



وزارة الاتصالات وتكنولوجيا المعلومات  
Ministry of Telecom. & Information Technology



# TECHNOLOGY FOR JOBS (Tech4Jobs)

## Stakeholder Engagement Plan (SEP)

February, 2020

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## Abbreviations and Acronyms

CBO	Community Based Organization
EQA	Environment Quality Authority
ESMF	Environmental and Social Management Framework
ESO	Environmental and Social Officer
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
MTIT	Ministry of Telecom and Information Technology
MNC	Multinational Corporation
PIA	Project Implementation Unit
R&D	Research and Development
SEF	Stakeholder Engagement Framework
SEP	Stakeholder Engagement Plan
SME	Small and Medium Enterprises
T4J	Technology for Jobs

## 1. Introduction

### 1.1. Background

The Palestine Liberation Organization (for the benefit of the Palestinian Authority) is implementing the Technology for Jobs (Tech4Jobs), hereinafter (the Project), with the involvement of the Ministry of Telecommunications and Information Technology (MTIT). The project aims to shift the dynamic equilibrium of the Palestinian IT sector towards one of continuous upgrading of firm capabilities and employment growth. It will do so by strengthening the supply of firm capabilities, demand from international buyers and investors, and by stimulating the absorption of high-tech knowledge in the ecosystem. **The Tech4Jobs operation is considering implementation through sole-source selection of the private sector entity which is already implementing F4J and IPSD projects.** This Project Implementing Agency (PIA) will be responsible for implementing the Tech4Jobs project on behalf of MTIT. An Environmental and Social Officer (ESO) will be recruited by the PIA to follow up the implementation of the environmental and social requirements. The ESO will be responsible for updating the Stakeholder Engagement Plan (SEP) once the specific stateholders are identified. ESO is also responsible for the implementation of the Stakeholder Engagement Plan activities. The expected project's approval date will be end of April 2020, and the expected closing date end of June 2025.

### 1.2. Project Overview

#### 1.2.1. Project Location

The project is nationwide, covering both West Bank and Gaza. The project activities will take place mainly in urban populated areas where the project beneficiaries, individuals and firms, are practicing their ICT business.

#### 1.2.2. Project components

**The project consists of four components tackling the supply side, the enabling ecosystem, and the demand side of IT services, as well as project management.** Component 1, *Improving IT service capabilities*, will strengthen the technological and human capabilities of firms and their workforce. Component 2, *Improving the IT services ecosystem*, will support the entry of new actors in the IT ecosystem, who will support and complement existing actors. It will also help the private sector build the technology and business infrastructure that IT service companies rely on to compete. Component 3, *Improving market access, and increasing demand and investments*, will stimulate demand through international market linkages, and will stimulate investment in the IT services ecosystem by encouraging FDI in the West Bank & Gaza. Component 4 will provide project management and monitoring (the PIA).

Table 1.2.2: Component and subcomponents and their direct beneficiaries

Activities		Beneficiaries of TA or funding
<b>1</b>	<b>Component 1: Improving IT service capabilities</b>	
1.1	Human capital improvement stipends	Individuals, firms
1.2	Advisory services on managerial capabilities	Firms
1.3	IT and gender needs assessment and engagement	Individuals, firms
<b>2</b>	<b>Component 2: Improving the IT services ecosystem</b>	
2.1	Seed grants to stimulate private investments in the IT service ecosystem	Individuals, Firms
2.2	Grants for shared R&D centers	Firms
2.3	Grants for IT business infrastructure (focus on Gaza)	Firms
<b>3</b>	<b>Component 3: Improving market access, and increasing demand and investments</b>	
3.1	Awareness raising and international market linkages	Firms
3.2	Promotion and facilitation of FDI in the Palestinian IT ecosystem	Firms
<b>4</b>	<b>Component 4: Project management</b>	
4.1	Project management and monitoring	PIA
4.2	Technical assistance to MTIT	PIA, MTIT

### 1.2.3. Beneficiaries

The project will provide targeted financial and technical assistance (e.g. stipends, grants, advisory services) to firms and individuals in West Bank and Gaza. Individual beneficiaries include i) managers and owners of businesses located in the West Bank and Gaza; and ii) students, engineers and IT professionals in the West Bank and Gaza—many of which young, recent graduates, and women. Firms include Palestinian IT service SMEs and business service providers.

### 1.2.4. Potential social and environmental risks and impacts of the project

The main environmental risks are related to installation of IT equipment and office improvements which will be associated with localized noise and air emissions and limited health and safety risks. There will be indirect impacts related to generation of e-waste, and packaging materials that need to be disposed in adequate disposal sites. There will be also some environmental benefits through improving the office ergonomics.

The social risks are limited in nature and scale, and can be summarized as follows: i) risks related to social exclusion in its various forms that would need to be mitigated through ensuring that project benefits, such as access to grants, and job opportunities, can be accessed and optimized for women and youth, including those from poor communities; ii) risk of exposure of women to sexual harassment or exploitation, or poor working conditions, indirectly, through project financial support for on-the-job training programs and salaries for new employees; iii) risks related to labor and working conditions for project workers recruited by the PIA.

## 1.3. Purpose and objectives of SEP

The purpose of a Stakeholder Engagement Plan is to explain how Stakeholder Engagement will be practised throughout the course of the project life cycle and which methods will be used as part of the process; as well as to outline the responsibilities of PIA and other parties in the implementation of stakeholder engagement activities. **A Stakeholder Engagement Plan will be developed based on this Stakeholder Engagement Framework as soon as more information about the specific locations, project's affected people, and schedule of activities is available.**

## 1.4. Regulations and Requirements

### 1.4.1. World Bank Environmental and Social Standard 10

The Environmental and Social Framework (ESF) that was launched on October 1, 2018 forms a new set of environment and social policies to enable the World Bank and Borrowers to better manage environmental and social risks of projects and to improve development outcomes. An essential part of this framework is the ten Environmental and Social Standards (ESSs), which establish the standards that the client and the project should meet through the project life cycle. Out of these standards, ESS 10, "Stakeholder Engagement and Information

Disclosure”, recognizes “the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice”. Specifically, the requirements set out by ESS10 are the following:

- Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.
- Borrowers will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.
- The process of stakeholder engagement will involve the following, as set out in further detail in this ESS: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders.
- The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was taken into account, or the reasons why it was not.

A Stakeholder Engagement Plan proportionate to the nature and scale of the project and its potential risks and impacts needs to be developed by the Borrower. It has to be disclosed, as early as possible, and before project appraisal, and the Borrower needs to seek the views of stakeholders on the SEP, including on the identification of stakeholders and the proposals for future engagement. If significant changes are made to the SEP, the Borrower has to disclose the updated SEP. According to ESS10, the Borrower should also propose and implement a grievance mechanism to receive and facilitate the resolution of concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner.

#### 1.4.2. Palestinian Environmental Assessment Policy

The Palestinian legislation requires public consultation only for projects that require Environmental Assessment. The Palestinian Environmental Assessment Policy (PEAP) was approved by decree No: 27- 23/4/2000. One of the main principles underlying this policy is that stakeholder consultation is an essential component of it.

Article 8 of this policy on Stakeholder Consultation states the following:

1. Proponents are required to consult stakeholders during the scoping and conduct of Environmental Impact Assessments.
2. Stakeholder consultation may be required during Initial Environmental Evaluation (IEE) as determined by the Environment Quality Authority (EQA).



3. The EQA is empowered to conduct its own stakeholder consultation to verify the information provided, or extend the proponent's consultations.
4. Initial Environmental Evaluation and Environmental Impact Assessment Reports shall be made available by proponents for stakeholder review and comment as specified by the EQA.
5. The EQA shall coordinate EA consultations with consultations by other authorities pursuant to other regulations and laws.

According to the policy, stakeholder consultation is optional when undertaking an IEE. In consultation with the proponent and the EA Committee as required, the EQA determines whether stakeholder consultation is required and, if so, what the minimum requirements should be. It may be required during scoping and terms-of-reference preparation, and during the conduct of the IEE.

However, stakeholder consultation is mandatory when undertaking an EIA. In consultation with the proponent and the EA Committee, the EQA determines what the minimum requirements for stakeholder consultation should be. It may be required during scoping and terms-of-reference preparation, and during the conduct of the EIA. At minimum, the proponent must meet with the principal stakeholders to inform them about the proposed project and to solicit their views about it. Projects that are more problematic should involve consultations that are more extensive. The methods and results of these consultations must be documented in the EIA Report.

## 2. Brief Summary of Previous Stakeholder Engagement Activities

MTIT and the project team have been engaging with various project stakeholders since the beginning of 2019, as part of the preparation of this project. The activities have targeted the potential key stakeholders who may be involved in the project. **Stakeholder engagement activities be conducted as soon as the specific locations, project's affected people, and schedule of activities are known.**

### 2.1. Consultations during the preparation of the project

The stakeholder engagement activities that took place as part of the preparation of the Technology for Jobs project included preliminary meetings with different stakeholders during the screening/scoping for IT Ecosystem High-Level Assessment, individual meetings and round table meetings with different entities during the preparation phase. The consultations included discussions of project components and activities, targeted groups, scoping of potential and environmental risks, institutional and implementation arrangements. The activities are summarized in Table 2-1.

Table 2-1: Summary of stakeholder engagement activities for the preparation of the project

Activity	Target stakeholders	Date
Scoping meetings for Ecosystem High-level Assessment	Meetings and visits to over 40 IT services companies, PITA, incubators, training intermediaries, in both West Bank and Gaza; public agencies and institutions	February 2019- July 2019

Activity	Target stakeholders	Date
Individual Meetings for Tec4Jobs Project Preparation	MTIT	Successive meetings September 2019- February 2020
	MoF	Successive meetings October 2019- February 2020
	MoNE	September- December 2019
	Over 10 Incubators and Training organizations in West Bank	Successive meetings September 2019- February 2020
	Over 20 IT services companies West Bank	Successive meetings September 2019- February 2020
	Over 10 Incubators and Training organizations GAZA	September 22, 2019 November 26, 2019
	Over 15 IT services companies Gaza	September 22- 23, 2019 November 26 - 27, 2019
	NGOs Gaza	November 26, 2019
Round table meetings for Tech4Jobs Project Preparation	PITA	August 2019
	PITA and IT services firms Gaza	September 23, 2019
	PITA and IT services firms Gaza	November 27, 2019

### 3. Stakeholder identification and analysis

The term “**Project-affected parties**” includes “those likely to be affected by the project because of actual impacts or potential risks to their physical environment, health, security, cultural practices, well-being, or livelihoods. These stakeholders may include individuals or groups, including local communities”. They are the individuals or households most likely to observe changes from environmental and social impacts of the project.

The term “**Other interested parties**” (OIPs) refers to “individuals, groups, or organizations with an interest in the project, which may be because of the project location, its characteristics, its impacts, or matters related to public interest.

#### 3.1. Project-affected Parties (PAPs)

Within the scope of this project, there are two main categories for the project-affected parties, namely firms and individuals.

##### 3.1.1. Firms

This category of PAPs includes Palestinian IT services SMEs and business service providers. IT services include software publishing; computer programming, consultancy and related activities; data processing, hosting and related activities.

##### 3.1.2. Individuals

This category of PAPs managers and owners of businesses located in the West Bank and Gaza and students, engineers and IT professionals—many of which young, recent graduates, and women.

Table 3-1 below summarizes the key categories of PAPs and their relation in the project.

Affected Parties	Type	Description and Relationship to the Project
<b>Firms</b>	IT services SMEs and business service providers	Technical assistance and grants to develop their human and technological capabilities of IT service. Technical assistance to the management teams of Palestinian IT service firms will include management, organizational development, strategy and leadership assistance
<b>Individuals</b>	Managers and owners of businesses, students and engineers and IT professionals including women.	Human capital investment stipends, training and behavioral interventions to strengthen the role of women in the IT sector

### 3.2. Other interested parties (OIPs)

Table 3-2 below summarizes the key categories of OIPs and the respective justification for their interest in the project. Along with these external OIPs, there are number of internal interested parties with stakes in the project including MTIT staff.

Table 3-2: Other interested parties

Category	Institution	Interest
<b>Ministries and Government agencies</b>	MTIT	The MTIT will select through sole-source a private sector entity to act as project implementation agency (PIA). Project management and implementation activities will be discussed, agreed upon and inherently implemented.
	Ministry of Finance	Overall coordination together with MTIT as part of an Advisory Committee for the project.
	Ministry of Entrepreneurship and Empowerment	Overall coordination together with MTIT as part of an Advisory Committee for the project.
	Ministry of National Economy	Overall coordination together with MTIT as part of an Advisory Committee for the project.
	Higher Council for Innovation and Excellence	Overall coordination together with MTIT as part of an Advisory Committee for the project.
<b>Private Sector organizations</b>	The Palestinian Information Technology Association (PITA), The Palestinian Investment Promotion Agency (PIPA), PalTrade	Overall coordination together with MTIT as part of an Advisory Committee for the project. The PIA will also work in close collaboration with PIPA, PalTrade and PITA to contribute to capacity building of the agencies to learn how to attract and manage investment projects, attract FDI, increase export of IT services.
<b>Academic and R&amp;D centers</b>	Universities, professors and their students, centers of innovation	R&D center will be expected to offer technology facilities and services to private sector clients, academia, students for R&D projects. The project will finance office and technology equipment, software, as well as technical staff salaries during the first year of operation. Applications from universities or other research institutions will only be considered if in partnership with private sector and if they include the creation of a separate legal entity with an autonomous governance and management structure to host the R&D center.

<b>Consultants/Service Providers</b>		Consultants/Service Providers will be involved in the delivery of the project— and sequentially in the agreements between the service providers and benefiting firms. They will also conduct monitoring and evaluation of project activities, particularly, the monitoring of the firm-level indicators (direct jobs, revenues, number and value of contracts), on a quarterly basis during and post-support provision.
<b>Press and media</b>	TV and radio, social media platforms	Inform the public about the Project implementation and planned activities. Play an important role in promoting the IT sector locally and internationally.

### 3.3. Disadvantaged / vulnerable individuals or groups

In order to ensure that the engagement process is inclusive, individuals and groups who may find it more difficult to participate and those who may be ‘directly and differentially or disproportionately affected by the Project, or disadvantaged in sharing development benefits and opportunities, because of their vulnerable status’ were identified. It will be important for the Project to ensure specific steps are taken to access these groups and afford them the opportunity to engage in discussion about the Project and their interactions with it. The main vulnerable groups identified for this project are summarized in Table 3-3.

Table 3-3: Vulnerable groups

<b>Vulnerable Group</b>	<b>Description and Relationship to the Project</b>
<b>Women</b>	Women especially recent graduates suffer from high unemployment from skill gaps that make access to the job market difficult. The project will seek to increase the access of women to IT sector, including to management and leadership positions where they are missing. Local firms benefiting from project activities will adopt Female employment solutions that may include childcare options, flexible work, transportation support or other possible mechanisms that would make positions more female-friendly.
<b>Unemployed Young engineers and IT graduates</b>	Unemployed individuals risk social exclusion and are likely to have reduced opportunities for participation in public engagement and potentially less access to information about grants, and job opportunities. The PIA will conduct a needs assessment as well as outreach with relevant CSOs to further identify the needs and interests of this group.

### 3.4. Summary of stakeholder interest in and influence over the project

Table 3-3 summarizes the level of interest in and potential influence over the project of the various stakeholder categories identified above. Categories color-coded in red will require regular and frequent engagement, typically face-to-face and several times per year, including

written and verbal information. Categories color-coded in orange will require regular engagement during some activities of the project, typically through written information. Finally, categories color-coded in green will require infrequent engagement, typically through indirect written information (e.g. mass media).

Table 3-4: Analysis and prioritization of stakeholder groups based on level of interest in and influence over the project.

<b>Influence</b> <b>Interest</b>	<b>High ability or likelihood to influence or impact the project</b>	<b>Medium ability or likelihood to influence or impact the project</b>	<b>Low ability or likelihood to influence or impact the project</b>
<b>High level of interest in the project</b>	IT service SMEs and business service providers; Managers and owners of businesses; engineers and IT professionals; MTIT and MOF	Universities	Government agencies
<b>Medium level of interest in the project</b>	Press and media	Private Sector organizations	
<b>Low level of interest in the project</b>			Other project developers and their financiers

## 4. Stakeholder Engagement Program

### 4.1. Planned stakeholder engagement activities

Stakeholder engagement activities need to provide specific stakeholder groups with relevant information and opportunities to voice their views on topics that matter to them. The table below presents the stakeholder engagement activities envisaged for the **preparation of the stakeholder engagement plan when more information will be available**. The activity types and their frequency are adapted to the three main project stages (design and preparation; implementation and monitoring phase). A more detailed explanation of the stakeholder engagement methods used is included in section 4.2.

Table 4-1: Planned stakeholder engagement activities per project phase

Project stage	Target stakeholders	Topic(s) of engagement	Method(s) used	Location/frequency	Responsibilities
Design and preparation	<b>Project Affected Parties:</b> Firms; Individuals	Project scope and rationale;  Project E&S principles; Grievance mechanism process	<ul style="list-style-type: none"> <li>- Information sessions/meetings.</li> <li>- Individual meetings, specifically for women and vulnerable;</li> <li>- Mass/Social Media Communication – TV, radio, Facebook</li> <li>- Disclosure of written information - Brochures, posters, flyers, website Information;</li> <li>- Grievance mechanism</li> </ul>	<ul style="list-style-type: none"> <li>- Project launch meetings;</li> <li>- Monthly meetings</li> <li>- Communication through mass/social media (as needed);</li> <li>- Information desks with brochures/posters in MTIT</li> </ul>	- Environmental & Social Officer (ESO)/ PIA
	<b>Other Interested Parties (External):</b> National Government Ministries; Academic and research institutions; centers	Project scope and rationale; Project E&S principles; with focus on IT sector issues and impacts of the project; Grievance mechanism process	<ul style="list-style-type: none"> <li>- Individual meetings;</li> <li>- focus groups meetings;</li> <li>- Disclosure of written information - Brochures, posters, flyers, website</li> </ul>	<ul style="list-style-type: none"> <li>- Project launch meetings;</li> <li>- Communication through mass/social media (as needed);</li> </ul>	- ESO/PIA

Project stage	Target stakeholders	Topic(s) of engagement	Method(s) used	Location/frequency	Responsibilities
	of innovation; Press and media; IT associations; Private Sector and business advisors;		- Grievance mechanism		
	<b>Other Interested Parties:</b> (Internal) MTIT Staff; Service providers and monitoring Consultants;	Project information - scope, rationale and E&S Principles; Grievance mechanism process	- Meetings; - Workshops; - Training on grievance mechanism for designated team members with general orientation for others.	As needed	- ESO/PIA - Contractor/sub-contractors;
Implementation	<b>Project Affected Parties:</b> Firms; Individuals	- Detailed information sessions about grants, stipends, TA to firms, facilitation of FDI for IT services...etc  - Information about the Terms of Reference for Service Providers  - Applications and Selection criteria  -Training  -Awareness-raising campaigns and sector awareness  -Facilitation and incentives for hiring women  -Employment opportunities	- Round table, focus groups and individual meetings; - Mass/Social Media Communication – TV, radio, Facebook, SMS, WhatsApp; - Disclosure of written information - Brochures, posters, flyers, website	- Meetings in the targeted locations (as needed) (periodic, throughout implementation phase) -Communication through mass/social media (as needed);	ESO, PIA



Project stage	Target stakeholders	Topic(s) of engagement	Method(s) used	Location/frequency	Responsibilities
		-Grievance mechanism process. -Obtain feedback on implementation and adapt as needed  - Rapid Assessment on firms' improvement - IT and gender needs assessment and engagement			
	<b>Other Interested Parties (External):</b> National Government Ministries; Academic and research institutions; centers of innovation; Press and media; IT associations; Private Sector and business advisors;	Project scope and rationale; business assessments; Project E&S principles; Employment opportunities; Environmental concerns;	- Individual meetings - Project tours for media, local representatives, social media activists and influencers.	As needed	ESO, PIA
	<b>Other Interested Parties: (Internal)</b> MTIT Staff; Service providers and monitoring Consultants;	Project progress; E&S sub-plans; Grievance mechanism process for workers.	- Meetings; - Workshops; - Training on grievance mechanism for designated team members with	As needed	- ESO, PIA

Project stage	Target stakeholders	Topic(s) of engagement	Method(s) used	Location/frequency	Responsibilities
			general orientation for others.		
Monitoring	<b>Project Affected Parties:</b> Firms; Individuals;	Satisfaction with engagement activities and GRM;	- Individual and focus group meetings (separate meetings for women and vulnerable); - post survey for a selected representative sample	- Meetings; - Reports - Survey (suggested to be conducted after six months or so from the stability of the operation and services).	ESO, PIA
	<b>Other Interested Parties (External):</b> National Government Ministries; Academic and research institutions; centers of innovation, Press and media; IT associations; Private Sector and business advisors;	Impact of project on developing IT sector; local firm's improvement and number of contracts reported by local firms either with other firms in the West Bank and Gaza or with international buyers; Grievance mechanism process;	- Public and individual Meetings	As needed	- ESO, PIA

## 4.2. Engagement methods to be used

The project intends to utilize various methods of engagement that will be used as part of its continuous interaction with the stakeholders. The format of every consultation activity should meet general requirements on accessibility, i.e. should be held at venues that are easily reachable and do not require long commute, entrance fee or preliminary access authorization. The activity should also meet cultural appropriateness (i.e. with due respect to the local customs and norms), and inclusiveness, i.e. engaging all segments of the local society, including disabled persons, women, and other vulnerable individuals .

Those engagement methods shall include different size meetings and information sessions. If a large audience is expected to attend a public meeting, necessary arrangements will be made to ensure audibility and visibility of the presentation involved. This includes provision of a projector, places allocated for the wheelchair users, etc. Taking records of the meeting is essential both for the purposes of transparency and accuracy of capturing public comments. At least two ways of recording may be used, including :

- taking written minutes of the meeting ;
- photography.

A summary description of the engagement methods and techniques that will be applied by PIA is provided in Table 4-2. The summary presents a variety of approaches to facilitate the processes of information provision, information feedback as well as participation and consultation. As the PIA will also ensure coordination of the project's communications strategy, covering all project components and stakeholders, the engagement methods and tools will be included in the communications strategy.

Table 4-2: Engagement Methods and Tools

Method / Tool	Description and Use	Contents	Target Groups
Correspondences (Phone, Emails, official letters)	-To distribute information to Government officials, NGOs, and private sector  -To invite stakeholders to meetings and follow-up.	Introduction of the project and information about time and venue of meetings	Government officials, NGOs, private sector organizations, and universities
Individual meetings	- To discuss specific project activities and related issues	Project's specific activities and plans, design solutions and impact mitigation/management measures that require in-depth discussion with stakeholders.	National government ministries, SMEs, universities
Focus groups meetings	- To be used to facilitate discussion with specific vulnerable groups	- Information on project activities; Project E&S principles; - GRM guidebook/manual	IT professionals and engineers including young recent graduates and women.

Method / Tool	Description and Use	Contents	Target Groups
	- Presentation and an interactive Questions & Answers session with the participants		
Information sessions/Public meetings	- Project launch meetings and community public meetings throughout the project life cycle. -To present project information affected parties and larger communities -To allow participants to provide their views and opinions -To build relationship with the stakeholders -To register feedback on discussions and questions.	- Important highlights of Project, announcements of planned activities, measures for risk mitigation (if any), overall progress and major achievements.	IT service outsourcing SMEs and business service providers; managers and owners of businesses and engineers and IT professionals; universities and their students; IT associations
Survey	A survey will be carried out towards the stability of the project operation.	Stakeholders' experience and feedback about the project	IT service outsourcing SMEs and business service providers; managers and owners of businesses and engineers and IT professionals; universities and their students; IT associations
Mass/social media communication	A social media expert (from PIA) will be engaged on the project in order to post information on the dedicated project and MTIT website, and to communicate with the different stakeholders throughout the project's lifecycle.	Key project updates; Information on project activities;	General population, and other stakeholders
Communication materials	-Written information will be disclosed to the public via a variety	- Key project updates and reports on the project's performance.	PAPs, OIPs; public and other stakeholders

Method / Tool	Description and Use	Contents	Target Groups
	of communication materials including brochures, flyers, posters, etc. - Website to be updated regularly. - Short video/ Power Point Presentations about the project to be used during meetings.	- GRM guidebook/manual	

#### 4.3. Proposed strategy to incorporate the view of vulnerable groups

The project will take special measures to ensure that disadvantaged and vulnerable groups have equal opportunity to access information, provide feedback, or submit grievances. Focus group meetings dedicated specifically to vulnerable groups identified for the sake of the project may also be envisaged as appropriate. As the PIA will also ensure coordination of the project's communications strategy, covering all project components and stakeholders, PIA will ensure that the views of vulnerable groups will be included in the project's communications strategy.

#### 4.4. Proposed strategy for information disclosure

The MTIT website (<http://www.mtit.pna.ps>) will be used to disclose project documents including the SEP both in English and in Arabic. The project implementing agency (PIA) will create a webpage of the project. All future project related documents will be disclosed on this webpage. Project updates and information will be posted on the website. Details about the project Grievance Redress Mechanism will also be posted on the website. An electronic grievance submission form will also be made available on PIA/project's website.

In accordance with World Bank Policies, the following documents will be disclosed on the World Bank website and MTIT website prior to project approval:

- Environmental and Social Management Framework
- Stakeholder Engagement Framework
- Environmental and Social Commitment Plan

#### 4.5. Timelines

Information on estimated timelines for project phases and key decisions is provided in Table 4-5.

Table 4-5: Project phases timeline

Activity	Bank Approval	Start of implementation	Phase out
<b>Component 1: Improving IT service capabilities</b>	April-29	Sep 2020	June 2025
<b>Component 2: Improving the IT services ecosystem</b>	April-29	Sep 2020	June 2025

<b>Component 3: Improving market access, and increasing demand and investments</b>	April-29	Oct-Nov 2020	June 2025
<b>Component 4: Project management</b>	April-29	Oct-20	June 2025

#### 4.6 Review of Comments

As explained in more details above, communication and feedback from stakeholders will be taken into consideration at each stage of this project. The PIA plans to have several public meetings with the target population pre-implementation and post implementation to receive reviews and comments.

## 5. Resources and Responsibilities for implementing stakeholder engagement activities

### 5.1. Implementation Resources

PIA will mobilize human and material resources to implement the SEP, that will be prepared once the specific locations, stakeholder groups, and schedule of activities are known, and manage the Grievance Resolution Mechanism (GRM). Stakeholder engagement activities will be led by the PIA. An Environmental and Social Officer will be recruited to be mainly responsible for implementing the engagement activities in coordination with different stakeholders, conducting environmental and social monitoring and reporting.

The material resources that PIA will mobilize, in addition to the ESO, are – (i) a specific area on the project’s website; (ii) a Facebook page for the project; and (iii) printed documents (manuals, brochures, posters, etc.) that will be used, based on the needs identified.

### 5.2. Roles and responsibilities

In order to implement the various stakeholder engagement activities, the PIA through the ESO will need to closely coordinate with other key stakeholders – other national and private sector entities, MTIT relevant departments, consultants and service providers and PAPs. The roles and responsibilities of these actors/stakeholders are summarized in Table 5-2.

Table 5-2: Responsibilities of key stakeholders in the Implementation of Engagement Activities

<b>Actor/Stakeholder</b>	<b>Responsibilities</b>
PIA/ESO	<ul style="list-style-type: none"> <li>• Implementation of the SEP;</li> <li>• Leading stakeholder engagement activities;</li> <li>• Management and resolution of grievances;</li> <li>• Coordination/supervision of contractors on SEP activities;</li> <li>• Monitoring of and reporting social performance to the World Bank team.</li> </ul>
Service Providers	<ul style="list-style-type: none"> <li>• Provide TA to firms;</li> <li>• Conduct different assessment</li> <li>• Monitoring of engagement activities during the implementation phase.</li> </ul>
Project affected people	<ul style="list-style-type: none"> <li>• Invited to engage and ask questions about the Project at Project Meetings and through discussions with the ESO where it is of interest or of relevance to them;</li> </ul>

Actor/Stakeholder	Responsibilities
	<ul style="list-style-type: none"> <li>• Provide input and feedback on project's activities and implementation plan</li> <li>• Lodge their grievances using the Grievance Redress Mechanism established for the project</li> </ul>

### 5.3. Estimated Budget

A detailed budget for implementing the stakeholder engagement plan for five years will be prepared when more information on the locations and activities are identified. The PIA will review the plan every six months to determine if any changes to stakeholder classification or engagement are required. If so, the plan will be updated, and a new revision distributed. The budget will be revised accordingly. A tentative budget for implementing the stakeholder engagement plan over the project's life cycle is attached in Table 5-3. The Environmental and Social Officer will dedicate a time effort of 15% for the implementation of the SEP.

Table 5-3: Estimated budget for five years

Activities	Quantity	Unit Cost (USD)	Times/5 years	Total Cost (USD)
<b>Stakeholder Engagement Activities</b>				
Project Launch meeting	1	500	1	500
PAPs meetings	10	800	1	8,000
Communications materials (posters, pamphlets, flyers... including design)	5	1,000	1	5,000
Survey	1	500	1	500
Short video	1	2,000	1	2,000
Project tours for media	2	1,000	2	4,000
<b>Sub-total - Stakeholder Engagement</b>				16000
<b>Grievance redress activities</b>				
GRM Communications materials (including design)				1,000
<b>TOTAL</b>				<b>17000</b>

## 6. Grievance Mechanism

A grievance redress mechanism (GRM) will be in place for this project to ensure that PAPs have the access to a viable system to air grievances and to seek resolution with no intimidation or coerciveness. The grievance system is also important for PIA to ensure they are accountable to complaints and that these complaints are handled transparently and efficiently.

PAPs and other potential complainants should be fully informed of the GRM, its functions, procedures, timelines and contact persons' information both verbally and through booklets and information brochures during consultations meetings and other stakeholder engagement activities.

## 6.1. Grievance Process

The complaint, in order to be filed, should be related to the project components and/or to its implementation and management. The Environmental and Social Officer will be assigned to follow up complaints related to the project. The grievance resolution process involves the following main steps:

### 6.1.1. Receipt of Grievances

Anyone from the affected communities or anyone believing they are affected by the Project can submit a grievance:

- By completing a written grievance registration form that will be available in the PIA offices.
- Submitting the complaint electronically via the electronic grievance form that will be available at the project's website.
- Telephone and mobile numbers of the Environmental and Social Officer (to be available once hired);

Where possible it is desirable that complaints are submitted in writing by the complainant. Should the complainant not wish to comply with this request and submit the complaint verbally, then the complainant information and the details of the complaint should be entered in the GRM log.

### 6.1.2. Procedures for filing the complaints

The complainant fills in the designated form in writing and signs it, or fills it electronically including all personal information and details of the complaint. The complainant encloses all copies of documents that may support the complaint.

The ESO at the PIA will ensure that the form is filled in accurately. The complainant receives a receipt or a confirmation email of acknowledgment with a reference number to track the complaint.

If the complainant chooses to file his/her complaint verbally, the ESO must register the complainant information and details of the complaint into the system. The complainant will receive a reference number to track his/her complaint.

### 6.1.3. Registering complaints

The ESO will enter the complaint into the GRM log. The complaints register records the following information:

- Complaint Reference Number
- Date of receipt of complaint
- Name of complainant
- Confirmation that a complaint is acknowledged
- Brief description of Complaint
- Details of internal and external communication
- Action taken: (Including remedies / determinations / result)
- Date of finalization of complaint



Original documentation must be kept on file.

#### 6.1.4. Referral and Examination of complaints

The ESO will inform the complainant that an investigation is underway within three business days. The complainant shall be informed of the estimated duration for resolving the complaint, which is no later than ten business days from the date of receipt of the complaint. Where the complaint is unlikely to be resolved within the estimated duration, the ESO must promptly contact the complainant to request additional time and explain the delay. In any event, the complaint must be resolved no later than two weeks from the date of receipt of the complaint. If the complaint is not resolved, the ESO will refer the complaint to the Director of the PIA to take the appropriate measures.

The ESO will then follow the steps below:

- Verify the validity of the information and documents enclosed.
- Ask the complainant to provide further information if necessary.
- Refer the complaint to the relevant department.
- The ESO charges in the relevant department shall conduct field visits for verification, if necessary, and prepare recommendation to the PIA director of actions to be taken and of any corrective measures to avoid possible reoccurrence.
- The ESO shall register the decision and actions taken in the GRM log.

#### 6.1.5. Notifying the complainant and Closing the complaint

##### **Notifying the complainant**

The ESO shall notify the complainant of the decision/solution/action immediately either in writing, or by calling or sending the complainant a text message. When providing a response to the complainant, the ESO must include the following information:

- A summary of issues raised in the initial complaint;
- Reason for the decision.

##### **Closing the complaint**

A complaint is closed in the following cases:

- Where the decision/solution of complaint is accepted by the complainant, the ESO shall close the complaint and sign outcome and date in the Complaint Register.
- A Complaint that is not related to the project or any of its components.
- A Complaint that is being heard by the judiciary.
- A malicious complaint.

#### 6.1.6. Additional Dispute Resolution Scheme

Where the complainant is not satisfied with the outcome of his/her complaint, the following procedures shall be considered:

##### **Internal Dispute Resolution Scheme**

The ESO shall advise the complainants that if they are not satisfied with the outcome of their complaint, they may re-address the issue to the Project's Implementing Agency higher management.

### **External Dispute Resolution Scheme**

In case the complainants are not satisfied with the internal procedures for handling complaints, the outcomes of the complaints or for any unhandled complaints, the ESO shall provide information on a complainant's right to refer their complaint to the Cabinet's Unit for grievances, the Minister of the MTIT or to the judicial system.

#### 6.2. Feedback/grievance monitoring and recording

The ESO work regarding complaints resolution is regulated by the Council of Ministers Decision No. (8) of 2016 and by the Procedure Manual No. (20/17) of 2017. Both documents are made public and published in Arabic on the ministries' websites. A detailed GRM manual that includes guidelines on filing and handling complaints at the project's level will be finalized with the support of the World Bank consultant. PIA will keep log for grievances and how complaints were resolved within a stipulated time frame and then produce monthly reports for WB management. Grievances/feedback reports include data on numbers of grievances/feedback received, compliance with business standards, issues raised in grievances/feedback, trends in grievances/feedback over time, the causes of grievances/feedback, whether remedial action was warranted, and what redress was provided.

#### 6.3. World Bank Grievance Redress System

Communities and individuals who believe that they are adversely affected by a project supported by the World Bank may also complaint directly to the Bank through the Bank's Grievance Redress Service (GRS) (<http://projects-beta.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>).

A complaint can be submitted to the Bank GRS through the following channels:

- By email: [grievances@worldbank.org](mailto:grievances@worldbank.org)
- By fax: +1.202.614.7313
- By mail: The World Bank, Grievance Redress Service, MSN MC10-1018, 1818 H Street Northwest, Washington, DC 20433, USA.

#### 6.4. MTIT Contact Information

The point of contact regarding grievance management and the local stakeholder engagement activities is the following:

Description	Contact details
Agency:	MTIT
To:	Ms Rania Jaber Naser
Position	Tech Innovation and Entrepreneurship General Director
E-mail:	<a href="mailto:rania.jaber@mtit.pna.ps">rania.jaber@mtit.pna.ps</a>
Website:	<a href="http://www.mtit.pna.ps/">http://www.mtit.pna.ps/</a>
Telephone:	02-2943333/0592777826

## 7. Monitoring and Reporting

### 7.1. Monitoring Reports

#### 7.1.1. During Implementation

Monitoring reports documenting the social performance of the Project during implementation will be prepared by the ESO for submission to PIA and to the World Bank. These reports will include a section regarding stakeholder engagement and grievance management. Table 7-1 proposes a comprehensive set of indicators related to stakeholder engagement performance at this stage.

#### **Quarterly and Annual Reports by PIA**

During the Project implementation phase, the ESO will prepare brief quarterly reports on social performance for PIA management; these reports will include an update on implementation of the stakeholder engagement activities and include indicators in Table 7-1. Quarterly reports will be used to develop the annual reports reviewed by PIA director.

#### **Bi-annually E&S Compliance Reports to the World Bank**

Bi-annually reports will be prepared and submitted to the World Bank during the implementation period. A section on stakeholder engagement will be included in these reports, which will include an update on implementation of the stakeholder engagement activities and include indicators in Table 7-1.

Table 7-1: Stakeholder Engagement indicators to be documented in progress reports

<b>Engagement with PAPs</b>
Number and location of different meetings with PAPs
Number of men and women that attended each of the meetings above
Minutes of meetings will be annexed to the reports. Summarizing the views and comments of attendees.
<b>Engagement with other stakeholders</b>
Number and nature of engagement activities with other stakeholders, disaggregated by category of stakeholder (Governmental departments, private sector, IT CBOs)
Issues raised by stakeholders, actions agreed with them and status of those actions
Minutes of meetings will be annexed to the six-monthly report
<b>Grievance Redress Mechanism</b>
Number of grievances received from affected people, external stakeholders
Number of grievances that have been (i) filed, (ii) resolved, (iii) closed, and (iv) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance, gender, age and location of complainant.
Average time of complaint's resolution process, disaggregated by gender of complainants and categories of complaints.

Table 7-1: Stakeholder Engagement indicators to be documented in progress reports

Trends in time and comparison of number, categories, and location of complaints with previous reporting periods.
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### 7.1.2. During Operation and Monitoring

#### **Annual Reports by PIA**

At the end of each year of operation, the ESO will prepare an annual summary report on social performance for for PIA management, which will include an update on implementation of the stakeholder engagement plan and include indicators in Table 7-1.

#### **Bi-annually E&S Compliance Reports to the World Bank**

During operation phase, bi-annually annual social compliance reports will be prepared and submitted to the World Bank. A section on stakeholder engagement will be included in these social compliance reports.

### 7.2. Involvement of stakeholders in monitoring activities

The Project provides several opportunities to stakeholders, especially Project Affected Parties to monitor certain aspects of Project performance and provide feedback. GRM will allow PAPs to submit grievances and other types of feedback. Furthermore, frequent and regular meetings and interactions with the ESO, will allow PAPs and other local stakeholders to be heard and engaged.

### 7.3. Reporting back to stakeholder groups

Reporting to PAPs and other stakeholder groups will be ensured, primarily through meetings with project-affected parties. Feedback received through the GRM will be responded to in writing and verbally, to the extent possible. SMSs and phone calls will be used to respond to stakeholders whose telephone numbers are available. Key Project updates will be posted on project's website. Social media (primarily through the Project Facebook page and a WhatsApp group for PAPs and other stakeholders) will also be used to report back to different stakeholders.