confirm GM access channels are appropriate for low literacy and low digital access contexts

Annex III. The list of organizations to engage in consultations (Stakeholders Registry).

The list is tentative and will be added on to throughout project implementation

Name of Organization, NGO, CSO, etc.	**Area of Interest/ Mission**	**Level of Interest (Low/ Medium / High)**	**Level of Influence (Low / Medium / High)**	**Contact Information**			
				Name	Position	Email	Phone Number

Annex IV: Possible Activities Under the PPF (Upstream Activities)

Activities financed by the PPF will include:

1. Design and structuring: Detailed planning for preparation and structuring of selected investments, including the development of a standardized model for business case development;
2. Pre-feasibility analysis and concept definition: Preliminary market, technical, gender, environmental, social, land and climate-related issues; legal, regulatory, security assessment, reforms required to enable successful projects; cost-benefit analysis; preliminary design and appraisal; recommended choice of procurement; and community and civil society consultations;
3. E&S studies: Assessment of E&S risks and impacts of each project, consistent with the World Bank Environmental and Social Framework (ESF). This may include ESIAs and other E&S assessments for the eventual investment, commensurate with the E&S risks of the project, and its design stage (conceptual versus detailed). Therefore, E&S studies may be integrated into feasibility studies, or may be stand-alone and preliminary in nature, and will include specifications for future assessments that can also be adapted to meet the specific E&S standards of future financiers, once identified;
4. Detailed feasibility and design studies: Demand analysis, technical feasibility and engineering cost estimates studies, concept designs, financial and economic assessments of the investment, de-risking assessment (including for co-investment/de-risking decisions by IFIs/DFIs), geotechnical or resource assessments, detailed designs for construction projects, construction project drawings and specifications (construction documents), procurement and disbursement plans, and other design documents. Feasibility studies and design documents will need to meet the requirements of the Palestinian Authority legal framework; e) Business case for the investment proposals: Analysis of the financial and economic case for proposed investments to inform the PA's decision on financing (incorporating financial viability assessment, fiscal impact analysis and economic appraisal); detailed legal and regulatory due-diligence and preparation of modifications required to support proposed investments;
5. Financial structuring, outputs aimed at leveraging private funds and/or sharing risks with private sector, as and where appropriate; assessments of proposed financing mechanisms and potential for maximizing the participation of private sector in financing selected investments (e.g. through a range of PPP/concession structures), preparation of risk allocation matrices, proposed contractual structure and its commercial viability, initial market sounding with potential investors;
6. Other preparation work, including appraisal documents and material including results frameworks, design of specific project components and subcomponents, subject matter technical and financial appraisals, monitoring and evaluation systems, risk identification and mitigation frameworks, design of institutional and implementation arrangements and fiduciary appraisals including procurement and financial management arrangements.

Annex V: SEP Budget Table

The following table outlines SEP budgetary requirements for upstream activities, SEP implementation for downstream activities and investments will have allocated budgets from their respective investments.

Budget categories	Quantity	Unit costs	Times/ Years	Total costs	Remarks
1. Estimated Staff salaries and related expenses					
1a. Communications Officer – MoFP	1	-	Throughout Project Implementation	0	Included in project design
1b. Environmental and Social Specialist/s – MoFP	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	300$	5	6000$	
2b. organization of public meetings	2	1000$	5	10,000$	
2c. LMAs and Institutional Stakeholders Workshops/ Roundtables (multi-agency)	2	1000$	5	10,000$	
3. Communication campaigns					
3a. Posters, flyers	LS	LS	LS	5,000$	
3b. Social media campaigns	4	500$	5	10,000$	
3c. radio spots and TV announcements	2	1500$	2	6,000$	
4c. newspaper announcements	4	300$	2	2,400$	
4. Trainings					
4a. training for PIU staff and Project workers in MoFP and LMAs on ESF fundamentals, OHS, GM, stakeholder mapping	2	-	1	-	Included under Component 2

and engagement, development and implementation of mitigation measures within the ES instruments					
4b. training for PIU staff and Project workers in MoFP 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	-	-	-	-	Included under Component 2
4c. Development of SEP ToRs and downstream investment SEP and engagement implementation	-	-	-	-	Capacity Building included in Project Design – Downstream SEP development from investment budget
5. Grievance Mechanism					
5a. Training partners on GM	2	-	1	-	Cost included under point 4
5b. Assessment of LMAs' GM	1	-	1	-	Included in project design
5c. GM communication materials	LS	LS	-	1500$	
6. Other expenses					
6a. Miscellaneous	LS	LS	-	5,000$	
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:				55,900$	

Annex VI: Stakeholder Engagement Log Template

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								

Annex VII: 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	Stakeholder Consultation Attendance Sheets/Minutes Evaluation forms Structured surveys Social media/traditional media entries on the project results

		received is reflected in project design and implementation. • Number of disaggregated engagement sessions held, focused on at-risk groups in the project.	
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