





Sindh Floods Emergency Housing Reconstruction Project

STAKEHOLDER ENGAGEMENT PLAN

October 2025

	STAKEHOLDER ENGAGEMENT PLAN		
	Sindh Floods Emergency Housing Reconstruction Project		
	Doc. No.: SFEHRP/SEP/01	Rev.: 01	

DOCUMENT ISSUE & REVISION RECORD

Description	Issue	Revision	Date	Changes made	Approved By
Stakeholder Engagement Plan	01	00	Jan 2023	--	--
Stakeholder Engagement Plan	01	01	08/05/2023	--	Hussain Tawawalla, Team Leader
Stakeholder Engagement Plan	01	02	01 Aug 2023	SPHF and WB E&S Team	--
Stakeholder Engagement Plan	01	03	10th October 2025	SPHF and WB E&S Team	







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Abbreviations



ADB	Asian Development Bank
AFP	Affected Parties
App	Application (Software)
COO	Chief Operating Officer
DFIs	Development Finance Institutions
DGRD	District Grievance Redress Department
DVG	Disadvantaged and Vulnerable Groups
FA	Flood Affected / Flood Affectees
FAQs	Frequently Asked Questions
FGRO	Field Grievance Redress Officer
GAP	Gender Action Plan
GBV	Gender-Based Violence
GCREP	Grievance Closure Report
GMIS	GRM Management Information System
GoP	Government of Pakistan
GoS	Government of Sindh
GRC	Grievance Redress Committee
GRD	Grievance Redress Department
GRDB	Grievance Reporting Database
GRF	Grievance Redress Firm
GRM	Grievance Redress Mechanism
GTN	Grievance Token Number
HH	Household
HoHH	Head of Household
HQ	Head Quarters
IFIs	International Financial Institutions
INGOs	International Non-Governmental Organisation
IO	Investigating Officer
IP	Implementing Partner
IS-IT	Information System-Information Technology
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MFIs	Micro-Finance Institutions
NGOs	Non-Governmental Organisation
OIP	Other Interested Parties
PAI	Project Area of Influence
PAP	Project Affected Persons
PDNA	Post-Disaster Needs Assessment
RO	Reviewing Officer
SFEHRP	Sindh Floods Emergency Housing Reconstruction Project
SMS	Short Message Service
SPHF	Sindh People's Housing for Flood Affectees
ToR	Terms of Reference
UN	United Nations
VRC	Village Reconstruction Committee
WB	World Bank
WHO	World Health Organisation

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1 INTRODUCTION

The recent floods have had enormous human and economic impacts. Pakistan experienced heavy monsoon rains over June-August 2022 leading to catastrophic and unprecedented flooding. Almost 15% of the country is underwater; over 33 million people are affected; and 541,000 people are in evacuation camps. About 1.755 million houses are reported to have been damaged or destroyed¹; 1,481 people have died to date; 908,000 animals have perished; while over 25,000 animal shelters have been damaged. Over 12,418 km of roads are reported to have been affected and 390 bridges have been damaged or destroyed, with the numbers expected to rise. Economic impacts are concentrated in the agricultural sector, with over 3.6 million acres of cultivated land destroyed, comprising 30 percent of total agricultural land, resulting in significant losses to cotton, date, wheat, and rice crops. Lower agriculture output is expected to negatively impact the industrial and services sectors, especially given the reliance of the textile sector on cotton, accounting for around 25 percent of industrial output. Flooding will impose a lingering drag on output through infrastructure damage, disruption to crop cycles, possible financial sector impacts (microfinance institutions report major solvency problems), and loss of human capital. Preliminary estimates suggest that as a direct consequence of the floods, the national poverty rate will increase by 4.5 to 7.0 percentage points, pushing between 9.9 and 15.4 million people into poverty.

The economic impacts of flooding will delay much-needed economic adjustment. Growth is now expected to reach only around 2 percent in FY23. Due to higher energy prices, the weaker Rupee, and flood-related disruptions to agricultural production, inflation is projected to rise to around 23 percent in FY23. With disruptions to exports, especially textiles, and higher food and cotton import needs, the current account deficit is expected to narrow only slightly to around 4.3 percent of GDP in FY23, from 4.6 percent in FY22. The fiscal deficit (including grants) is projected to narrow only modestly to around 6.9 percent of GDP in FY23 (relative to a budgeted deficit of 4.7 percent), reflecting both negative revenue impacts from flooding and increased expenditure needs.

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2 Project Overview

Sindh has been disproportionately affected by the 2022 floods, leaving millions homeless. The breadth of the disaster has damaged or destroyed over 1.8 million houses and 3.9 million hectares of agricultural land, resulting in the loss of over 747 lives and the injuring of 8,422 others. Furthermore, based on preliminary estimates, over 1.75 million houses were partially or fully damaged during the 2022 floods, representing over 20% of the entire province's homes.

As part of a consolidated effort for emergency rehabilitation of the Flood Affectees (FA), the Government of Sindh (GoS) has partnered with the World Bank (WB) to implement the "Sindh Floods Emergency Housing Reconstruction Project" (SFEHRP or the "Project"). As part of this, a separate company under Section 42 has been established for the design and execution of the program (namely, the Sindh Peoples Housing for Flood Affectees – SPHF), which will also serve as the Project Implementation Unit (PIU) for this Project. In compliance with World Bank (WB) requirements, SPHF prepared a comprehensive Grievance Redress Mechanism (GRM) designed and implemented by SPHF to handle all types of complaints and objections generated in the execution and implementation of the Project.



The parent Pproject design evolves from comprehensive discussions between WB, the Government of Pakistan (GoP), and GoS. The reconstruction project aims to support (i) Housing subsidy cash grants for owner-driven reconstruction of multi-hazard resilient core housing units; (ii) Skill development of communities on multi-hazard resilient construction practices; and (iii) Technical assistance to GoS for design and delivery of the housing reconstruction program.

The Additional Financing (AF) is intended to scale up the housing reconstruction in Sindh Province, covering additional eligible beneficiaries whose homes were affected by the 2022 floods based on the Detailed Damage Re-Verification (DAV) conducted by the Government of Sindh (GoS).

AF is furthermore needed to provide access to safely managed WASH services. This will include the provision of clean drinking water, safe fecal waste disposal, and behavior change for hygienic practices that are critical for reducing stunting under Component 1 in the parent project. The infrastructure designs for WASH will address hydrological and spatial variations across 3,200 settlements to cover approximately 1.16 million population. All the WASH investments supported by SFEHRP will ensure a focus on: (i) water quality management (including regular testing) to ensure E.coli free drinking water; (ii) comprehensive fecal waste management to reduce total fecal burden on communities; (iii) preference for sustainable water sources, which could be one or a combination of localized groundwater resources, groundwater pumped from banks of irrigation canals, surface water, and harvested rainwater; and (iv) a clearly defined relationship between beneficiary communities and a designated institution to cover operations and maintenance (O&M) functions of WASH services and ensure modus operandi to backstop dysfunctionality.

The Stakeholder Engagement Plan (SEP) is an update to reflect the scaling up of operations as part of the Additional Financing. The SEP follows ESF and IFC good practice notes¹.

¹ GUIDANCE NOTE FOR BORROWERS; Environmental & Social Framework for IPF Operations: ESS10: Stakeholder Engagement and Information Disclosure; 2018, WB; Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets; 2007, IFC.

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2.1 Project Components

2.1.1 Component 1: Housing Reconstruction Grants

1. This component supports the provision of cash grants to homeowners for owner-driven reconstruction or restoration of damaged houses. The grant finances: (a) replacement of a destroyed house with a new multi-hazard resilient core unit; or (b) restoration and strengthening of a damaged house to acceptable resilience standards.
2. The cash grants under this component fund the reconstruction and restoration of approximately 778,000 units (under both Parent and AF), which represent about 37% of the total housing reconstruction needs. The grants are geographically targeted to selected talukas in the affected districts. The selection is based on talukas/districts having relatively poorer segments of the population and will be done in consultation with the government. Efforts are made to cover all eligible housing units in selected talukas/districts, including provision of support to households who lag behind in reconstructing their units.



2.1.1.1 Sub Component 1.2 WASH Facilities

1. The subcomponent aims to provide approximately 30,000 WASH (Water, Sanitation, and Hygiene) facilities and services, ensuring that all investments align with established principles stated above. The implementation will not require land acquisition, as facilities will be built on privately owned or voluntarily donated land.
2. The project prioritizes clustered settlements for greater environmental, communal, and health impacts, particularly addressing stunting. At least three clusters will be selected where freshwater sources are available. Smaller settlements (under 150 households) will receive clean water through motorized pumps and communal waste management systems, with ongoing operation and maintenance (O&M) transferred to village organizations.

2.1.2 Component 2: Institutional Strengthening and Technical Assistance

Subcomponent 1: Detailed Damage Assessment & Eligibility Verification Survey (US\$ 5 million): The survey has been conducted to: (a) categorize the level of damage to each housing unit; (b) establish the status of land ownership; and (c) establish lists of eligible beneficiaries and vulnerable individuals/households that are unable to prove their identity/property ownership, including households with disabled persons and households headed by women with high dependency ratios. Necessary details are furnished under Section IV "Operations."

The survey teams comprise a minimum of three to four persons - a government representative, a female social organizer, a male social organizer, and an engineer. Between around 800 - 1,000 teams have been hired (assuming each team covers an average of 15 to 20 units per day) and trained over about one and a half months. The component covers the costs of developing the survey instrument, as well as administering the survey. The instrument has been designed, and initial training of trainers and the teams has been done by the agency, i.e., SPHF and/or specialized consultants, with overall administration and oversight by the implementing agency.

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Subcomponent 2: Technical Assistance for Reconstruction Program: This subcomponent provides technical assistance for the housing reconstruction program of the Government of Sindh. This includes support for: (i) Formulation of Housing Reconstruction Strategy: This strategy provides the policy framework for the overall housing reconstruction program of the Government of Sindh, including eligibility criteria, compensation policies, and technical standards; (ii) Developing Multi-Hazard Resilient Housing Solutions which are efficient, economical, and suited to local norms and locally available materials. These solutions have been standardized across the reconstruction program to ensure transparency and efficiency; (iii) Skills Training Program for Communities and Artisans including resilient construction practices for artisans and orientation of beneficiaries on program participation. Specialized training programs have also been introduced to train masons in responding to the needs of persons with disabilities, as well as to benefit persons with disabilities beyond the life of the project.



For additional financing this subcomponent aims to strengthen the Government of Sindh's housing reconstruction program through continued technical assistance and advisory support. Key activities include policy and strategy review, feasibility studies, technical designs, and safeguards; capacity building for local masons and communities; development of resilient and sustainable housing solutions; scaling up disability assessments and community planning pilots; conducting impact assessments on stunting; and providing climate adaptation and resilience consultancy. The focus is on enhancing project effectiveness, sustainability, and resilience to climate risks, particularly for vulnerable populations in flood-affected areas.



Subcomponent 3: Implementation Support through Partner Organizations: In view of the extensive outreach needed for the credible administration and monitoring of the housing reconstruction, existing public sector institutional capacity requires considerable reinforcement. However, building capacity requires a longer timeline, while the housing reconstruction activity cannot wait indefinitely. This component will assist in enhancing the public sector's delivery capacity through partnerships with reputable Implementing Partner Organizations (IPOs) which will include Non-governmental Organizations (NGOs) and Micro-finance Institutions (MFIs) having strong existing outreach at community level.

Specific IPs have been engaged to: (i) support women and other vulnerable groups in demonstrating property ownership and eligibility for grants, managing construction activities and dealing with any instances of coercion, violence or abuse; (ii) coordinate participatory land adjudication and verification processes, as well as community-driven reconstruction services for women and other vulnerable groups; and (iii) undertake outreach to women, vulnerable groups and the wider community. Wider engagement activities may also be required to obtain support for women's inclusion in the project among men and other 'gatekeepers' within the community. These vulnerable groups will be largely informed about the existing GRM and will be helped to have access to it.

2.1.3 Component 3: Project Management and Implementation Support

This component supports the management and implementation of the project, including the establishment and operationalization of an empowered implementation agency by the Government of Sindh. The activities supported include: (i) incremental operating costs including recruitment of incremental operating staff and individual consultants as required; (ii) consultancy firm costs; and (iii) expenditures on fiduciary systems, environmental and social management requirements, Communications, and setting up of a Grievance Redressal

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3 Rationale and Objective of Stakeholder Engagement Plan

The SEP recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation. Stakeholder engagement is an inclusive process conducted throughout the project life cycle. Where properly designed and implemented, it supports the development of strong, constructive, and responsive relationships that are important for successful management of a project’s environmental and social risks.



The overall objective of this SEP is to define a plan of action for stakeholder engagement, including technically and culturally appropriate approach to public consultation and information disclosure, throughout the entire project cycle. The SEP outlines ways in which the project team communicates with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities.

The involvement of different stakeholders, including the local population is essential to the success of the project in order to ensure smooth collaboration between project staff and local communities.

This SEP is living document and is regularly updated. This update is to reflect activities scaling up under the Additional Financing:

To-date, the SEP has:

- Identified relevant stakeholders and built and maintained a constructive relationship with them, in particular project-affected parties.
- Assessed the level of stakeholder interest and support for the project, as well as stakeholders’ views on the project’s environmental and social performance.
- Promoted effective and inclusive engagement with project-affected parties.
- Ensured that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format.
- Provided project-affected parties with accessible and inclusive means to raise issues and grievances and allow Borrowers to respond to and manage such grievances.

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4 Stakeholder Identification and Analysis

This section describes the overall approach for stakeholder identification and analysis, and the justifications for their classification as shown below. This section also elaborates on the methodology adopted by SPHF in implementing the SEP outlined in Section 3.3 of this document.

4.1 Methodology

Understanding each stakeholder's needs, expectations, and perspectives is essential to ensure maximum efficacy and a vital contribution to the Project's success. Similarly, effectively grouping and categorising stakeholders enables the implementation of tailored engagement strategies. Thus, SPHF has adopted the following structure to classify the stakeholders relevant to this Project:

- **Category** – ESF ESS10 defined groups for categorising stakeholders based on their relationship with the Project:
 - **Affected Parties (AFP)** – persons, groups and other entities within the **Project Area of Influence (PAI)** that are directly influenced (actually or potentially) by the Project and/or have been identified as most susceptible to change associated with the Project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures;
 - **Other Interested Parties (OIPs)** – individuals/groups/entities that may experience indirect impacts from the Project or perceive their interests as being affected by it. These parties may also affect the Project and its implementation;
 - **Disadvantaged and Vulnerable Groups (DVG)** – persons who may be disproportionately impacted or further disadvantaged by the Project (s) as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the Project;
 - **Private Land Owners** - are now recognized as stakeholders since private land may be used under the project, either through Voluntary Land Donation (VLD) or through occupancy agreement for WASH/Settlement improvement and housing-related interventions.
- **Class** – defines the relationship between the stakeholder and the Project;
 - **Direct** Stakeholders (also known as Primary stakeholders) are entities that have formal, official, or contractual relationships within the Project's context (based on Gibson, 2000);
 - **Indirect** Stakeholders (also known as Secondary stakeholders) are entities that have a public or special-interest stake in the Project (based on Nilson & Fagerström, 2006);
- **Type** – defines the stakeholder's position in the Project relative to SPHF as an organisation:
 - **Internal** stakeholders are those directly responsible for execution - the change agents (based on Nilson & Fagerström 2006);
 - **External** stakeholders are the users/customers/beneficiaries, distributors, governments, suppliers, communities, laws and regulations (based on Nilson & Fagerström 2006).

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Furthermore, to meet best practice approaches, SPHF will apply the following principles for all stakeholder engagement activities:

- **Openness and life-cycle approach** – public consultations for the Project (s) will be arranged during the whole life cycle, carried out openly, free of external manipulation, interference, coercion or intimidation;
- **Informed participation and feedback** – information will be provided to and widely distributed among all stakeholders in a format appropriate to their unique needs. All stakeholders have the right to and will be provided opportunities for communicating feedback. SPHF will ensure adequate protocols for promptly analysing, addressing and incorporating any positive and constructive comments into the Project’s design;
- **Inclusiveness and sensitivity** – A consultative stakeholder identification process ensures better communications and participation during the Project’s implementation and subsequently supports building effective relationships. Sensitivity to stakeholders’ needs is the fundamental principle underlying the selection of engagement methods and includes:
 - **Equal access to information** will be provided to all stakeholders by using the most contextually relevant language (i.e., English, Sindhi and/or Urdu) and tool. Stakeholders can then choose the best path;
 - **Assisting vulnerable groups** will be given priority in all engagement activities. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, in particular women, elderly, persons with disabilities, displaced persons, migrant workers and communities, and the cultural sensitivities of diverse ethnic groups;
- **Flexibility** – SPHF ensures adaptability to changing or unforeseen cultural contexts (e.g., particular gender dynamics) or governance factors (e.g., high risk of retaliation) that inhibit traditional forms of in-person engagement by formalising contingency plans for each communication and engagement strategy. Furthermore, although the World Health Organisation (WHO) has declared the Covid-19 pandemic as a non-emergency as of 5th May 2023², SPHF will ensure appropriate countermeasures should the virus create challenges in engaging with stakeholders. The SPHF team will be equipped with remote data collection and survey tools.

4.2 List of Stakeholders Identified

Table 2.1 below outlines the Project’s stakeholders and their relationship to the Project based on the classification system described above. The list of stakeholders identified remains dynamic and may change during the Project as more information becomes available. The right to modification of this list remains with SPHF or any other entity to which SPHF may delegate this right.

Table-2.1: Project Stakeholders by Category, Class and Type

SH-CD	Stakeholder Types	Category	Class	Type
S0100	Beneficiaries for housing reconstruction support, affected/non-affected communities of 2022 floods	AFP	Direct	External
S0101	Approved Flood Affected Persons/Affectees (FAP) Beneficiary, female Head of Household (HoHH)	AFP	Direct	External
S0102	Approved FA Beneficiary, male HoHH	AFP	Direct	External

² <https://www.bbc.com/news/health-65499929>



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Table-2.1: Project Stakeholders by Category, Class and Type

SH-CD	Stakeholder Types	Category	Class	Type
S0103	Community/HHs not assessed under Joint Survey and Verification (JS&V) or under detailed Damage Assessment & Validation (DA&V)	AFP	Direct	External
S0104	Vulnerable FA(s) including but not limited to Physically challenged, Single Women, Orphans/minors, etc.	DVG	Direct	External
S0105	Communities/Individuals residing in the area of housing reconstruction activity	AFP ³	Direct	External
S0106	Rejected individuals as per policy or on technical grounds	AFP	Direct	External
S0200	Respective line departments, agencies, ministries of the Government of Sindh (GoS) and at federal levels	AFP	Direct	External
S0201	Planning & Development Board, GoS	AFP	Direct	External
S0202	Services and General Administration Department (SG&AD), GoS	AFP	Direct	External
S0203	Implementation and Coordination Department, GoS	AFP	Direct	External
S0204	Finance Department, GoS	AFP	Direct	External
S0205	Law Department, GoS	AFP	Direct	External
S0206	Revenue Department, GoS	AFP	Direct	External
S0207	Provincial and District Disaster Management Authorities	AFP	Direct	External
S0208	Divisional, District and Tehsil Administration, GoS	AFP	Direct	External
S0209	Irrigation, Public Health Engineering, Works & Services Department etc., GoSe	AFP	Direct	External
S0210	Ministry of Finance, Economic Affairs Divisions, Ministry of Planning, Development and Special Initiatives and other relevant Ministries and Departments at the federal level.	AFP	Direct	External
S1500	Organisations, agencies and other entities that are funding the Project	OIP	Direct	Internal
S1501	World Bank	OIP	Direct	Internal
S0300	Other Donor Agencies and International Financial Institutions (IFIs)	OIP⁴	Direct	External
S0301	Multi and bi-lateral Donors	OIP	Direct	External
S0302	International Financial Institutions (IFIs)	OIP	Direct	External
S0400	Development agencies/partners, including the UN, INGOs, and NGOs	OIP	Direct	External
S0401	External Non-Governmental Organisations	OIP	Direct	External
S0402	International NGOs	OIP	Direct	External
S0403	Pakistani NGOs and Local Service Organisations	OIP	Direct	External
S0500	Individual donors, philanthropists and charities	OIP	Indirect	External
S0501	Charitable organisations and trusts	OIP	Indirect	External
S0502	Individual donors and philanthropists	OIP	Indirect	External
S0600	SPHF core apex, management and professional staff/Specialist;	AFP	Direct	Internal
S0601	Project Consultants, Key Experts, Non-Key Experts	AFP	Direct	Internal
S0602	Project Staff - Administrative, Logistics, Support	AFP	Direct	Internal
S0603	Sister or Allied Projects / Programmes	AFP	Direct	Internal
S0700	Project staff/experts of Implementing partner's (IP)	AFP	Direct	Internal
S0701	Implementing Agency Management	AFP	Direct	Internal
S0702	Implementing Agency Monitoring & Evaluation Team	AFP	Direct	Internal
S0703	Implementing Partners - INGOs and NGOs	AFP	Direct	Internal
S0704	Implementing Payment Partners	AFP	Direct	Internal
S0800	Contractors, suppliers and other respective market actors	AFP	Direct	External
S0801	Building Contractors	AFP	Direct	External
S0802	Building Material Suppliers	AFP	Direct	External

³ AFP: All affected parties

⁴ Other interested parties



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Table-2.1: Project Stakeholders by Category, Class and Type

SH-CD	Stakeholder Types	Category	Class	Type
S0803	Construction labour	AFP	Direct	External
S1000	Rights-based organisations;	OIP	Indirect	External
S1001	Human rights organisations	OIP	Indirect	External
S1002	Legal aid organisations	OIP	Indirect	External
S1100	Political and social activists, including local/political leadership	OIP	Indirect	External
S1101	Human rights Activists	OIP	Indirect	External
S1102	Political Activists	OIP	Indirect	External
S1103	Social Activists	OIP	Indirect	External
S1104	Women's rights Activists	OIP	Indirect	External
S1200	Mainstream and social media	OIP	Indirect	External
S1201	Bloggers and other social media influencers	OIP	Indirect	External
S1202	Mass media, including TV and radio	OIP	Indirect	External
S1203	Print media, including newspapers and magazines	OIP	Indirect	External
S1300	Grievance redress formations, including committees, designated personnel and services providers	AFP	Direct	Internal
S1301	Grievance Committee (District, Provincial)	AFP	Direct	Internal
S1302	Grievance Officials (of the IP)	AFP	Direct	Internal
S1303	Outsourced Grievance Redress Firm	AFP	Direct	Internal
S1400	Any other stakeholder within the purview of Project	OIP	Indirect	External

4.3 Disadvantaged and Vulnerable Groups (DVG)

As per the definition of DVG described in Section 2.1, SPHF considers the following groups/individuals/entities vulnerable under SH-Code S0104 (see Table 2.2). These entities are structured into the following three categories:

Category 1: Socioeconomic & Cultural Vulnerability

- Families impacted by food scarcity and dependent on agricultural activities;
- Local communities involved in small-scale farming for self-sustenance;
- Farmworkers relying on sharecropping arrangements;
- Ethnic and Religious minorities
- Financially challenged individuals, including those previously engaged in pastoralism or a nomadic lifestyle;
- People lacking literacy and vocational skills.

Category 2: Demographic and Household Characteristics

- Female-led Households;
- Children or young adult-led Households;
- Senior citizens residing in severely affected regions;

Category 3: Health and Special Needs

- Members of minority groups defined by ethnicity, religion, or gender;
- People requiring special attention, such as expectant mothers, young kids, and those with persistent health issues (e.g., respiratory conditions).
- Persons living with disabilities such that their everyday activities are hampered.

4.4 Overview of Stakeholders Consulted

4.4.1 Project Beneficiaries

Table-1 presents an overview of the basis of purposive selection of the number of districts by Implementing Partner (IP) and thus the number of VRCs consulted and villagers met. The table is presented in descending order of the number of fully damaged house. A total of ten districts were selected, five of which were covered by the IP SRSO, also responsible for 37% of the housing reconstruction activities. A total of 21 VRCs were selected based on the status (operating, recently established and just created).

Table 4.1 - Selection of IPs and Districts based on Affected Homes (as of 30/04/23)

#	IP	Districts Assigned	Districts covered for SH meetings	VRCs as on 30/4/2023	VRCs met	Full DMG	Partial DMG	Total DMG	% share
1	SRSO	5	5	51	11	596,258	155,719	751,977	37%
2	NRSP	7	1	-	2	269,227	191,153	460,380	22%
3	HANDS	7	1	536	2	191,250	153,787	345,037	17%
4	SAFCO	2	2	60	4	177,503	85,139	262,642	13%
5	TRDP	3	1	-	2	181,439	56,874	238,313	12%
Total		24	10	647	21	1,415,677	642,672	2,058,349	100%



Legend: DMG=Damaged; IP=Implementing Partner; SH=Stakeholder; Village Reconstruction Committee
 Note: All data is as supplied by SPHF on 30/4/2023

The Team used a series of Focus Group Discussions (FGDs), interviews and consultative sessions in May 2023 to engage a total of 475 individuals. These individuals consisted of Flood Affected housing reconstruction Beneficiaries (FAB), partnering NGOs (Implementing Partners (IP)), representatives from the Government of Sindh (GoS), and International Non-Government Organizations (INGO). Table 2.2 presents the distribution of these by type of stakeholder and district. At the end of the table is a distribution of the number of people met by category.

Table 4.2 - Primary and Secondary Stakeholder Consultation Events Conducted

S#	District	Primary		Secondary			Total
		FAB	Partnering NGO (IP)	GoS	University	INGO	
1	Badin	2	1	-	-	-	3
2	Dadu	3	1	-	-	-	4
3	Jacobabad	2	-	-	-	-	2
4	Karachi	-	-	5	1	2	8
5	Khairpur Mirs	4	-	-	-	-	4
6	Larkana	1	-	-	-	-	1
7	Naushero Feroze	2	-	-	-	-	2
8	Qambar Shahdadkot	2	-	-	-	-	2
9	Shaheed Benazirabad	2	1	-	-	-	3
10	Shikarpur	2	-	-	-	-	2
11	Sukkur	2	2	-	-	-	4
12	Remote	-	-	-	-	1	1
Total		22	5	5	1	3	36

People met and consulted

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M	Men	248	47	6	1	3	305
W	Women	154	16	-	-	-	170
Total		402	63	6	1	3	475

Legend: FAB=Flood-Affected housing reconstruction Beneficiary; IP=Implementing Partner; GoS=Government of Sindh; INGO=International Non-Governmental Organizations;

In total, 305 men and 170 women were met and consulted across all categories, making a total of 475 people. Furthermore, the field team met with a total of 402 FAB of which 154 (38%) were women and 248 (62%) were men. This nearly 1:2 ratio stems from the natural distribution of women in roles relevant to the Project, despite efforts to improve inclusion i.e., encouraging representation in the VRCs as presidents and members. This disparity, other than in the case of SRSO, also indicates the unavailability of women during the FGDs.

During the stakeholder consultation process, it was observed that identification of persons with disabilities or functional limitations is a serious issue. Realising the importance of this aspect pertinent questions have been added in the Damage Assessment and Verification (DA&V) form. The vulnerability data is collected and available with SPHF for each settlement district wise. The persons with functional limitations living in rural community are less aware about their needs and rights formally addressed through accessible designs of houses and allied facilities. Disabled People's Organizations (DPOs) are the formal forums and aware about the needs and rights of the persons with functional limitations. Therefore, the project consulted with DPOs to get more insights on the accessibility needs to be incorporated in the housing designs.



A consultation session conducted in the month of May 2023 with Disabled People's Organization (DPOs) at Hyderabad, Sindh in which 11 representatives of 5 DPOs participated. The World Bank team also attended the event. The following DPOs participated in the consultation session:

1. Uplift for special person's welfare association (USWAH)
2. Association for the Welfare of Handicapped Persons (AWHP) Hyderabad
3. Hyderabad Independent Living Centre (HILC)
4. Network of Organizations working for People with Disabilities Pakistan (NOWPDP)
5. National Disability & Development Forum (NDDF)

The team shared the 'Disability Inclusion and Accountability Framework' of the World Bank. The project will fully comply with this framework. The DPOs raised concerns about exclusion and requested their active involvement in reviewing universally accessible designs and minimum guidelines. The project team agreed to their suggestions, challenges faced by the persons with disabilities and functional limitations, which may affect accessibility to the reconstructed houses. The team informed that the project aims to train masons in assessing the needs of individuals with functional limitations. The mason's training manual has also been shared with them for their feedback and the final design of accessible house will also be shared with DPOs for incorporating their feedback.

4.4.2 Government

- **Sindh Forestry Department (SFD):** SFD is committed to increasing Sindh province's tree cover by promoting reforestation, coastal mangrove conservation, and sustainable forestry development. Their initiatives also target environmental protection and wildlife conservation;
- **Sindh Wildlife Department:** Focused on preserving Sindh's diverse wildlife through effective resource management and public participation. Their vision includes

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sustainable protection of indigenous wildlife and provision of related benefits to the local community;

- **Sindh Provincial Disaster Management Authority:** The authority employs proactive disaster management strategies, emphasizing disaster risk reduction (DRR) due to the region's vulnerability to natural calamities. Its goal is to attain sustainability in the region by implementing constructive disaster management plans and enhancing early warning systems;
- **Sindh Environmental Protection Agency (SEPA):** Established in 1989, SEPA's mandate is to enforce environmental laws and promote sustainable development in Sindh by protecting and improving the environment and controlling pollution;

4.4.3 NGOs and INGOs



- **WWF Pakistan (South):** WWF Pakistan (South) is a conservation organization that works to protect the natural environment and biodiversity of Pakistan. WWF Pakistan (South) also engages with local communities, academia, government and other stakeholders to promote sustainable development, environmental education and climate change adaptation in the region;
- **Urban Resource Centre (URC):** Founded in 1989, URC aims to influence Karachi's urban development through research and community-led discussions on key projects. It advocates against forced evictions and supports better resettlement policies for impoverished communities;
- **National Forum for Environment and Health (NFEH):** The NFEH is a non-governmental, non-profit and voluntary organization that works to create environmental, healthcare and educational awareness among the people of Pakistan. Advocating for environmental issues and policies, such as air pollution, water scarcity, deforestation, climate change, and sustainable development. NFEH is providing technical assistance and guidance on environmental and social safeguards, climate change adaptation, and disaster risk management for the project;
- **International Union for Conservation of Nature (IUCN):** The IUCN is a global organization that works to conserve nature and promote sustainable development. In supporting the Sindh Flood Emergency Rehabilitation Project (SFERP), IUCN is providing technical assistance and guidance on environmental and social safeguards, climate change adaptation and disaster risk management;

4.4.4 Education

- **University of Karachi:** A public research university, offering interdisciplinary research in science, technology, medical, and social sciences through its 53 departments and 19 research institutes under nine faculties;

4.4.5 Partner NGOs (Implementing Partners (IPs))

- **Sindh Rural Support Organization (SRSO):** A not-for-profit entity working towards poverty reduction in Sindh by empowering communities and fostering government partnerships. It aims to create a grassroots-level network for implementing development activities and reducing poverty;
- **Health and Nutrition Development Society (HANDS):** A non-profit organization serving 34 million people across Pakistan, focusing on comprehensive development and disaster management. Its network includes 32 branches, thousands of volunteers, and more than 7,500 partner organizations;

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- **Thardeep Rural Development Programme (TRDP):** A non-profit initiative working towards supporting vulnerable groups in Sindh Province, especially women. It promotes sustainable livelihoods, enterprise development, education, health, and disaster preparedness, among other things;
- **Safco Support Foundation (SAFCO):** An NBFC that offers microfinance services to unbanked entrepreneurs and productive poor families. Its objectives include improving outreach, reducing operational costs, and enhancing service quality in rural areas;
- **National Rural Support Programme (NRSP):** Established in 1991, the largest rural support initiative in Pakistan, NRSP aims to alleviate poverty by empowering rural communities to access essential resources. Its programs encompass social mobilization, training, micro-credit, infrastructure development, and natural resource management.

4.5 Summary of Learnings from Consultations



SPHF organized a consultation workshop in April 2023 to share objectives of SPHF and the project with various stakeholders for their clear understanding of the project. Around 85 representatives from 32 national, international, and private sector organizations attended the coordination meeting and actively participated. The learning from the session is included as Section 4.5.4. The organizations that participated in the meeting is attached as Annex I.

In addition, stakeholder consultation was carried out from 13th May 2023 to 26th May 2023 with the potential beneficiary and non-beneficiary community in flood-affected areas. Considering the complexity of the project, extensive consultations were also carried out with other interested donors, relevant line departments, and NGOs, including the implementing partners. This engagement aimed to ascertain institutional needs, inform stakeholders about planned activities, improve project design, create synergies, and enhance the socio-environmental sustainability of the project activities across different components.

Most feedback received heard during the consultations related to engaging with banks, communication and coordination. IPs have a varied approach to Project communications. Where a multi-faceted communications approach may be useful in standard development sectors projects, it cannot be varied for a housing reconstruction project. The relationship with the key stakeholder: commercial banks, is pivotal to the Project's success. Hence articulating and managing the relationship is essential for all IPs and their district managers assigned to this Project. Therefore, it is also essential to know the facilities and limitations offered by small bank branches, such as the number of accounts they can open in a day, the necessary documentation support, and verification features.

For WASH/Settlement Improvement initiative stakeholder's consultations were carried out in November – December 2023, and June 2024. The main areas of discussions during the consultation included but not limited to program implementation strategy, capacity assessment of implementing partners, success models, lessons learnt, and recommendations for a sustainable O&M regime.



In addition, a stakeholder's consultation meeting was convened for the updating of the environmental and social document on 28th August 2025 under Sindh Flood Emergency Housing Reconstruction Project (SFEHRP) with the participation of representatives from SPHF, SHRRP, UNOPS, UNICEF, IOM, CRS, SRSO, HANDS, SAFCO, and NRSP. The meeting brought together technical advisors, engineers, project managers, environmental and

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social specialists, and gender experts, ensuring a multi-disciplinary exchange of perspectives across all dimensions of the project. (Annex III)

4.5.1 Engaging Banks for Disbursement Management

Observations	Recommendations
<p>Banks are not fully aware of the project and the importance of opening bank account for beneficiaries</p> <p>Public dealing process varies between banks</p> <p>Lack of awareness of the local community towards banking procedures to open and use bank accounts. At few locations community members highlighted that the banks delayed opening of accounts for people whose list have already been shared with the banks. Technical issues encountered by the community in opening of accounts such as, biometric verification problem, expired CNIC, etc.</p> <p>When asked about the account opening. The people of the community told us that we face many difficulties while opening the account, such as biometrics, time delay tactics, etc.</p> <p>Banks only open 5-10 accounts every day.</p> <p>Bank opening issues, where banks have imposed age limits on who may open accounts, along with a lengthy list of documents.</p> <p>There were also cases uncovered, such as a widowed woman left behind with her young children who were facing issues with her bank account opening that the president of the VRC was not aware of.</p> <p>When asked about the account opening. The people of the community told us that we face many difficulties while opening the account, such as biometrics, time delay tactics, etc.</p>	<p>IPs are required to coordinate with the local banks and brief about the project regularly and importance of opening bank account of the beneficiaries as well as seek support from district government to facilitate opening of the banks accounts as in the case of TRDP in which the support from the district commissioner office was sought and 12 bank accounts for the beneficiaries were opening in a day.</p> <p>In addition, SPHF is required to coordinate with the State Bank to resolve the issues faced by the beneficiaries to open bank accounts particularly for the elderly persons, widows and other vulnerable groups. It is important to aware beneficiary on the procedures related to the opening and benefit of using bank accounts. This will help ensure that the account opening and funds disbursement process is timely and tailored to the beneficiary's unique circumstances, such as limited income and documentation challenges.</p> <p>IPs are recommended to highlight such beneficiaries and take up the matter on priority basis with SPHF and the bank to facilitate the beneficiary in opening bank accounts. Furthermore, banks should transparently communicate the status of account opening to each beneficiary</p> <p>To facilitate efficient coordination between IPs and banks, SPHF should provide capacity-building and training sessions. Ideally, each IP should hold a coordination workshop or meeting with their partnered bank to clarify each entity's responsibilities.</p> <p>Comprehensive standard operating procedures (SOPs) should also be in place to guide both IPs and banks in facilitating beneficiaries.</p> <p>Collective account opening activity should be conducted for the beneficiaries in coordination with district administration (DC) for support</p> <p>Awareness sessions of VRCs to facilitate and follow-up with beneficiaries in account opening specially for the vulnerable groups.</p>
<p>For people where bank accounts are not opened or are very difficult due to NIC or other issues, special cases are sent to SPHF for consideration.</p> <p>Issues with the bank account opening and timing of disbursements.</p>	<p>The beneficiaries for this Project not only come from low-income backgrounds, but have the unique misfortune of losing most of what they own to the floods. Such individuals/families cannot be expected to furnish proper documentation universally. Therefore, IPs should coordinate their efforts with NADRA to facilitate in issuance of new/renewal of expired NICs. The IP should make the appropriate preparations considering the context of such matters in each district (relative level of development).</p> <p>During damage assessment and verification STATS to acquire information on the availability of NIC and bank accounts.</p>
<p>The validation for most houses had been conducted by the IP, where 109 bank accounts had been opened in the village for the beneficiaries, and 41 had received the 1st instalment for reconstruction. Only a few houses were remaining for validation.</p>	<p>SPHF should document the success of SAFCO and TRDP in actively engaging bank managers and district commissioners for inclusion in the SOPs, thus enabling other IPs in similar situations in the future.</p>

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Observations	Recommendations
<p>People in the area did not face issues with opening bank accounts, as the TRDP team had already spoken to the banks and District Commissioners to avoid this issue.</p> <p>The people in the area were aware of the process for disbursement and reconstruction, where all beneficiaries have opened their bank accounts.</p>	

4.5.2 Communication and Coordination

Observations	Recommendations / Insert for Document
<p>Considerable coordination problems among various stakeholders, such as the government, donors, communities and NGOs;</p> <p>When money is sent to beneficiaries, the IPs in charge are not informed, increasing the risk of people misusing the money;</p> <p>The response time from SPHF on numerous issues is too long;</p> <p>The IP mentioned that they have good coordination with other IPs and Government Departments through WhatsApp.</p>	<p>Effective coordination between different entities is essential for the successful execution of the project. This coordination relies on timely sharing of information and support between the involved agencies. For instance, IPs should share verified beneficiary information with all bank branches operating in the village. Additionally, the application's performance should be closely monitored as it can greatly assist each stakeholder involved in this process.</p> <p>On the other hand, one IP (SAFCO) commented that they coordinate well with other stakeholders through WhatsApp, which is a good sign of initiative even though such measures should be common place. Especially given the prevalence of WhatsApp in the Pakistani communication landscape.</p>
<p>Beneficiaries not fully aware of access to funds and other project requirements;</p> <p>SRSO stated that all activities that are started in an area are first described to the community in the form of an open dialogue, after which training is provided</p>	<p>In cases where beneficiaries are unsure about how to access funds or meet project requirements, it is important for implementing partners (IPs) to provide them with clear information. IPs should communicate project activities and equip beneficiaries with the necessary knowledge about funding and other requirements. For instance, IPs should explain the process of opening an account and review essential documents during their sessions. This is a good example for other IPs to follow.</p>



4.5.3 Beneficiary Participation

Observations	Recommendations / Insert for Document
<p>People from the village belonged to 04 different ethnicities and castes, hence, had their own smaller separate portions in the village.</p>	<p>Implement activities that promote social cohesion and bridge divides among caste groups. Encourage joint community events, cultural celebrations, or development initiatives that involve all beneficiaries, irrespective of their caste. This will help foster a sense of collective identity and promote unity within the community.</p>
<p>Community participation and ownership may be hindered by top-down approaches or a lack of trust and transparency;</p>	<p>A bottom-up approach may prove more effective in mitigating trust issues and promoting community participation and ownership. These consultations are a good first step in ensuring their voice is heard and their concerns are addressed.</p>

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Observations	Recommendations / Insert for Document
<p>The villagers mentioned that their village has flooded 03 times since 2010, where their trust and belief in the government and its help has vanished;</p> <p>The IP advised how the districts of Shaheed Benazirabad and Naushero Feroze had historically been devoid of community mobilization efforts and campaigns, leading to the villagers being relatively less welcoming of the IP and slow to warm up to their efforts. This was observed when women were not allowed to be part of the Focus Group Discussions by the villagers;</p> <p>The people in the area also advised their wariness in trusting NGOs as 1-2 had come in the past and done superfluous work on cleaning up the area and then left.</p>	<p>Address villagers' wariness in trusting NGOs by demonstrating a long-term commitment to the project and the community. The Project should have a clear sustainability plan that transmits the Project's intention to go beyond immediate relief efforts. This includes</p> <p>In order to address trust concerns that beneficiaries may have towards IPs and NGOs, these organizations should provide written documentation that encourages accountability to the beneficiaries. Additionally, it is important for IPs and NGOs to be transparent and maintain regular communication with beneficiaries to ensure that they are fully informed of all relevant activities.</p>

Observations	Recommendations
Latest data not available – Issues, quality, availability, durable & sustainable/suitable solutions in Sindh	Baseline in 7,665 Villages in 23 Districts.
Tariff payment model not available	O&M Provision through Life Cycle Cost Analysis (LCCA)
Differential technically sound models not tested at scale	Context specific designs and implementation strategies based on: <ul style="list-style-type: none"> • Topography, • Social Customs, • Cultural Norms, • Drainage Behavior, and • Drinking Water Sources, etc
Implementation in Silos	100% Household Coverage in a Village
Users per Toilet > 20 or even more	Users per Toilet ~ 8
Sanitation Component - Inside house infrastructure support not available	<ul style="list-style-type: none"> • Ensure that every house constructs inside house infrastructure • Sub-structure as the part of Project, • Superstructure support for vulnerable households
Safe disposal lacking - In-situ and treated off-site	<ul style="list-style-type: none"> • Safe disposal sanitation systems - In-situ and treated off-site • Sindh Outfall Drains (LBOD/RBOD) locations synced with WASH planned villages • Reuse of treated sewage for non-edible crops
SDG Sanitation Ladder	Unimproved/Limited/Basic → Safely Managed
Social Behavior Change (SBC) not integrated with infrastructure development	SBC integrated with infrastructure development

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Observations	Recommendations
Groundwater is the major source of drinking in rural areas	<ul style="list-style-type: none"> Major focus - Groundwater for drinking provided that WQ parameters are with WHO/NEQS standards Groundwater recharge – Sub-surface storage Surface water sources also used – Purification methods are costly and required through-out a year
Access to sufficient quantity of water lacking in general	<ul style="list-style-type: none"> Availability of sufficient quantity of water: Drinking & cooking – 20 liter per capita per day (lpcd) Bathing, washing, cleaning – 25 lpcd
Quality of water is poor	<ul style="list-style-type: none"> Simpler (Less Complex) water purification methods integrated where required Water Quality Assessment & Monitoring Mechanism
Mechanized and complex project sustainability issue	<ul style="list-style-type: none"> Simpler and less mechanized systems provision
SDG Drinking Water Ladder	Unimproved/Limited → Safely Managed

The detailed list of stakeholder consultations is attached in Annex I.

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5 Stakeholder Engagement Program

This section elaborates upon the engagements planned for the Project's remaining lifetime.

5.1 Summary of stakeholder needs and methods, tools and techniques for stakeholder engagement

SPHF's approach to stakeholder engagement is based on the principle of inclusive and meaningful participation of all relevant parties. This involves identifying and categorising stakeholders accurately, understanding their interests and concerns, and tailoring engagement methods to ensure effective communication and collaboration.

5.1.1 Participatory Rural Appraisal (PRA)

Information sharing and dissemination will occur in multiple rounds to address the Project's social and infrastructural impacts, benefits, and stakeholder participation. Stakeholder feedback will be incorporated into the project design as appropriate. The SPHF will thoroughly document all meetings and discussions.

The first round will take place after drafting each framework document, allowing stakeholders to review findings and suggest changes. Project Affected Persons (PAPs) and institutional stakeholders (NGOs, government departments) will be informed about the Project and the documents being prepared, with their feedback incorporated accordingly.

The second round will occur during the screening and scoping stage for site-specific management plans, identifying potential issues and gathering stakeholder feedback, particularly from PAPs.

The third round, conducted after completing site-specific assessments, will inform project stakeholders about the process and disclose critical aspects of the project design, inviting comments and feedback before finalisation.



Informal consultations will continue throughout the Project, focusing on engaging vulnerable groups and incorporating their input through focus group discussions.

5.1.2 Focus Group Discussion (FGDs)

This tool helps gather information on specific topics, such as infrastructure access, project activities' impact, community participation, and stakeholder opinions. These topics will be discussed through open-ended questions in FGDs with primary and secondary stakeholders. Separate sessions will be held for vulnerable groups, PAPs, women in different project areas, and landlords. Gender consultations will also be conducted to record the views of females and issues related to project implementation. Gender specialists will organise consultation sessions with local women in the project area to inform them about project activities and gather their views. For more information, refer to the Gender Action Plan (GAP) separately prepared for this project.

5.1.3 Key Informant Interviews (KIIs)



To gather information from different parts of the community, SPHF will select locals who represent various segments. Typically, these individuals are elders who have lived in the area for an extended period. They can provide both current and historical information about the area. They are respected in their respective villages, where they speak on behalf of their peers

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and make decisions. SPHF will ensure that consent is obtained from the villagers and the people these representatives will be speaking on behalf of.

5.1.4 Consultative Sessions

The Social and Environmental team will conduct Stakeholder Consultations with relevant departments, organisations, NGO representatives, policymakers, and local representatives. The departmental consultations will aim to get their views and concerns for the proposed Projects. These departments will include (but are not limited to) Environmental Protection Agency (Sindh), Forest Department, Wildlife Department, Agriculture Department, Revenue Department, Sindh Irrigation Department, etc.

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5.2 Stakeholder engagement plan

Table 3.1 below outlines the engagement strategies for each stakeholder relevant to the Project. SPHF has determined this relevance based on the Winch Power and Interest Matrix (see Figure 3-1). The resultant combinations are defined below:

- High Power - High Interest: these stakeholders are decision-makers and have the most significant impact on the Project's success; hence, SPHF will closely manage their expectations;
- High Power - Low Interest: these stakeholders will be updated and satisfied even if their interest level is low. SPHF will manage these situations with care;
- Low Power – High Interest: such stakeholders are adequately informed, and SPHF will regularly check in with them to ensure no major issues are arising. These stakeholders can often be helpful with the detail of the Project.
- Low Power - Low Interest: the views of such stakeholders will be monitored and kept informed with minimum communication.



Figure 1: Power and Interest Matrix

Table-3.1: Project Stakeholder Engagement Plan (SEP)

S#	Stakeholder	The topic of consultation/message.	Power	Interest	Engagement Strategy	Engagement Tools	Responsible Entity	Minimum Frequency
1	Beneficiaries for housing reconstruction support and affected/non-affected communities of 2022 floods. WASH and Settlement Improvement	<ul style="list-style-type: none"> • Project description and overview of eligibility criteria; • Project progress and planned activities • GRM and its processes • Needs assessment and prioritisation • Housing reconstruction plans and support • WASH plans and support • Community engagement and participation • Disaster risk reduction measures • Livelihood restoration 	Low	High	Manage Closely	<ul style="list-style-type: none"> • Community meetings and consultations; • FGDs; • KII; • Door-to-door surveys; • Local community organisations and networks; • Social media and mobile messaging platforms; • Site visits and inspections; • GRM MIS web portal. 	SPHF PIU, IP	Monthly, On Demand



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Table-3.1: Project Stakeholder Engagement Plan (SEP)

S#	Stakeholder	The topic of consultation/message.	Power	Interest	Engagement Strategy	Engagement Tools	Responsible Entity	Minimum Frequency
2	Respective line departments, agencies, ministries of the Government of Sindh (GoS) and at federal levels	<ul style="list-style-type: none"> Project progress, challenges and solutions; Policy and regulatory frameworks; Coordination and collaboration; Capacity building and technical assistance; Infrastructure development and support; Disaster response and management; Transparency and accountability. 	High	Low	Manage Closely	<ul style="list-style-type: none"> SPHF Website; Inter-agency meetings and workshops; Memorandums of Understanding (MoUs) and agreements; Joint planning and review sessions; Capacity building and training programs (as per need); Regular reports and updates; GRM MIS web portal. 	SPHF Management	Quarterly
3	Organisations, agencies and other entities funding the Project	<ul style="list-style-type: none"> Project progress, challenges and solutions; Project financing and funding requirements; MEL reporting; Risk management and mitigation; Planning; Transparency and accountability. 	High	High	Keep Satisfied	<ul style="list-style-type: none"> Formal meetings; Loan agreements and contracts; Regular (stipulated) progress reports and financial updates; Site visits and inspections; Monitoring and evaluation framework; Grievance redress reports, as necessary. 	SPHF Management, SPHF PIU	Monthly, On Demand
4	Other donor agencies and International Financial Institutions (IFIs)	<ul style="list-style-type: none"> Coherence in work undertaken for supportive development and to avoid duplication of efforts; Funding opportunities and partnerships; Technical assistance and capacity building; Project alignment with international development goals; 	Low	High	Keep Informed	<ul style="list-style-type: none"> SPHF website; Consultative sessions; In-person meetings; Response to queries; Donor conferences and roundtables; Regular progress reports and updates (as applicable); Site visits and field visits; 	SPHF Management	Annual, On Demand



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Table-3.1: Project Stakeholder Engagement Plan (SEP)

S#	Stakeholder	The topic of consultation/message.	Power	Interest	Engagement Strategy	Engagement Tools	Responsible Entity	Minimum Frequency
		<ul style="list-style-type: none"> Best practices and lessons learned. 				<ul style="list-style-type: none"> Virtual conferences and webinars; GRM web portal. 		
5	Development agencies/partners, including the UN, INGOs, and NGOs	<ul style="list-style-type: none"> Coherence in work undertaken for supportive development and to avoid duplication of efforts; Collaboration and partnership opportunities; Capacity building and technical assistance; Advocacy and awareness-raising; Humanitarian response and support. 	Low	High	Keep Informed	<ul style="list-style-type: none"> SPHF website; Consultative sessions; In-person meetings; Virtual meetings and webinars; Partnership forums and networking events; Joint programming and coordination meetings; Collaborative projects and initiatives; Sharing of best practices and lessons learned; Capacity building and training programs. 	SPHF Management	Annual
6	Individual donors, philanthropists and charities	<ul style="list-style-type: none"> Funding needs and opportunities; Project impact and outcomes; Success stories and testimonials; Transparency and accountability 	Low	High	Keep Informed	<ul style="list-style-type: none"> Fundraising events and campaigns; Personalised communication and updates (as required); Site visits and project showcases; Social media and online platforms. 	SPHF Management	Annual, On Demand
8	Project staff/experts of Implementing partner's (IP)	<ul style="list-style-type: none"> Project progress, challenges and solutions; Project implementation and coordination; Technical assistance and capacity building; 	High	High	Manage Closely	<ul style="list-style-type: none"> Internal planning and progress reports; Coordination and planning meetings; Joint monitoring and evaluation visits; 	IP Management, SPHF PIU	Monthly





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Table-3.1: Project Stakeholder Engagement Plan (SEP)

S#	Stakeholder	The topic of consultation/message.	Power	Interest	Engagement Strategy	Engagement Tools	Responsible Entity	Minimum Frequency
		<ul style="list-style-type: none"> Monitoring and evaluation; Knowledge sharing and best practices; 				<ul style="list-style-type: none"> Technical assistance and capacity-building sessions; Sharing of best practices and lessons learned; Online collaboration tools and platforms; GRM web portal. 		
10	Rights-based organisations;	<ul style="list-style-type: none"> Human rights and social justice Advocacy and awareness-raising Empowerment of marginalised and vulnerable groups Accountability and transparency 	Low	High	Keep Informed	<ul style="list-style-type: none"> Advocacy campaigns and events; Networking and partnership forums; Social media and online platforms; GRM web portal. 	SPHF Management, SPHF PIU	Annual, On Demand
11	Political and social activists, including local/political leadership	<ul style="list-style-type: none"> Policy advocacy and reform Community mobilisation and engagement Conflict resolution and Peacebuilding (if applicable) Inclusive decision-making 	Low	High	Keep Satisfied	<ul style="list-style-type: none"> Advocacy campaigns and initiatives (as required); Media engagement and communication; Social media and online platforms; GRM web portal. 	SPHF Management	Annual, On Demand
12	Mainstream and social media	<ul style="list-style-type: none"> Policy advocacy and reform; Community mobilisation and engagement; Conflict resolution and Peacebuilding; Inclusive decision-making. 	Low	Low	Keep Informed	<ul style="list-style-type: none"> Press releases and media briefings; Interviews and features; Social media campaigns and engagement; Media visits and site tours (as required); Multimedia content development, on-demand (videos, infographics, etc.) 	SPHF PIU	Monthly; On Demand

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5.3 Proposed strategy to incorporate the views of vulnerable groups

SPHF's tailored approach for combining the ideas of vulnerable groups in the housing reconstruction and flood-affected community support project includes the following points:

Identification and mapping: SPHF will identify and map Disadvantaged and Vulnerable Groups (DVGs) within the flood-affected Project Area of Influence (PAI), such as female-headed households, children and youth heads of families, elderly individuals, people with disabilities, and those facing food insecurity. Their needs, interests, and concerns concerning housing reconstruction and post-flood support will be documented.

Tailored engagement methods: Based on insights from the identification and mapping phase, SPHF will adjust its engagement strategies to address the unique needs of each vulnerable group. For example, organise separate consultation sessions for female-headed households, offer transportation assistance for elderly individuals, and provide sign language interpreters for people with hearing impairments.

Capacity building: SPHF will provide ad hoc training and capacity-building opportunities for DVGs on topics relevant to the Project, such as housing reconstruction techniques, disaster risk reduction, and post-flood recovery skills. This ensures that vulnerable groups have the knowledge and resources necessary to participate in the Project's decision-making processes actively.

Collaboration with specialised organisations: SPHF will engage local organisations and NGOs with expertise working with flood-affected communities and vulnerable populations. These organisations can offer insights into practical engagement approaches and help facilitate the involvement of vulnerable stakeholders.



Representation in decision-making: SPHF will incorporate learnings from engagements with DVGs into the Project and include them in the decision-making process through Participatory Rural Appraisal (PRA), as applicable. This may involve ensuring that vulnerable groups have representation in the Village Reconstruction Committees (VRCs) overseeing housing reconstruction or flood recovery initiatives.

Monitoring and feedback: SPHF will establish mechanisms to monitor the effectiveness of engagement with vulnerable groups and solicit their input on the Project's progress. Engagement strategies will be adjusted as needed based on their information.

Reporting and transparency: SPHF will document and report on the participation of vulnerable groups in the engagement process, including the methods used, feedback received, and actions taken in response to their concerns. This information will be shared with the broader stakeholder community to demonstrate transparency and accountability.

Grievance Redress Mechanisms (GRM): SPHF has developed and will implement an accessible and responsive GRM to address any concerns or complaints from vulnerable groups regarding the Project's housing reconstruction and flood recovery activities.

By adopting this context-specific GRM, SPHF will ensure that the views of vulnerable groups are effectively incorporated into the decision-making process, resulting in more equitable and inclusive outcomes for flood-affected communities.

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6 Resources And Responsibilities for Implementing Stakeholder Engagement Activities

6.1 Resources

The successful implementation of the SEP requires adequate resources and a clear definition of roles and responsibilities for all involved parties. The following resources have been identified:

Financial Resources: The Project budget includes a dedicated allocation for stakeholder engagement activities that cover the cost of engagement tools, such as community meetings and consultations, surveys, and capacity-building programs.

Communication Resources: Various communication tools will be employed to engage stakeholders, including social media and mobile messaging platforms, the project website, and local community organisations and networks.

Human Resources: The SEP implementation will be overseen by the Social Development and Gender Specialists at SPHF. These roles will coordinate all stakeholder engagement activities, including communication with stakeholders, addressing grievances, and ensuring that stakeholder feedback is incorporated into project design and implementation.

Grievance Mechanism: The established GRM provides a clear and accessible process for stakeholders to raise and address grievances related to project activities. The GRC at SPHF has oversight over the GRM and its implementation.

6.2 Management functions and responsibilities



Effective management is critical to ensuring that the stakeholder engagement process is integrated into project design and implementation. The following management functions and responsibilities have been identified:

Leadership: The COO will provide overall leadership and oversight of the stakeholder engagement process. They will ensure that stakeholder feedback is incorporated into project design and implementation and that the GRM is effectively managed.

Planning and Design: The Social Development Specialist will lead the planning and design of the stakeholder engagement process. They will work closely with the Project teams and IPs to ensure that stakeholder engagement is integrated into the Project's planning and design.

Implementation: The Social Development Specialist will be responsible for implementing the stakeholder engagement plan.

Monitoring and Evaluation: The SEP's Monitoring and Evaluation (M&E) system feeds into the Project's overall M&E framework and tracks progress on the effectiveness of the stakeholder engagement process. The Social Development and Environmental Specialists and the M&E Specialist at SPHF will be responsible for managing the M&E system, ensuring that all feedback loops are completed and that the relevant feedback is reflected in the Project's Implementation.

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7 Grievance Redress Mechanism (GRM)

7.1 Description of GM

The GRM is detailed in a separate document and is designed based on the World Bank's Grievance Redress Service (2021).

The GRM follows a five-stage process: registration, evaluation (investigation), solution-seeking, implementation monitoring, and complaints closure. The Grievance Redress Management Information System (GMIS) staff assesses the admissibility of complaints upon registration and proceeds accordingly. The Grievance Committee, either at the Implementing Partner (IP) level or the SPHF level, handles the resolution-seeking stage by developing a solution proposal, sharing it with the complainant, and either agreeing or denying it. The apex GRC (SPHF) oversees the implementation of the solution proposal, and the process concludes when the agreed-upon actions are satisfactorily completed. High-risk complaints are escalated directly to the SPHF GRC.

Step	Description of Process	Time Frame	Responsibility
GRM implementation structure	Notification and establishment of GRM focal persons and committees respectively along with development of comprehensive complaint registry tracking and redressal mechanisms after the deployment of GRS Firm	August 2023	- SPHF - GRS Firm - IPs
Grievance uptake	GRS Firm will set up phone /WhatsApp numbers covering all districts. Additional requirements will be determined by the GRS Firm and executed accordingly. Furthermore, physical complaint boxes must be set up at all IP offices. Similarly, such boxes should be placed at the SPHF HQ and district administrative offices. Figure-2 outlines the various channels, both formal and informal, through which complaints may reach SPHF. Moreover, the GRF will prepare a single e-mail (e.g., shikayat@sphf.gos.pk) address for receiving grievances. The GRS Firm will then log and process these grievances according to the defined handling process.	August 2023	- GRS Firm and - SPHF
Receiving, Recording and Sorting	GRS Firm will develop a comprehensive GR System that includes clear and transparent procedures for receiving, recording and sorting the grievances received and recorded in the system	Upon receipt of complaint	GRS Firm



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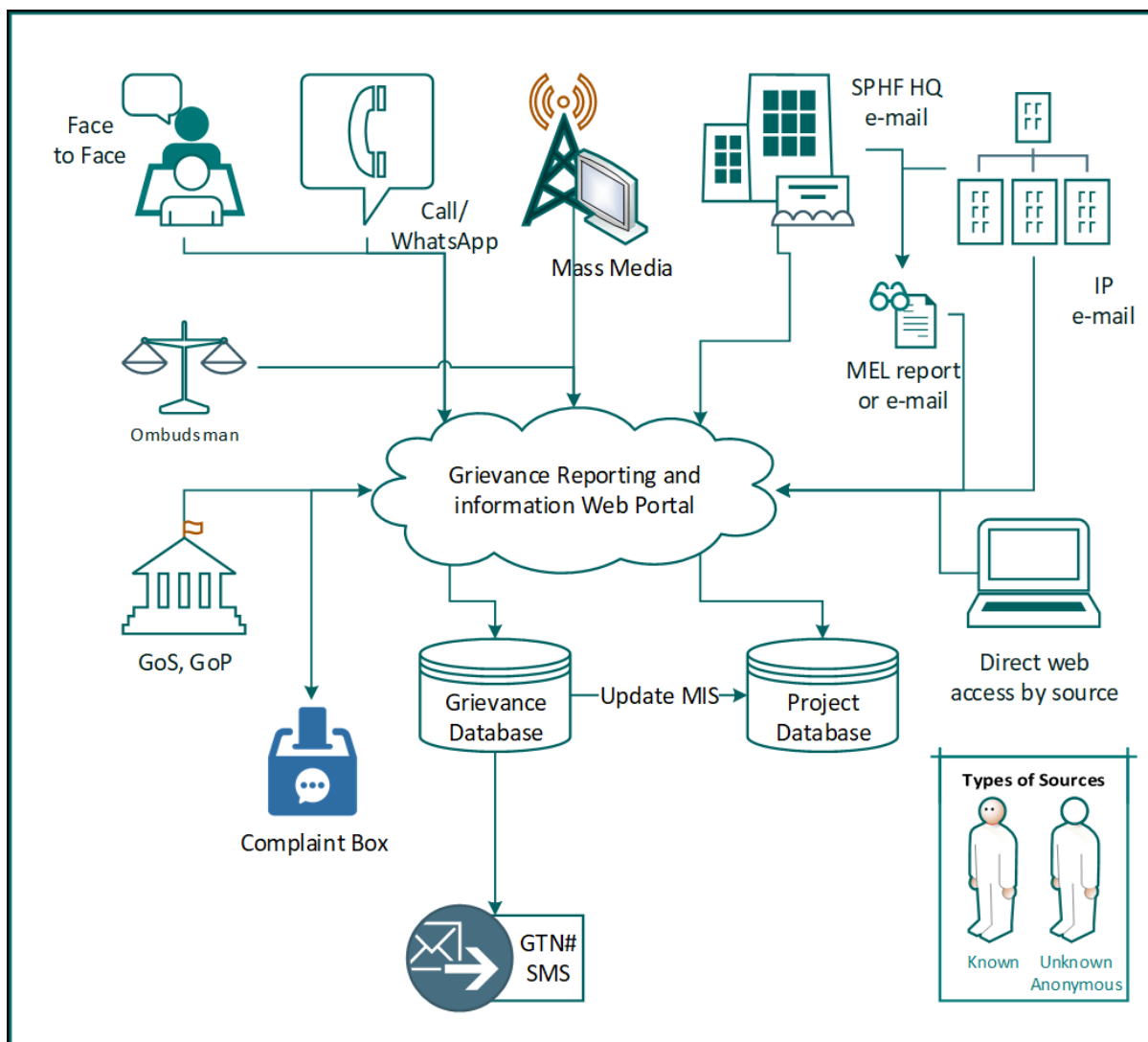
Monitoring & Reporting



Step	Description of Process	Time Frame	Responsibility
Acknowledgment and follow-up	Receipt of the grievance is acknowledged to the complainant by GRS Firm through assigning a unique tracking number which will serve as a referral for follow-up and monitoring the progress of the grievance/complaint	Upon receipt of complaint	GRS Firm
Verification, investigation, action	Investigation of the complaint is led by SPHF. A proposed resolution is formulated by SPHF and communicated to the complainant by GRS Firm	Within 10 working days	SPHF GRC
Monitoring and evaluation	A dashboard will be established for the high-level vigilance of a GRM system which will provide a real-time monitoring, displays key performance indicators, visualises data, can be customised, and promotes collaboration. The dashboard will help the Project management and Donors to assess the performance of the GRM and make timely informed decisions to improve the effectiveness and efficiency of the GRM system. The salient features of the dashboard are given in the overall GRM of the project.	Realtime	SPHF and GRS Firm
Training	All GRM-relevant personnel, be they members of SPHF, an IP, or the GRF, will receive mandatory training on ethical practices, in addition to the following topics: <ul style="list-style-type: none"> - Management of the grievance redress process (including developing flow charts, assigning roles, monitoring the performance of staff dealing with complaints, and providing incentives); - Effective communication, negotiation, and facilitation skills; - Creating awareness of the usefulness of a GRM as an essential source of feedback; - Problem-solving; dispute resolution; and decision-making; and their respective parameters, standards, and techniques; and 	Sep-Oct 2023	- SPHF - GRS Firm

Step	Description of Process	Time Frame	Responsibility
	- Documentation and reporting, including “customer feedback”, as part of an ongoing organisational learning process for the SPHF.		



Figure 2 Grievance Input Pathways



7.2 GRM Process

The Grievance Redress Mechanism (GRM) process can be summarised into the following steps:

Receiving and acknowledging the complaint/grievance: Stakeholders or their representatives can communicate grievances verbally or in writing through appropriate channels. All grievances are recorded in the GMIS grievance redress web portal, and a unique



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Grievance Token Number (GTN) is generated. The complainant receives an acknowledgement message from the GTN.

Initial review, examination, and investigation of the complaint/grievance: The GMIS identifies the responsible entities based on a predetermined responsibility matrix. Investigation Officer (IO) and Reviewing Officer (RO) are assigned to the case. The IO conducts an initial review and, if necessary, a more in-depth investigation, gathering relevant evidence. The findings are logged in the GMIS, and the RO is notified.

Resolve or escalate complaints/grievances: The RO reviews the IO's findings, analyses the case materials, and formulates a resolution. If the complainant agrees to the solution, the case is closed, and the GTN is updated. If the complainant is unsatisfied, the complaint is escalated to the next level in the hierarchy.

Close and prepare outcome reports: Upon closure of the grievance, the RO and IO complete a Grievance Closure REPort (GCREP), which is kept physically for one year and digitally for the Project's entire duration. These GCREPs serve as references for any future grievances of similar nature.

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8 Monitoring and Reporting

A well-structured SEP, supported by a participatory monitoring approach, is crucial for successfully implementing the Project. This section outlines SPHF's process for monitoring the SEP's effectiveness (including indicators) and addressing stakeholder interests.

8.1 SEP implementation monitoring indicator framework

Table 6.1a below outlines the indicators and the sources of verification that enable accurately gauging the SEP's effectiveness. The relevant verification sources will be finalised by the MEL Lead at SPHF.

Table-6.1a: Indicators of SEP Implementation Effectiveness

Indicator and Description	Sources of Verification
Stakeholder Identification and Mapping: This indicator tracks the identification, categorisation, and mapping of stakeholders, including affected communities, local authorities, NGOs, and other relevant organisations. It ensures that all appropriate parties are engaged, their concerns are addressed, and their inputs are considered in decision-making processes.	A comprehensive list of identified stakeholders, their roles, and interests, along with a visual representation (e.g., stakeholder map) to illustrate their relationships and influence on the Project.
Stakeholder Consultation and Participation: This indicator measures the extent to which stakeholders are engaged in consultations, meetings, and workshops to provide input on project design, implementation, and monitoring.	Records of consultations, including the number of meetings, attendees, and key issues discussed, as well as documentation of how stakeholder feedback has been incorporated into the Project.
Information Disclosure and Transparency: This indicator assesses the Project's level of transparency and the effectiveness of information disclosure mechanisms to ensure stakeholders have access to timely and accurate project information.	Details of the information disclosure process, including the types of documents and data shared, the channels used for dissemination, and the frequency of updates. The extent to which stakeholders report being well-informed about the Project and its progress is also considered.
Grievance Redress Mechanism (GRM): This indicator evaluates the effectiveness of the Project's GRM, ensuring that stakeholder grievances are acknowledged, addressed, and resolved in a timely and appropriate manner.	Data on the number of grievances received, the nature of the grievances, the response time, and the resolution status. Periodic assessments of stakeholder satisfaction with the GRM process will also provide valuable insights.
Monitoring and Evaluation (M&E) of Stakeholder Engagement: This indicator assesses the effectiveness of the SEP's M&E system to track stakeholder engagement performance, identify areas for improvement, and facilitate corrective actions.	M&E reports that outline the methodology, data collection, analysis, and results related to stakeholder engagement performance. This will include periodic stakeholder surveys, project team assessments, and feedback from external monitoring entities.

Furthermore, Table 6.1b below outlines the specific M&E indicators that SPHF will use to determine the effectiveness of the SEP. Fine Tuning of these indicators of the MEL Lead.



Table-6.1b: Monitoring and Evaluation (M&E) of Stakeholder Engagement

Indicator	Description	Method	Source of Verification
Level of Stakeholder Participation:	This indicator measures the degree of stakeholder involvement in the decision-making process, from project planning to implementation and monitoring. High levels of participation suggest an inclusive and transparent process, which can contribute to the Project's overall success. Tracking attendance at meetings, the number of stakeholders consulted, and stakeholders' feedback will provide insights into the level of stakeholder participation.	<ul style="list-style-type: none"> Surveys or questionnaires to assess the extent of stakeholder involvement in consultations and decision-making processes. Attendance records and meeting minutes to track stakeholder presence and input during project meetings, workshops, or focus group discussions. 	<ul style="list-style-type: none"> Meeting minutes, attendance sheets, or sign-in logs from consultations, workshops, or other participatory events. Stakeholder survey or questionnaire results and analysed data on stakeholder participation.
Quality of Communication:	Effective communication is vital for keeping stakeholders informed and engaged. This indicator assesses the clarity, frequency, and	<ul style="list-style-type: none"> Stakeholder surveys or interviews to gather feedback on the clarity, 	<ul style="list-style-type: none"> Stakeholder feedback reports or survey results on



	appropriateness of communication channels. Monitoring the dissemination of project updates, satisfaction with the communication methods, and stakeholders' understanding of the project objectives will help evaluate the quality of communication.	<p>relevance, and usefulness of project information and communication.</p> <ul style="list-style-type: none"> Internal reviews of communication materials, such as newsletters, project updates, or website content, to assess their quality and comprehensibility 	<p>communication quality.</p> <ul style="list-style-type: none"> Records of internal communication material reviews and revisions or updates made based on those reviews.
Timeliness of Response to Stakeholder Concerns:	Addressing stakeholder concerns promptly and efficiently is crucial to maintaining their trust and support. This indicator measures the time taken to address stakeholder concerns, queries, or complaints. Tracking response times, resolution rates, and the satisfaction of affected stakeholders will provide insights into the project team's responsiveness.	<ul style="list-style-type: none"> Tracking response times to stakeholder inquiries, complaints, or feedback through a centralised communication log or database. Periodic stakeholder surveys or interviews to assess their perceptions of response timeliness. 	<ul style="list-style-type: none"> Communication logs or databases containing records of stakeholder interactions, concerns, and response times. Stakeholder feedback reports or survey results on the timeliness of responses
Grievance Redress Mechanism (GRM) Effectiveness:	A well-functioning GRM helps resolve disputes and address stakeholder grievances during the Project. This indicator assesses the effectiveness of the GRM, including its accessibility, transparency, and responsiveness. Monitoring the number of grievances received, the time to resolve them, and stakeholder satisfaction with the outcomes will help evaluate the GRM's effectiveness.	<p>Monitoring the number, nature, and resolution status of grievances received through the GRM.</p> <p>Conducting periodic stakeholder surveys or interviews to gauge satisfaction with the grievance resolution process</p>	<p>Grievance logs or databases containing details on grievances received, response times, and resolution outcomes.</p> <p>Stakeholder feedback reports or survey results on the effectiveness of the GRM.</p>
Stakeholder Satisfaction:	The overall satisfaction of stakeholders is a key indicator of a successful SEP. This metric evaluates stakeholders' perception of the Project's benefits, their involvement in the process, and the responsiveness of the project team. Conducting periodic surveys or interviews with stakeholders to gauge their satisfaction levels and collecting feedback on areas of improvement will help ensure the SEP is achieving its objectives.	<p>Conducting regular stakeholder surveys, interviews, or focus group discussions to assess satisfaction with project progress, communication, and overall engagement.</p> <p>Analysing stakeholder feedback to identify trends, improvement areas, and best stakeholder engagement practices.</p>	<p>Stakeholder feedback reports or survey results, including insights on satisfaction levels and improvement areas.</p> <p>Documentation of actions taken to address stakeholder feedback and improve satisfaction levels.</p>

8.2 Reporting back to stakeholders

The SEP has been revised to reflect Additional financing. As a living document, the SEP is expected to be updated as necessary throughout 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, have been collated by responsible staff and referred to the Project's senior management. The quarterly summaries provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Stakeholders have been kept informed as the Project develops, additional activities included, especially regarding guidelines on operations in line with health and safety procedures, through bi-annual reporting on project environmental and social performance and implementation of the stakeholder engagement plan and grievance mechanism. This is important for the wider public but specifically critical for the directly impacted community members. Information on public engagement activities undertaken by

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the Project during the year may be conveyed to the stakeholders in various ways, such as newsletters, email updates, community meetings, and the project website.

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Annex I - List of Stakeholders Consulted



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Date	Level	Cat	District	Participants	UC/Taluka	Location	IP	Event type	M	W	Total MW
13/05/2023	S	INGO	Remote	Manager Conservation	-	WWF Pakistan (South)	NR	KII	1	0	1
15/05/2023	S	GoS	Karachi	Director, and Joint Director	-	Urban Resource Centre	NR	KII	2	0	2
15/05/2023	S	INGO	Karachi	NRM Coordinator	-	IUCN	NR	KII	1	0	1
15/05/2023	P	IP	Sukkur	SRSO and EMC	Sukkur City	SRSO Regional Office	SRSO	CS	9	3	12
16/05/2023	P	FAB	Sukkur	Ghumra Mohalla	Ghumra	Ghumra Mohalla	HANDS	FGD	32	8	40
16/05/2023	P	FAB	Sukkur	Gangro Village	Gangro	Gangro Village	HANDS	FGD	21	4	25
16/05/2023	P	IP	Sukkur	HANDS and EMC	Sukkur City	HANDS Regional Office	HANDS	CS	9	2	11
17/05/2023	P	FAB	Khairpur Mirs	Chutal Sodhro VRC/WO	Nara	Chutal Sodhro Village	SRSO	WTO	6	7	13
17/05/2023	P	FAB	Khairpur Mirs	Ali Bux Kharwal VRC/WO	Thari Mirwah	Ali Bux Kharwal Village	SRSO	WTO	4	1	5
17/05/2023	P	FAB	Khairpur Mirs	Lal Bux Ujjan VRC/WO	Kingri	Lal Bux Ujjan Village	SRSO	FGD	9	26	35
17/05/2023	P	FAB	Khairpur Mirs	Ghulam Ujjan VRC/WO	Kingri	Ghulam Ujjan Village	SRSO	FGD	6	16	22
17/05/2023	S	INGO	Karachi	Naeem Qureshi, President	-	National Forum for Env. and Health	NR	KII	1	0	1
18/05/2023	P	FAB	Dadu	n/a	Khairpur Nathan Shah	Pejaho Village	TRDP	WTO	4	9	13
18/05/2023	P	FAB	Dadu	Mehran VRC and village members	Khairpur Nathan Shah	Usman Kamrani Village	TRDP	FGD	17	5	22
18/05/2023	P	FAB	Dadu	Poto Machi VRC/WO	Khairpur Nathan Shah	Poto Machi Village	SRSO	FGD	16	8	24
18/05/2023	P	FAB	Jacobabad	Abdul Rehamn Bhangar VRC/WO	Jacobabad	Abdul Rehamn Bhangar Village	SRSO	FGD	4	7	11
18/05/2023	P	FAB	Jacobabad	Abdul Majeed Hanbhi VRC/WO	Jacobabad	Abdul Majeed Hanbhi Village	SRSO	FGD	4	8	12
18/05/2023	P	FAB	Shikarpur	Wazirabad VRC/WO	Lakhe	Wazirabad Village	SRSO	FGD	1	3	4
18/05/2023	P	FAB	Shikarpur	Andal Mahar VRC/WO	Lakhe	Andal Mahar Village	SRSO	FGD	3	16	19
18/05/2023	P	IP	Dadu	TRDP and EMC	-	TRDP Regional Office	TRDP	CS	5	1	6
19/05/2023	P	FAB	Larkana	Vikya Sanghi	Ratodero	Vikya Sanghi Village	SRSO	FGD	14	4	18
19/05/2023	P	FAB	Naushero Feroze	Qadir Bux Burriro	Moro	Qadir Bux Burriro Village	SAFCO	FGD	6	2	8
19/05/2023	P	FAB	Naushero Feroze	Khan Muhammad Mari	Moro	Khan Muhammad Mari Village	SAFCO	FGD	12	2	14
19/05/2023	P	FAB	Qambar Shahdadkot	Gari Raza Muhammad VRC/WO	Qambar	Gari Raza Muhammad Village	SRSO	FGD	14	3	17
19/05/2023	P	FAB	Qambar Shahdadkot	Village reps, and Project Engineer	Warah	ENGRO-funded 100% village	SRSO	WTO	4	3	7
19/05/2023	P	FAB	Shaheed Benazirabad	Syed Gul Shah	Daur	Syed Gul Shah Village	SAFCO	FGD	12	0	12
19/05/2023	P	FAB	Shaheed Benazirabad	Khair Shah	Nawabshah	Khair Shah Village	SAFCO	FGD	24	2	26
19/05/2023	P	IP	Shaheed Benazirabad	SAFCO and EMC	-	Taj Restaurant	SAFCO	CS	9	3	12



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20/05/2023	P	FAB	Badin	Jhumro Machi	Badin	Jhumro Machi Village	NRSP	FGD	20	10	30
20/05/2023	P	FAB	Badin	Jhalar	Badin	Jhalar Village	NRSP	FGD	15	10	25
20/05/2023	P	IP	Badin	NRSP and EMC	Badin	NRSP Regional Office	NRSP	CS	15	7	22
24/05/2023	S	GoS	Karachi	Divisional Forest Officer	-	Sindh Forest Department GoS	NR	KII	1	0	1
24/05/2023	S	GoS	Karachi	PS Chief Conservation	-	Sindh Wildlife Department GoS	NR	KII	1	0	1
24/05/2023	S	GoS	Karachi	Assistant Director	-	Provincial Disaster Management Authority	NR	KII	1	0	1
26/05/2023	S	EDI	Karachi	Professor Env- Department	-	University of Karachi	NR	KII	1	0	1
26/05/2023	S	GoS	Karachi	Deputy Director (Tech)	-	Sindh Environmental Protection Agency	NR	KII	1	0	1
Totals								36	305	170	475

KII: Key Informant Interview
FGD: Focused Group Discussion
CS: Consultative Session
WTO: Walkthrough

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S. No.	Designation	Organization/Company/Department
1	Senior Liasion Coordinator	ACTED
2	Regional Programme Manager	AKDN
3	CEO	ARTS Foundation
4	Project Officer	Asian Development Bank (ADB)
5	Project Officer	Asian Development Bank (ADB)
6	Executive Director	Association for Water, Applied Education and Renewable Energy (AWARE)
7	MEAL Manager	Association for Water, Applied Education and Renewable Energy (AWARE)
8	Sr. MEAL officer	Aurat Foundaion
9	Assistant Professor and HoD WASH	Center for Advance Studies in Water Mehran University (MEUT)
10	Project Manager	CRS
11	Director Projects and Head of Operations	EA Consulting (Pvt) Ltd. (EA)
12	Senior Engineer	EA Consulting (Pvt) Ltd. (EA)
13	Advisor Water Engineering	EA Consulting (Pvt) Ltd. (EA)
14	Head of Programmes	Fast Rural Development Program (FRDP)
15	Project Manager Urban Food Security Hyderabad	Fast Rural Development Program (FRDP)
16	Chief Executive officer	Health and Nutrition Development Society (HANDS)
17	Head of Infrastructure Department	Health and Nutrition Development Society (HANDS)
18	Head of Programmes Sindh	International Rescue Committee (IRC)

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19	Operations Team Leader	Islamic Development Bank (IsDB)
20	Field Representative in Pakistan	Islamic Development Bank (IsDB)
21	Senior Engineer	Islamic Relief Pakistan
22		Muslim Aid
23	Regional Manager Sindh	Muslim Hands
24	Livelihood and Emergency Officer	Muslim Hands
25	Chief Engineer	National Engineering Services of Pakistan (NESPAK)
26	Chief Resident Engineer	National Engineering Services of Pakistan (NESPAK)
27	RGM and Team Leader SFEHRP	National Rural Support Programme (NRSP)
28	District Manager	National Rural Support Programme (NRSP)
29	Senior Engineer	National Rural Support Programme (NRSP)
30	Regional Director	Pakistan Council of Research in Water Resources (PCRWR)
31	Research Associate	Pakistan Council of Research in Water Resources (PCRWR)
32	Research Officer	Pakistan Council of Research in Water Resources (PCRWR)
33	The Chairman	Planning and Development Board
34	Research Officer	Public Health Engineering Department (PHED)
35	Director Technical O&M	Public Health Engineering Department (PHED)
36	SE O&M Hyderabad	Public Health Engineering Department (PHED)



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38	Senior Engineer and District Manager	SAFCO Support Foundation
39	Executive Director	Sami Foundation (SaF)
40	Shelter & Construction Coordinator - Sindh	Save the children
41	CEO	SEAD Foundation
42	Director (Technical/Natural Resources)	Sindh Environment Protection Agency (SEPA)
43	Director Technical Karachi Regional Office	Sindh Environment Protection Agency (SEPA)
44	Provincial Coordinator	Sindh Housing Recovery and Reconstruction Platform (SHRRP)
45	Tech Advisor	Sindh Housing Recovery and Reconstruction Platform (SHRRP)
46	Creative Designer	Sindh Housing Recovery and Reconstruction Platform (SHRRP)
47	GESI Advisor	Sindh Housing Recovery and Reconstruction Platform (SHRRP)
48	Settlement Advisor	Sindh Housing Recovery and Reconstruction Platform (SHRRP)
49	Chief Executive Officer	Sindh Peoples Housing for Flood Affectees (SPHF)
50	Chief Operating Officer	Sindh Peoples Housing for Flood Affectees (SPHF)
51	Chief Procurement Officer	Sindh Peoples Housing for Flood Affectees (SPHF)
52	Chief Finance Officer	Sindh Peoples Housing for Flood Affectees (SPHF)
53	Manager M&E	Sindh Peoples Housing for Flood Affectees (SPHF)
54	Environmental Engineer	Sindh Peoples Housing for Flood Affectees (SPHF)

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S. No.	Designation	Organization/Company/Department
55	Project Engineer	Sindh Peoples Housing for Flood Affectees (SPHF)
56	Communication Specialist	Sindh Peoples Housing for Flood Affectees (SPHF)
57	WASH Specialist	Sindh Peoples Housing for Flood Affectees (SPHF)
58	Admin Officer	Sindh Peoples Housing for Flood Affectees (SPHF)
59	Manager HR & Admin	Sindh Peoples Housing for Flood Affectees (SPHF)
60	Manager Disbursement	Sindh Peoples Housing for Flood Affectees (SPHF)
61	Manager Finance	Sindh Peoples Housing for Flood Affectees (SPHF)
62	Manager MIS	Sindh Peoples Housing for Flood Affectees (SPHF)
63	Chief Executive Officer	Sindh Rural Support Organization (SRSO)
64	Team Leader SFEHRP	Sindh Rural Support Organization (SRSO)
65	Executive Director	Sukaar Foundation (SF)
66	Principal Engineer	Techno Consult International (Pvt) Ltd
67	Team Leader SFEHRP	Thardeep Rural Development Programme (TRDP)
68	WASH Manager	Thardeep Rural Development Programme (TRDP)
69	SDGs Provincial lead	UNDP
70	WASH Specialist	UNICEF
71	WASH Consultant	UNICEF
72	National Technical Advisor	UNIDO

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S. No.	Designation	Organization/Company/Department
73	Provincial Coordinator	UNIOM
74	Country Director	WaterAid
75	Head of Programme Strategy & Policy	WaterAid
76	Coordinator Resource Mobilization	WHH
77	Social Development Specialist	World Bank

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Annex III – Minutes of Meeting on Consultation Meeting on E&S Documents

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Minutes of Meeting – Stakeholders Consultation Meeting on the updated ESMF

The stakeholder consultation on 28th Aug 2025 under the Sindh Flood Emergency Housing Reconstruction Project (SFEHRP) was convened with the participation of representatives from SPHF, SHRRP, UNOPS, UNICEF, IOM, CRS, SRSO, HANDS, SAFCO, and NRSP. The meeting brought together technical advisors, engineers, project managers, environmental and social specialists, and gender experts, ensuring a multi-disciplinary exchange of perspectives across all dimensions of the project.

During the discussion on water supply systems, stakeholders emphasized the need for long-term viability of proposed solutions and the sustainability of safely managed water. The WASH Specialist explained and added that fifty prototype settlements will be subjected to detailed hydrogeological assessments, including pump tests, to confirm that water sources can sustain at least 1.2 times the projected demand. In addition, a 30-meter protective buffer zone will be established around water sources to safeguard against contamination. In addition, water quality testing will include key parameters such as E. coli, arsenic, fluoride, nitrates, and turbidity, and in cases where standards are not met, treatment facilities will be installed to ensure compliance with both national and international safety guidelines.

On the matter of sanitation and environmental safeguards, participants highlighted the importance of climate-resilient systems that minimize environmental risks, particularly the contamination of groundwater. The Environmental Specialist responded that a mix of solutions, including but not limited to reinforced concrete anaerobic baffled reactors (ABRs) are proposed to be deployed. All systems will be fully lined up to prevent leakage and connected to fecal sludge treatment routes where available. To reinforce sustainability, extensive Information, Education, and Communication (IEC) campaigns will be conducted at the community level to encourage hygiene practices and discourage open defecation.

Gender and social inclusion were also key points of discussion. Gender focal persons from implementing partners stressed the need for culturally sensitive and inclusive facilities, particularly for women and girls. In response, the SPHF Gender Specialist confirmed that women’s toilets will be designed with Menstrual Hygiene Management (MHM) provisions, including safe disposal facilities and water access. The design will further incorporate lockable doors to ensure privacy, while separate awareness sessions will be organized for women to maintain cultural appropriateness and inclusiveness.

When addressing land use and resettlement matters and local regulations, participants sought clarity on safeguards against displacement. The Social Development Specialist (SDS) assured stakeholders that no involuntary resettlement will take place. Land will either be allocated through government channels or secured through voluntary land donations (VLDs), which will be verified through signed donation forms and occupancy agreements. The project explicitly prohibits both physical and economic displacement.

The consultation also focused on inclusivity and equitable access, particularly for vulnerable groups. SDS clarified that women’s participation will be ensured in all consultations, while Focus Group Discussions (FGDs) will be conducted specifically with vulnerable populations to ensure their needs are addressed. Furthermore, infrastructure will be designed to meet universal accessibility standards, incorporating wheelchair ramps and gender-sensitive layouts.



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Sustainability and community ownership were raised by implementing partners as critical factors for long-term functionality. The technical specialists explained that Village Organizations (VOs) and dedicated Operation and Maintenance (O&M) Committees will be established to manage upkeep. To formalize responsibilities, Terms of Partnership (ToP) will be signed between the VOs, Implementing Partners, and SPHF, clearly defining roles, tariff structures, and cost-sharing mechanisms to secure continuity of service delivery.

Finally, the Environmental and Social Mitigation Plan (ESMP), covering pre-construction, construction, and operational phases, was presented in detail. No objections were raised by stakeholders. Implementing Partners requested additional clarification on the modalities of Environmental and Social Screening, which was provided by the Environmental Specialist and the Social Development Specialist.

The consultation concluded with consensus on the proposed technical, environmental, and social measures, and participants expressed alignment with the outlined safeguards and sustainability strategies.

Participants List

S. No.	Designation	Name of Organization	E-Mail ID
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2	Chief Operating Officer	SPHF	coo@sphf.gos.pk
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4	Gender Specialist	SPHF	genderspecialist@sphf.gos.pk
5	Social Development Specialist	SPHF	socialdevelopmentspecialist@sphf.gos.pk
6	Gender Specialist	SPHF	genderspecialist@sphf.gos.pk
7	National Coordinator	SHRRP	minar@shrrp.org
8	Technical Advisor	SHRRP	adeel.javaid@shrrp.org
9	Project Coordinator	SHRRP	Deeba.pervez@shrrp.org
10	Project Coordinator	SHRRP/UNOPS	Noorul.amin@shrrp.org
11	Project Manager	UNOPS	mirzaamirr@unops.org
12	National Officer-WASH	IOM	anhabib@iom.int
13	WASH and BCC Officer	UNICEF	iukhan@unicef.org
14	Program Manager	CRS	Waseem.khan@crs.org
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17	Team Leader	HANDS	muhammad.usman@hands.org.pk
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19	E&S Specialist	SAFCO	zulfiqar.muttaqi@safcosupport.org
20	District Manager	SAFCO	Samad.phulphoto@safcosupport.org
21	Team Leader	SAFCO	Rameez.memon@safcosupport.org
22	Team Leader	NRSP	gulam.mustafa@nrsp.org.pk
23	E&S Specialist	NRSP	nazeer.ahmed@nrsp.org.pk
24	Team Lead	HANDS	muhammad.usmam@hands.org
25	E&S Specialist	HANDS	azra.bano@hands.org