

World Bank

Unleashing the Blue Economy of the Caribbean (UBEC)

## Stakeholder Engagement Plan

Draft for Consultation

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Draft

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## 1. Introduction: The World Bank's Environmental & Social Framework

The World Bank's Environmental and Social Framework (ESF) is designed to protect people and the environment from potential adverse impacts that could arise from World Bank-financed projects and to improve development outcomes. The ESF ensures that World Bank-financed projects are guided by transparency, non-discrimination, social inclusion, public participation and accountability. The ESF also builds Borrower governments' own capacity to deal with environmental and social issues.

The World Bank's ESF consists of:

- The World Bank's Vision for Sustainable Development;
- The World Bank's Environmental and Social Policy for Investment Project Financing, which sets out the requirements that apply to the Bank;
- Ten Environmental and Social Standards (ESS), setting out requirements applying to Borrowers;
- Environmental and Social Directive for Investment Project Financing; and,
- Directive Addressing Risks and Impacts on Disadvantaged or Vulnerable Individuals or Groups<sup>1</sup>.

The World Bank standards relevant to the UBEC project are: ESS1 Assessment and Management of Environmental and Social Risks and Impacts; ESS2 Labour and Working Conditions; ESS3 Resource Efficiency and Pollution Prevention and Management; ESS4 Community Health and Safety; ESS5 Land Acquisition, Restrictions on Land Use and Involuntary Resettlement; ESS6 Biodiversity Conservation and Sustainable Management of Living Natural Resources; ESS8 Cultural Heritage and ESS10 Stakeholder Engagement and Information Disclosure. These are addressed within the context of the project's ESMF document.

This Stakeholder Engagement Plan (SEP) serves as one of four ESF instruments being prepared for the Unleashing the Blue Economy of the Caribbean (UBEC) Program:

- Environmental & Social Management Framework (ESMF);
- Labour Management Procedures (LMP);
- Resettlement and Process Framework (RPF), and,
- Stakeholder Engagement Plan (SEP).

## 2. Objectives of the Stakeholder Engagement Plan

This SEP establishes the purpose and methods of engagement and information disclosure during implementation of the UBEC program. The SEP serves as a guide to the Organisation of Eastern Caribbean States (OECS) and OECS member states participating in UBEC in ensuring that stakeholder engagement and transparency occur at all stages of project implementation.

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<sup>1</sup> More information on the ESF is available from <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>.

Consistent with ESS10, the specific objectives of this SEP are as follows:

1. To establish a systematic approach to stakeholder engagement, identifying stakeholders and building and maintaining a constructive relationship with them.
2. To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account in project design.
3. To promote and provide means for effective and inclusive engagement with stakeholders affected by project activities throughout the project life cycle.
4. To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner.
5. To provide project-affected parties with accessible and inclusive means to raise issues and grievances and to respond to and manage such grievances.

Consistent with ESS10, stakeholder engagement begins at the project preparation stage. Consultations at this early stage are used to disseminate project material explaining intended project benefits and communication systems. These early consultations also serve to inform stakeholders of anticipated environmental and social risks and impacts, mitigation measures, and associated ESF instruments. Finally, stakeholder consultation undertaken at the project preparation stage is essential for strengthening the stakeholder analysis included in the SEP. A description of consultation activities conducted at the UBEC project preparation stage are presented in Section 6.

In addition to a stakeholder analysis (Section 5), the SEP presents a suite of engagement methods appropriate to a range of stakeholder types, to be implemented at various points throughout project implementation cycle (Section 7). This stakeholder engagement program is designed to support continuous efforts to keep stakeholders informed about project implementation generally, and to disclose project information about environmental and social risks and associated risk mitigation measures. Finally, stakeholder engagement is also meant to ensure that the SEP document itself is updated and strengthened over time.

Finally, section 8 offers a detailed Grievance Redress Mechanism (GRM) enabling the national and regional Project Implementing Units (PIUs) to respond to concerns and grievances of project-affected parties related to the implementation of the project in a timely manner.

It is important to note that the SEP is a living document and is meant to be updated during the life of the project. Use of the SEP as a to inform the scope, and frequency of stakeholder engagement should be proportionate to the nature and scale of the project and its potential risks and impacts.

### 3. Program Description

The Unleashing the Blue Economy of the Caribbean (UBEC) Program is to be implemented as a Series of Projects (SOP) over a five to fifteen-year period, with each project implemented over a five-year period as per projected country demand<sup>2</sup>. UBEC's Proposed Development Objective (PDO) is to strengthen the enabling environment for the blue economy and to enhance resilience of selected coastal infrastructure in and across participating countries. The PDO serves as an overall framework for strengthening the management and resilience of marine and coastal assets to stimulate select OECS economies at the regional, national and community levels. In particular, participating countries will benefit from improved competitiveness of their economies in three critical and interconnected sectors: tourism, fisheries & aquaculture and waste management.

While the UBEC program challenges are regional in nature, addressing these will require interventions and institution building at both the regional and national levels. Coordination among participating countries is critical for enhancing synergies given their economic dependence on tourism and their shared marine ecosystems and fishery resources, as well as mitigating coastal and marine pollution.

The SOP approach enables countries to join the program when they are ready, and to participate at different implementation levels within the same PDO framework. Investment projects to be initiated in FY2022 are to be led by the governments of Grenada, Saint Lucia, Saint Vincent and the Grenadines and the OECS Commission. A second phase comprising at least one additional country-level investment projects is expected to be initiated in FY2023-2025. These could involve Antigua and Barbuda and Dominica, among others. Other Caribbean countries may participate from FY2024 onwards. The design of the second and subsequent phase of projects will consider the capacity of institutions, technical competencies, and challenges, and will benefit from lessons learned from phase one.

The phase 1 project in the SOP is designed to stimulate economic recovery and support marine and coastal resilience in the three participating countries by strengthening the sustainability and competitiveness of two critical, interconnected sectors – tourism and fisheries – and one underlying enabling infrastructure service, waste management. These objectives are to be accomplished through four program components.

#### **COMPONENT 1: STRENGTHENING GOVERNANCE, POLICIES AND CAPACITY BUILDING FOR KEY PRODUCTIVE SECTORS**

This component, through its two sub-components, targets national and regional policies, strategies, institutions, legal frameworks, and capacity building by the public sector necessary to support economic recovery and jobs and to improve the management of natural assets contributing to the regional marine environmental health and resilience.

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<sup>2</sup> The term "Program" in this document refers to a Series of Projects (SOP). The SOP approach provides flexibility for considerable economies of scale and facilitates positive spillovers that accommodate for financial constraints.

**Subcomponent 1.1 Strengthening Regional Policies, Institutions and Coordination:** This subcomponent will support the harmonization of regulations and government procedures, while boosting regional cooperation to allow for stronger economies of scale in the region. With the OECS Commission playing a strategic role in strengthening regional integration and helping to manage shared economic resources in the interest of OECS countries, the regional approach will address potential transboundary issues and increase the impact of national interventions. The regional approach is essential to address transboundary issues such as fisheries, intra-regional tourism, and for phasing out single-use plastics. This subcomponent will support the update of regional policies on tourism, fisheries, and waste management and marine litter, as well as the development and management of regional knowledge and data systems and regional knowledge exchanges.

**Subcomponent 1.2 Strengthening National Policies, Institutions and Capacity Building:** This subcomponent is designed to strengthen governance and the regulatory framework of tourism, fisheries and aquaculture, and waste management at the national level in the three participating countries. This will be achieved through (i) support for sectoral standards, policies, and/or operational guidelines, (ii) policy measures aimed at increasing value added investments and reducing plastic pollution and enhancing domestic waste management, and (iii) capacity development to ensure the region has access to a skilled workforce.

## **COMPONENT 2 - SCALE UP ACCESS TO FINANCE AND INFRASTRUCTURE INVESTMENTS IN THE BLUE ECONOMY**

Delivered through two subcomponents, this component includes an innovative financing mechanism to enable private sector-led growth and direct investments into economic activities that enhance ocean health and resilience leading to an increase in employment and greater GDP contribution from ocean assets.

**Subcomponent 2.1-Scale Up Access to Finance to Small and Medium Enterprises (SMEs) and Fisherfolk Communities:** The project will focus on two financing mechanisms under this subcomponent.

*The Regional SME matching grants program* is designed to finance business development services (BDS) and matching grants to increase the productivity, job creation, and upgrade the capabilities of SMEs and communities within the blue economy value chains for the region's tourism, fisheries and aquaculture, and waste management sectors. The matching grants will be provided both at the individual firm level (Window 1) and at the value chain group level (Window 2). Specific attention will be given to assisting youth and women-owned SMEs and those that work within regional supply chains to address and build business ideas out of critical regional problems such as plastics or sargassum. Eligibility criteria will ensure SMEs with commercial viability adopt an approach of building back better, respecting the integrity and resilience of the regional coastal ecosystems. The program will be managed at the regional level by the OECS Commission to foster greater regional collaboration..

*Expansion of the regional climate-risk insurance for fisheries* focuses on the Caribbean Ocean and Aquaculture Sustainability Facility (COAST) fisheries risk insurance scheme. The COAST insurance product supports governments' efforts to rapidly channel financial resources to those fishers most impacted by extreme weather events, by providing governments with funding to cover the most immediate needs of fishers following a natural disaster or extreme weather event. COAST enhances inclusiveness by covering, among others, fish vendors and processors, most of whom are women.

Through formal registration in the scheme, these women, for the first time, will be insured to support their livelihoods. On a pilot basis, the Caribbean Catastrophe Insurance Facility (CCRIF) has made the COAST product available to Grenada and Saint Lucia, for the 2019/20, 2020/21 and 2021/22 policy years. This Project UBEC will now extend this risk insurance product to SVG and continue to support Grenada and Saint Lucia to scale up efforts in the application of this insurance product.

**Subcomponent 2.2 Scale Up Infrastructure Investments for Economic Resilience and Ocean Health:**

This subcomponent will support direct investments in resilient coastal infrastructure that generate jobs in the short-term and lay the foundation for long-term recovery through investments that help build a low-carbon, less polluting, more sustainable and resilient coastal economy that is adaptive to climate change. Public investments supported by this sub-component will serve to de-risk private investment by improving, restoring or preserving healthy and functioning marine ecosystems, and measures to prevent further degradation of key marine/coastal hotspots. This activity will also finance pre-feasibility studies, climate risk screening, cost-benefit analysis, environmental and social impacts, and public consultations.

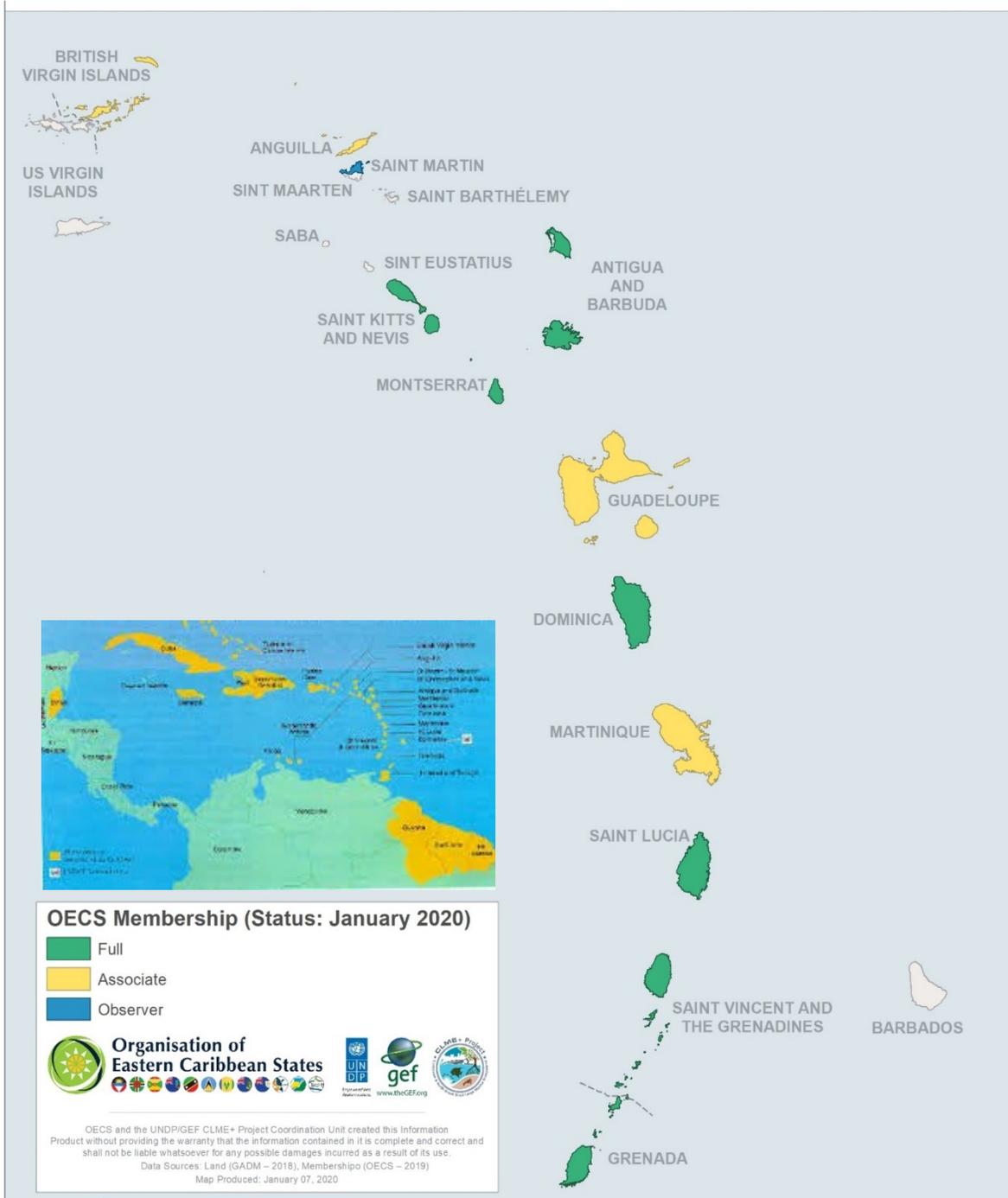
**COMPONENT 3: CONTINGENT EMERGENCY RESPONSE COMPONENT (CERC)**

This component will support the capacity of the participating countries to rapidly respond in the event of a future eligible crisis or emergency defined as “an event that has caused, or is likely to imminently cause, a major adverse economic and/or social impact associated with natural or man-made crises or disasters.” Such events may include a disease outbreak such the COVID-19 pandemic. This component would draw from uncommitted loan resources from other project components to cover the emergency response.

**COMPONENT 4 - PROJECT MANAGEMENT, COMMUNICATION AND REGIONAL COORDINATION**

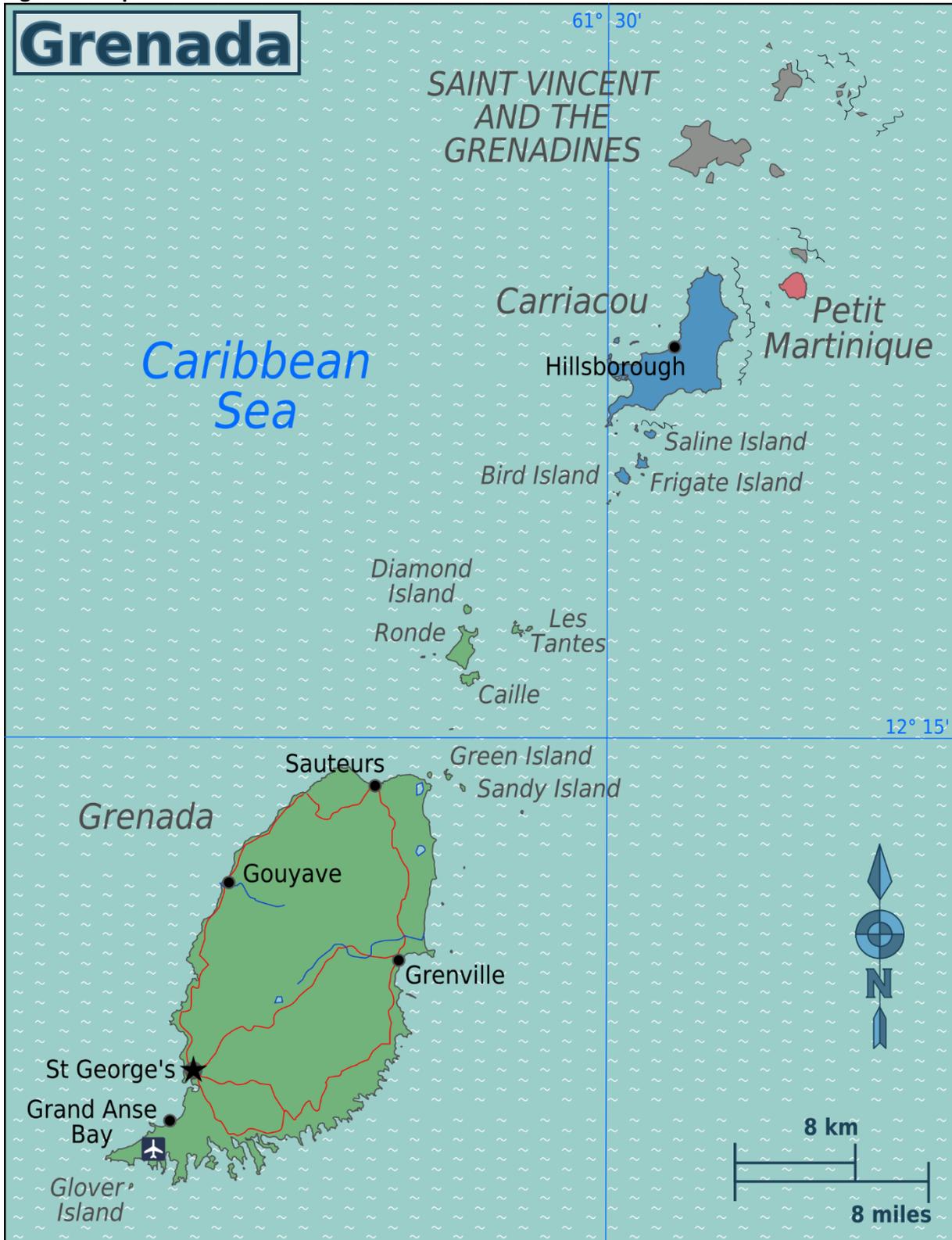
The objective of this component is to ensure effective project implementation, monitoring of activities and final project evaluation. The component will finance the expenditures of Project Implementation Unit (PIU) in each country related to project coordination and management; compliance with environmental and social safeguards; monitoring, evaluation, and impact assessment; data collection; fiduciary administration, accounting and financial/technical audits; stakeholder and citizens’ engagement mechanism, including a grievance redress mechanism; communications; and regional coordination.

Figure 1. The Eastern Caribbean Region<sup>3</sup>



<sup>3</sup> Source: <https://clmeplus.org/doculibrary/members-of-the-organisation-of-the-eastern-caribbean-stated-oecs-map/>

Figure 2. Map of Grenada<sup>4</sup>



<sup>4</sup> Source: [https://commons.wikimedia.org/wiki/File:Grenada\\_Regions\\_map.svg](https://commons.wikimedia.org/wiki/File:Grenada_Regions_map.svg)

Figure 3. Map of Saint Lucia<sup>5</sup>



<sup>5</sup> Source: [https://upload.wikimedia.org/wikipedia/commons/3/3f/Saint\\_Lucia\\_geography\\_map\\_en.png](https://upload.wikimedia.org/wikipedia/commons/3/3f/Saint_Lucia_geography_map_en.png)

Figure 4. Map of St. Vincent and the Grenadines<sup>6</sup>



<sup>6</sup> Source: [https://upload.wikimedia.org/wikipedia/commons/thumb/8/86/Saint\\_Vincent\\_and\\_the\\_Grenadines.svg/330px-Saint\\_Vincent\\_and\\_the\\_Grenadines.svg.png](https://upload.wikimedia.org/wikipedia/commons/thumb/8/86/Saint_Vincent_and_the_Grenadines.svg/330px-Saint_Vincent_and_the_Grenadines.svg.png)

## **INSTITUTIONAL STRUCTURE FOR PROJECT IMPLEMENTATION**

The program will be implemented at both the national and regional levels, under a coordinated framework. The implementation arrangements are designed to ensure clear ownership of the project components and to strengthen regional and inter-ministerial coordination among and within the participating countries. The implementation of this ESMF requires involvement of several stakeholders each with different roles and responsibilities to ensure sound environmental and social management during project implementation.

Phase 1 national participants will include the governments of Grenada, Saint Lucia and Saint Vincent and the Grenadines, with the OECS Commission as the regional entity. At the national level, the Ministry of Implementation (MOIID) in Grenada, the Ministry of Finance (MoF) of Saint Lucia, and the Ministry of Tourism, Civil Aviation, Sustainable Development and Culture (MTSD) of Saint Vincent and the Grenadines will be responsible for project execution, in close collaboration with the implementing line ministries for each component. At the regional level, the OECS Commission will be the institution principally responsible for regional coordination, knowledge exchange, and providing additional capacity to project implementation and monitoring of impacts.

The Regional Project Steering Committee (PSC) will conduct the overall management/oversight of the project. The PSC would be composed of a Permanent Secretary-level representative from the Ministry of Finance from each country, and a representative from the OECS Commission (Director General or delegate). The PSC will be responsible for: 1) oversight of annual workplans, 2) regional procurement decisions, 3) discussion and agreement on regional policy issues related to the blue economy, 4) oversight of regional fiduciary matters; and 5) oversight of reporting requirements from National PIUs.

A dedicated Project Implementation Unit (PIU) will be established within the OECS Commission and within each participating country. The regional PIU will be led by a full-time Project Manager and will include a full-time M&E specialist, a full-time procurement specialist, a dedicated technical specialist for each of the three project sectors, an environmental safeguards specialist and a social safeguards specialist.

The regional PIU will be responsible for (i) facilitating the regional coordination of the Project through implementation support to the National PIUs, and (ii) implementing the regional grant-financed activities. More specifically, the regional PIU will be responsible for (a) providing input and coordinating support to the PSC on strengthening and harmonizing regional policies among the two participating countries to support economic recovery, jobs and ecosystem health (Subcomponent 1.1); (b) managing and monitoring the Regional Small and Medium-sized Enterprises (SME) Grant program to foster the recovery and the resilience of SMEs in the region (Subcomponent 2.1a); (c) managing regional M&E and consolidating M&E data received from the national PIUs; and (d) fiduciary functions (procurement and financial management) for regional activities.

Each country will have a national PIU responsible for implementing national-level activities and coordinating with relevant national ministries. National level PIUs will have a full-time project manager that will be housed at the Ministry of Finance for SLU, the Ministry of Tourism for SVG and at the Ministry of Implementation for Grenada. The full-time project manager will be responsible for ensuring the delivery of all national activities, including obtaining the necessary approvals for procurement and safeguards documents, data collection and reporting on national M&E indicators. The Financial Management function will be managed at the country level, either within the PIU or through an existing centralized arrangement (Grenada). Each national PIU will also have an environmental safeguards specialist and a social safeguards specialist responsible for approval of ESF documents at the national level, and supervision of safeguard matters related to national project activities.

In each country, the National Ocean Governance Committee will serve as the National Blue Economy Technical Committee (NBETC) for the Project. The NBETC will advise the national PIUs on the technical implementation and contracting of activities related to the areas of Tourism, Fisheries and Aquaculture, and Solid Waste Management, and the Regional PIU on policy issues. The Regional Ocean Governance Team (OGT) will work to facilitate coordination between the governments and regional institutions and help address strategic issues impacting project implementation. It will also be responsible for oversight of the regional activities and ensure coordination with other OECS countries not participating in the Project.

Responsibilities of the national E&S safeguards specialists will include approval of national ESF documents and the supervision of all national-scale safeguard matters, including monitoring and reporting on national scale project and sub-project compliance with ESF instruments. E&S safeguards specialists will also participate in national scale sub-project screening and risk assessment. E&S safeguards specialists will benefit from technical support from regional counterparts contracted by the OECS Commission.

National PIUs will be supported by various resources. The regional PIU will provide extensive support to the national PIUs, including the drafting of ESF instruments and preparation of bidding documents, though the approval of all ESF documents and supervision of the application of the ESF will remain the responsibility of the national PIU. For complex procurement activities, the Project will also use a Hands-on Expanded Implementation Support (HEIS), in which the WB will provide specific procurement support, though the approval of bidding documents, bid evaluations and awards will still be the responsibility of the regional or national PIUs. For the regional SME grant program, the regional PIU at the OECS Commission will manage it in close consultation with national PIUs.

#### 4. Environmental and Social Risk

The project's Environmental and Social Risk Classification has been rated as Substantial under the World Bank's ESF. A more detailed assessment of the known environmental and social risks is presented in the accompanying ESMF. Table 1 below summarizes the main risks related to the four project components.

Due to the design of the project, which involves the award of grants and technical assistance for sub-projects under Component 2, it is not possible to assess risks in detail during project preparation.

**Table 1. Main Social Risks Related to Each Project Component**

Project Component	Primary Risk
1- Strengthening Governance, Policies, and Capacity Building for Key Productive Sectors	<p><u>Exclusion areas</u>: Component 1.1 may fund “regulations for sensitive marine protected areas”. that may result in areas that are traditionally used for tourism or fishing activities becoming exclusion areas, thereby affecting the livelihood of tourism operators or fishers who visit the spots to earn a living.</p>
2- Scale Up Access to Finance & Infrastructure Investments in the Blue Economy	<p><u>Preliminary investments</u> identified include improving the wastewater management system; building or refurbishing fish landing and processing facilities; and developing scuba diving trails and artificial reefs to improve the marine tourism experience. Impacts from such activities are expected to be site specific and reversible. Typical construction related impacts are likely for new building construction and refurbishment.</p> <p><u>Pollution Prevention</u>: Investments in waste management such as improving the wastewater system, collection, segregation, recycling and disposal of waste with emphasis to reduce plastic pollution will take place.</p> <p><u>Resettlement</u>: The type and location of these civil work activities has not yet been determined. Therefore, it is not yet known whether the project will result in any land acquisition, involuntary resettlement or economic displacement.</p> <p><u>Labour &amp; Working Conditions</u>: Risks may include those related to worker safety affecting local contractors, including the risk of contracting Covid-19. Primary supply workers may face risks of child and/or forced labour as well as worker safety.</p> <p><u>Community Health &amp; Safety</u>: Project-related risks associated with the implementation of sub-project activities at the community level, which could result in transmission of communicable diseases, such as COVID-19. For construction activities, there is also the risk of increased traffic, dust and noise in project communities.</p>
3- Contingent Emergency Response Component	<p>While implementation of Component 3 will comprise a narrower range of activities, a similar range of environmental and social risks may apply as those identified for Component 2<sup>7</sup>.</p>

<sup>7</sup> At the time of writing, risks related to Component 3 were unknown. An Operations Manual for CERC identifying risks and mitigation measures is to be developed as part of broader UBEEC project preparation activities.

Project Component	Primary Risk
4- Project Management, Communication and Regional Coordination	The primary risk relates to the health and safety of workers and contractors engaged to implement Component 4 activities.

## 5. Stakeholder Identification and Analysis

A necessary starting point to stakeholder engagement is a thorough identification and analysis of key stakeholders. This stakeholder map should be reviewed and updated throughout the life of the project. Implementation of the UBEC project requires the active input of key stakeholders in each participating country.

The primary focus of stakeholder engagement is on reaching those individuals, groups and communities directly affected by project activities. This includes stakeholders active in the tourism, fisheries & aquaculture and waste management sectors, including those involved in different value chain activities within each country, and internationally. However, the stakeholder map also identifies organisations who may not be directly affected by project activities, but nonetheless have an interest in its outcome<sup>8</sup>. Engaging these interested parties will strengthen project design and improve project outcomes. The stakeholder analysis also brings attention to the importance of engaging with vulnerable individuals and groups.

The focus of the SEP is on five broad groups of stakeholders:

**(i) National Government Ministries, Departments and Agencies**

Government ministries, departments and agencies are integral to the overall success of the project throughout the project cycle. They play a critical role in physical, technical, legal and regulatory framework of the project, including through inter-departmental collaboration.

**(ii) Private Sector Organisations**

The focus of private sector stakeholder engagement is on small and medium-sized enterprises (SME) and the associations representing the interests of SME active in the tourism, fisheries & aquaculture and waste management sectors in each of the three countries. These include:

- Affected SMEs in the fisheries & aquaculture sector: Domestic commercial fishing, artisanal fishing, subsistence fishing, crab harvesting, and sea moss harvesting.

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<sup>8</sup> World Bank 2018 Guidance Note on ESS10 defines “*project-affected parties*” as individuals, groups or communities likely to be affected by the project because of actual impacts or potential risks to their physical environment, health, security, cultural practices, well-being, or livelihoods. These individuals or groups, including local communities. “*Other interested parties*” refers to individuals, groups, or organizations with an interest in the project, which may be because of the project location, its characteristics, its impacts, or matters related to public interest. These parties may include regulators, government officials, the private sector, the scientific community, academics, unions, women’s organizations, other civil society organizations, and cultural groups.

- Affected SMEs in marine-based tourism: Diving & snorkelling, Yachting & marine charters, Water taxis, Vendors, Horseback riding, Small tour guides, Sport fishermen, and Tour operators.
- Industry associations: Chambers of commerce, Hospitality associations and Fisherfolk cooperatives.

**(iii) Civil Society Organisations and civil society at large**

Civil society groups within each of the three participating countries consist of a wide variety of organizations contributing directly to the three project sectors, including non-governmental organizations (NGOs), community-based organisations (CBOs), universities and technical schools, and the media. Examples of civil society groups/organizations for each country include:

- NGOs active in environmental stewardship, conservation, and social enterprise
- Secondary Schools, Community Colleges and other learning institutions offering courses on environmental conservation, climate change and entrepreneurship.
- Media houses: Television and radio broadcasting stations
- Influencers: including experts, artists and cultural icons

**(iv) Regional Organisations**

A number of government and civil society organisations active in the tourism, fisheries & aquaculture and waste management sectors operate at a regional scale. These regional groups are generally “interested parties”, whose perspectives and input will inform and strengthen project implementation.

**(v) Vulnerable Individuals and Groups**

These include individuals who own and operate micro-enterprises and sole proprietorships in the tourism and fisheries & aquaculture sectors, as well as individuals in affected communities facing a range of limitations and obstacles to benefiting fully from project activities. Vulnerable individuals and groups are identified in Section 5.5

The analysis presented in the following tables focuses on stakeholders in three Eastern Caribbean countries of Grenada, Saint Lucia and St. Vincent and the Grenadines. The analysis offers a brief description of each stakeholder, identifies each stakeholder as “affected” or “interested,” and offers a simple assessment regarding ease of access to web-based technologies<sup>9</sup>.

**5.1 Grenada Stakeholders**

<b>Stakeholder</b>	<b>Description</b>	<b>Sector</b>	<b>Affected/ Interested</b>	<b>Access to Tech</b>
Ministry of Finance, Planning, Economic Development & Physical Development	UBEC project executing agency and lead on national development policy. Responsible for the implementation of fiscal and economic policies as well as the facilitation	Government/ Cross-sector (UBEC Project Execution)	Affected	High

<sup>9</sup> This overview draws from a stakeholder analysis undertaken by OECS for the Caribbean Regional Oceanscape Project (CROP).

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
	of social & environmental policies in co-operation with other agencies, thereby providing & enabling sustainable growth.			
Fisheries Division (Ministry of Climate Resilience, the Environment, Forestry, Fisheries & Disaster Management)	Responsible for management and development of fisheries sector, including marine protected areas, resource assessment and management, and extension.	Government/ Fisheries & Aquaculture	Affected	High
Cabinet and Office of the Prime Minister	Lead on national development policy, Link to OECS Commission and regional policy.	Government/ Cross-sector	Interested	High
Physical Planning Unit, Min. of Finance, Planning, Economic Development & Physical Development	Prepares and adopts physical development plans, undertakes development control and considers planning applications.	Government/ Cross-sector	Interested	High
Ministry of Agriculture and Lands, Lands and Surveys Unit	Responsible for the management (sale or leasing) of State / Crown land, and surveying.	Government/ Cross-sector	Interested	High
Ministry of Legal Affairs	Provides legal advice to government.	Government/ Cross-sector	Interested	High
Grenada Port Authority	Manages seaports and responsible for maritime administration including shipping, maritime safety and pollution control	Government/ Cross-sector	Interested	High
National Disaster Management Agency (NADMA)	Mission is to reduce the loss of life and property within Grenada, Carriacou and Petite Martinique by ensuring that adequate preparedness, response and mitigation measures are in place to deal with the impact of hazards.	Government/ Cross-sector	Interested	High
Department of Economic and Technical Cooperation (Ministry of Finance, Economic Development, Planning and Physical Development)	Lead on national development policy; The DETC is also the national designated authority for the Green Climate Fund .	Government/ Cross-sector	Interested	High
Government Information Service	Disseminates information on project processes and outputs	Government/ Cross-sector	Interested	High
Ministry of Carriacou and Petite Martinique Affairs	Engages stakeholders in Carriacou and Petite Martinique and represents issues specific to these islands.	Government/ Cross-sector	Affected	High

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
Sustainable Development Council	Forum for national dialogue on sustainable development.	Government/ Cross-sector	Interested	High
Ministry of Tourism and Civil Aviation	Lead agency for the formulation of national policies and programs for the development and promotion of the tourism sector.	Government/ Tourism	Interested	High
Grenada Tourism Authority	A statutory corporation of the national government serving as the national tourism organization, responsible for the development of the tourism sector of Grenada, Carriacou, and Petite Martinique through destination management and marketing.	Government/ Tourism	Affected	High
Ministry of Trade, Industry, Co-Operatives & CARICOM Affairs	Includes a mandate to promote, facilitate, and harness the sustainable growth potential of the national Marine and Yachting industry through marketing, education, advocacy, networking and collective action	Government/ Tourism	Affected	High
Environment Health Division (Ministry of Health, Social Security & International Business)	Concerned with all aspects of the natural and built environment that may affect human health, including waste management hazardous materials. Consists of 13 Environmental Health Officers with offices in every parish, including Carriacou and Petite Martinique.	Government/ Waste	Affected	High
Grenada Solid Waste Management Authority	Enabled by national legislation to develop solid waste management facilities and improve the coverage and effectiveness of solid waste storage, collection and disposal facilities.	Government/ Waste	Affected	High
National Water & Sewerage Authority (NAWASA)	Responsible for the management of sewage and production and distribution of water.	Government/ Waste	Affected	High
Grenada Chamber of Industry & Commerce (GCIC)	Members cover a broad spectrum of private enterprise, including corporations, boards of trade and trade associations, serving as an organized grassroots business network in Grenada, Carriacou and Petit Martinique. The GCIC's goal is to foster a strong, competitive, and profitable economic environment that benefits, not only business, but all Grenadians.	Private Sector/ Cross-Sector	Affected	High

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
Fishers' Cooperatives: <ul style="list-style-type: none"> <li>• Gouyave Fishermen Coop. Society Ltd,</li> <li>• Southern Fishermen Association,</li> <li>• Sauteurs Fishermen Coop,</li> <li>• Melville Street Fishermen Group,</li> <li>• Grenville Fishermen Association,</li> <li>• Soubise Fishermen Coop.,</li> <li>• Calliste Fishermen Coop.</li> <li>• St. Mark Fishermen Coop.</li> <li>• Grenville FAD Fishers Association</li> <li>• Carriacou Fishermen Coop.</li> <li>• Petite Martinique Fishermen Coop.</li> </ul>	Membership-based organisations representing the interests of individuals active in the fisheries and aquaculture industries. Nine of the cooperatives are located on Grenada, with one each in Carriacou and Petit Martinique.	Private sector/ Fisheries & Aquaculture	Affected	Low
Grenada Hotel and Tourism Association (GHTA)	Non-profit, <u>non-governmental</u> organization tasked with <u>being</u> the representative private sector voice of the island's tourism sector.	Private Sector/ Tourism	Affected	High
Grenada National Training Agency (GNTA)	Lead national agency for technical and vocational education and training. Offers courses in areas relevant to the blue economy.	Civil Society/ Cross-sector	Interested	High
St. Patrick's Environmental and Community Tourism Organization (SPECTO)	Mission is to develop and coordinate ecotourism activities in the parish of St. Patrick contributing to the advancement of the people of the parish by increasing job opportunities while protecting endangered species and the environment.	Civil Society/ Cross-sector	Affected	Low

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
Ocean Spirits Inc.	Works with local communities across Grenada to utilize sea turtles and sea turtle habitat through means other than consumptive use.	Civil Society/ Cross-sector	Affected	Low
Grenada Community Development Agency (GRENCODA)	Provides guidance and support to rural individuals, families and communities to improve their quality of life by encouraging peoples participation in community-based initiatives, which will build self-reliance particularly among small farmers, low-income workers, women and youth.	Civil Society/ Cross-sector	Interested	Low
Sandy Island / Oyster Bed Marine Protected Area (SIOBMPA), Carriacou	NGO managing a unique ecosystem on the island of Carriacou.	Civil Society/ Cross-sector	Affected	Low
Caribbean Youth Environment Network – Grenada Chapter	Local chapter of a non-profit network dedicated to improving the quality of life of Caribbean young people by facilitating their personal development and full involvement in all matters pertaining to the environment & sustainable development.	Civil Society/ Cross-sector	Affected	Low
Friends of the Earth Grenada	Representatives of communities impacted by project activities and a source of knowledge and as factor of successful implementation.	Civil Society/ Cross-sector	Affected	Low
Grenada Sustainable Development Trust Fund (GSDTF)	Provides a sustainable source of financing through the development and management of endowments and other funds for supporting sustainable development initiatives and activities.	Civil Society/ Cross-sector	Interested	High
Grenada National Trust (GNT)	The GNT was established in 1967 with a mandate to “to protect Grenada’s cultural, architectural and natural heritage.”	Civil Society/ Cross-sector	Interested	High
Sustainable Grenadines Inc. (SusGren)	NGO committed to the conservation of the coastal and marine environment and sustainable livelihoods for the people in the Grenadine Islands	Civil Society/ Cross-sector	Interested	Low
Grenada Coral Reef Foundation (GCRF)	Dedicated to protecting & managing coral reefs and related ecosystems through holistic science-based marine conservation programmes. Members have expertise and experience in fisheries management and	Civil Society/ Cross-sector	Interested	Low

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
	development, and in marine protected areas			
Gaea Conservation Network	Network of biologists, ecologists, spatial and statistical modellers, conservation communication specialists, environmental policy researchers, and natural resource managers whose aim is to conserve island biodiversity and ecosystems through environmental education, research, citizen-science and capacity building.	Civil Society/ Cross-sector	Interested	Low
St. George's University, School of Art and Sciences and	Expertise and experience in disciplines relevant to coastal management and ocean governance, key role in training Grenadian expertise.	Civil Society/ Cross-sector	Interested	High
Windward Islands Research & Education Foundation (WINDREF)	Promotes health, well-being, and sustainable development through multi-disciplinary research, education, and community programs.	Civil Society/ Cross-sector	Interested	High
T. A. Marryshow Community College	National public educational institution offering post-secondary training.	Civil Society/ Cross-sector	Interested	Low
Media Workers Association of Grenada	Mandate to support dissemination of information of national or local interest.	Civil Society/ Cross-sector	Interested	Low
Inter-Agency Group of Development Organisations (IAGDO)	A national organization representing a cross-section of civil society organizations and community-based organizations across Grenada.	Civil Society/ Cross-sector	Interested	High

## 5.2 Saint Lucia Stakeholders

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
Ministry of Finance, Economic Growth, Job Creation, External Affairs and Public Service	UBEC project executing agency and responsible co-ordination of development planning, mobilization of public resources, and ensuring effective accountability for the use of such resources.	Government/ Cross-sector (UBEC Project Execution)	Affected	High
Government Information Service (GIS)	An information and communication network responsible for disseminating accurate facts on government policies, programmes, services and activities.	Government/ Cross-sector	Interested	High

<b>Stakeholder</b>	<b>Description</b>	<b>Sector</b>	<b>Affected/ Interested</b>	<b>Access to Tech</b>
Office of the Prime Minister	Lead on development policy, budgeting, external relations.	Government/ Cross-sector	Interested	High
Department of Sustainable Development	Lead policy agency for achieving sustainable development and for national response to climate change. Focal point for most multi-lateral environmental agreements, as well as for the Global Environment Facility and the Adaptation Fund.	Government/ Cross-sector	Interested	High
Ministry of Economic Development, Housing, Urban Renewal, Transport and Civil Aviation	Responsible for preparing, implementing and monitoring Saint Lucia's development plans, and is the Nationally Designated Authority for the Green Climate Fund.	Government/ Cross-sector	Interested	High
Department of Physical Planning (Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives, and Development Control Authority)	Responsible for development planning and development control, including the granting of planning permission for developments in coastal areas.	Government/ Cross-sector	Interested	High
National Conservation Authority (NCA)	Responsible for the management of beaches and more generally of coastal, protected and other declared or designated areas established under the NCA Act.	Government/ Cross-sector	Interested	High
Division of Maritime Affairs (Saint Lucia Air and Sea Ports Authority)	Offers institutional support to the government's ocean governance team and has responsibility for the safety and security of shipping in Saint Lucian waters and ports, the prevention of pollution from ships, the implementation of maritime legislation and conventions and the facilitation and development of the maritime sector.	Government/ Cross-sector	Interested	High
Saint Lucia Air and Sea Ports Authority (SLASPA)	Responsible for the management of five seaports (Castries, Cul de Sac, Rodney Bay, Soufriere and Vieux Fort), the regulation of marine operations and the	Government/ Cross-sector	Interested	High

<b>Stakeholder</b>	<b>Description</b>	<b>Sector</b>	<b>Affected/ Interested</b>	<b>Access to Tech</b>
	registration of craft operators, and the issuance of notices to mariners.			
Attorney General's Chambers	Provides legal advice and services to both government and the general public. Its actions include the drafting of legislation and the provision of advisory and litigation services.	Government/ Cross-sector	Interested	High
Invest Saint Lucia	The official investment promotion agency, it is responsible for stimulating, facilitating & fostering investment opportunities for both foreign and local investors in Saint Lucia.	Government/ Cross-sector	Interested	High
Ministry of Infrastructure, Ports, Energy and Labour	Responsibility for seaports, coastal infrastructure and energy.	Government/ Cross-sector	Interested	High
National Emergency Management Organisation (NEMO)	Responsible for planning responses to disasters, including inputs in development control in coastal areas.	Government/ Cross-sector	Interested	High
Ministry of Equity, Social Justice, Empowerment, Youth Development, Sports and Local Government	To promote, support and facilitate the participation, development and organization of our people, in utilizing their resources to effect self-directed change towards the economic, social, cultural, political and spiritual advancement of themselves, their communities and the nation	Government/ Cross-sector	Affected	High
Central Statistical Office of Saint Lucia	National government agency responsible for produce accurate, reliable and timely information on Saint Lucia	Government/ Cross-sector	Interested	High
Fisheries Department (Ministry of Agriculture)	Oversees the fisheries sector in a manner ensuring its sustainability, protects marine biodiversity and regulates other marine-based activities so as to mitigate negative impacts on fishers' livelihoods.	Government/ Fisheries & aquaculture	Affected	High
Ministry of Tourism, Information and Broadcasting	Responsible for tourism development policy, standards, product development and regulations.	Government/ Tourism	Affected	High
Saint Lucia Tourism Authority (SLTA)	Responsible for branding and marketing Saint Lucia's tourism products.	Government/ Tourism	Affected	High

<b>Stakeholder</b>	<b>Description</b>	<b>Sector</b>	<b>Affected/ Interested</b>	<b>Access to Tech</b>
Ministry of Health	Responsible for health policy, the management of health institutions and infrastructure, and environmental health, including waste management and hazardous waste.	Government/ Waste	Affected	High
Saint Lucia Solid Waste Management Authority (SLSWMA)	Implements an integrated system for the collection, treatment, recycling, and disposal of solid and hazardous waste.	Government/ Waste	Affected	High
ANBAGLO, Saint Lucia Dive Association	Represents the ten most important diving operators on Saint Lucia, both private businesses and ones attached to major hotels (e.g. Sandals, Sugar Beach, Windjammer and Anse Chastanet / Jade Mountain).	Private Sector/ Tourism	Affected	High
Saint Lucia Chamber of Commerce, Industry and Agriculture	A key role played by the Chamber is that of representation of private sector interests at the National Level. The Chamber is part of the national institutional framework and an important partner in the development of St. Lucia.	Private Sector/ Cross-Sector	Affected	High
St. Lucia Co-operative Credit Union League Ltd.	The umbrella organisation for Saint Lucia's 16 Credit Unions, it seeks to foster their growth and welfare, so that by creating an enabling environment their members have access to affordable financial services to cover their socio-economic needs. Several members provide financing to fishing and other marine-based sectors.	Private Sector/ Cross-sector	Interested	High
Fishers' Cooperatives in Gros Islet, Castries, Anse la Raye/Canaries, Soufriere, Choiseul, Laborie, Goodwill/Vieux Fort, East Coast/Micoud, and Dennery	Nine functioning fishers cooperatives run by a Manager and Board of Directors representing the interests of individuals employed in the fisheries and aquaculture industries in fishing communities across Saint Lucia.	Private sector/ Fisheries & Aquaculture	Affected	Low
Saint Lucia Hospitality and Tourism Association (SLHTA)	The official organisation and national spokesperson of Saint Lucia's hotel and restaurant sector. It functions as the principal intermediary for tourism	Private Sector/ Tourism	Affected	High

<b>Stakeholder</b>	<b>Description</b>	<b>Sector</b>	<b>Affected/ Interested</b>	<b>Access to Tech</b>
	service providers and is an influential lobby on tourism development issues.			
Endless Summer Cruises, First 4 Sail, Hackshaw's Boat Charters, Sea Spray Cruises, Sail Oasis, Saint Lucia Wave Riders, Jus' Sail, Cox and Company Ltd.	Companies offering boat charters for yachting and sailing active in Saint Lucia.	Private sector/ Tourism	Affected	High
Tropical Shipping St. Lucia Ltd.	Local subsidiary of Florida-based shipping & insurance company for marine cargo, including the shipment of chilled or frozen products, from and to the USA and the Caribbean.	Private sector/ Tourism	Affected	High
Soufriere Marine Management Association (SMMA)	A self-sustained not-for-profit NGO authorized by the Government of St. Lucia to manage both the Soufriere and Canaries & Anse La Raye Marine Management Areas	Civil Society/ Cross-sector	Interested	Low
Saint Lucia National Trust (SLNT)	Established by statute in 1975, the SLNT is charged "to conserve the natural and cultural heritage of Saint Lucia" and as such manages, among others, coastal nature reserves (e.g. Maria Islands Nature Reserve, several offshore islands), environmental protection areas (Pointe Sable Environmental Protection Area) and other sites (Pigeon Island National Landmark).	Civil society/ Cross-sector	Interested	High
Caribbean Youth Environment Network (CYEN) – Saint Lucia Chapter	Local chapter of a non-profit organisation that promotes education and training, Caribbean integration and community empowerment as "tools to develop an ethic amongst young people that assists in the conservation and protection of natural resources within the Wider Caribbean".	Civil Society/ Cross-sector	Interested	Low
Saint Lucia National Conservation Fund (SLUNCF)	Dedicated to the conservation, restoration, and effective management of Saint Lucia's biodiversity and natural resources.	Civil society/ Cross-sector	Interested	High

<b>Stakeholder</b>	<b>Description</b>	<b>Sector</b>	<b>Affected/ Interested</b>	<b>Access to Tech</b>
Canaries Community Improvement Foundation (CCIF)	Aims to make the fishing village of Canaries more resilient to the impacts of climate change & uplift its economy. It is responsible for a ridge-to-reef project which includes a community-run coral nursery and fish sanctuary which benefitted from the GEF's small grants programme.	Civil society/ Cross-sector	Affected	Low
Aupicon Charcoal and Agricultural Group	Community groups engaged in sustainable livelihoods within the Pointe Sable Environmental Protection Area.	Civil society/ Cross-sector	Affected	Low
Sir Arthur Lewis Community College (SALCC)	Saint Lucia's sole public tertiary education institution, it prepares for degrees in, among others, teaching, business, agri-entrepreneurship and climate-smart agriculture, engineering, technology and sustainable tourism.	Civil society/ Cross-sector	Interested	High
Soufriere Constituency Council, Soufriere Regional Development Foundation, Soufriere Water Taxi Association	Key stakeholders in the coastal community of Soufriere.	Civil society/ Cross-sector	Affected	Low
Gros Islet Constituency Council	Key stakeholders in the coastal community of Gros Islet.	Civil society/ Cross-sector	Affected	Low
Dennery South Constituency Council	Key stakeholders in the coastal community of Dennery.	Civil society/ Cross-sector	Affected	Low
Laborie-Augier Constituency Council, Laborie Development Foundation, Laborie Cooperative Credit Union	Key stakeholders in the coastal community of Laborie.	Civil society/ Cross-sector	Affected	Low
Saint Lucia Fisherfolk Cooperative Society	Fishers' umbrella organisation, replacing the National Association of Fisherfolk Cooperatives. It acts as the united voice expressing fishers' interests and concerns in order to resolve potential conflicts and improve their largely artisanal livelihoods.	Civil Society/ Fisheries & Aquaculture	Affected	Low

<b>Stakeholder</b>	<b>Description</b>	<b>Sector</b>	<b>Affected/ Interested</b>	<b>Access to Tech</b>
Sea Moss Farmers Associations	Represent the interest of the emerging Sea Moss industry. Includes the Praslin Sea Moss Farmers' Association	Civil Society/ Fisheries & Aquaculture	Affected	Low
The National Council of and for Persons with Disabilities (NCPD)	promote policies, programmes, practices and procedures for individuals with disabilities and to empower the disabled community to achieve equality, independence and economic self sufficiency	Civil society/ Cross-sector	Interested	High
Rise Saint Lucia	Not-for-profit, non-governmental organization, formed in St. Lucia in 2007, dedicated to the healthy development of people, especially youth.	Civil society/ Cross-sector	Interested	Low
Raise your voice Saint Lucia	Founded in 2012, Raise Your Voice Saint Lucia Inc is an organization determined to empower women and children victims of domestic violence in Saint Lucia by providing them the social and economic skills necessary to help them reach their fullest potential.	Civil society/ Cross-sector	Interested	High
National Youth Council	he primary activities of the Council include youth mobilization and equipping youth with basic leadership skills, providing them with avenues which will enable them to create employment for other young people as well as themselves. The	Civil society/ Cross-sector	Interested	High
Caribbean Youth Environment Network (CYEN)	CYEN is a non-profit network organization dedicated to improving the quality of life of Caribbean young people by facilitating their personal development and full involvement in all matters pertaining to the environment and sustainable development.	Civil society/ Cross-sector	Interested	High
Helen's Daughters	Established in 2016 out of a call for proposals from UN Women's Empower Women Champions for Change Program. The organization supports rural women with the use of adaptive agricultural techniques, capacity-building and improved market access.	Civil society/ Cross-sector	Affected	High

### 5.3 St. Vincent and the Grenadines Stakeholders

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
Ministry of Finance, Economic Planning and Information Technology	UBEC project executing agency and leading the process of re-engineering economic growth, promoting sustainable development and improving the quality of life of all Vincentians.	Government/ Cross-sector (UBEC Project Execution)	Affected	High
Fisheries Division (Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry & Labour)	Aims to effectively manage and develop the fisheries sector, in consultation with all stakeholders and within the context of economic diversification, through the sustainable utilization of available aquatic resources, by research, technology transfer and training, in order to optimize the sector's contribution to the national economy.	Government/ Fisheries & Aquaculture	Affected	High
Agency for Public Information (API) (Office of the Prime Minister )	Describes itself as the “main artery for the dissemination of current information related to government policy, programmes and matters of public interest”.	Government/ Cross-sector	Interested	High
Office of the Prime Minister	Lead on national development policy	Government/ Cross-sector	Interested	High
Invest SVG	Investment promotion and facilitation of investment processes. Focuses on seven main sectors, including tourism development, agro-processing, renewable energy and light manufacturing, all relevant to the blue economy.	Government/ Cross-sector	Interested	High
Ministry of National Mobilization, Social development, Family, gender Affairs , Youth, Housing, and Informal Human Settlements, Lands and Surveys, and Physical Planning	Its mandates include development control, as well as forward planning with the preparation of land use plans.	Government/ Cross-sector	Interested	High
St. Vincent and the Grenadines Port Authority (SVGPA)	Responsible for Kingstown ports (cruise, ferry boats and cargo liners) and ports of the Grenadines, in Bequia, Canouan, Mustique and Union Island.	Government/ Cross-sector	Interested	High
National Parks, Rivers and Beaches Authority (NPRBA)	Protected and other management areas are one of the instruments in coastal and marine spatial planning.	Government/ Cross-sector	Interested	High

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
Tobago Cays Marine Park (TCMP)	Manages the Marine Protected Area, an area of exceptional biodiversity and contributes to the livelihoods of the inhabitants of the Grenadines.	Government/ Cross-sector	Interested	High
Ministry of Legal Affairs	Legislative drafting and overall operations of the legal system, particularly relevant if new legislation required.	Government/ Cross-sector	Interested	High
National Emergency Management Office (NEMO)	Coordinates the use of all available resources (local, regional, and international) to ensure that all the people of St. Vincent and the Grenadines are better able to mitigate, prepare for, respond to and recover from the impact of disasters in the shortest possible time.	Government/ Cross-sector	Interested	High
Ministry of Tourism, Civil Aviation, Sustainable Development and Culture	Lead agency for the formulation of national policies and programs for the development and promotion of the sector.	Government/ Tourism	Affected	High
SVG Tourism Authority	Tourism promotion and standards in the tourism sector.	Government/ Tourism	Affected	High
Central Water and Sewerage Authority (CWSA)	Its mission is "to consistently provide all consumers with the highest quality water supply, sewerage and solid waste management services".	Government/ Waste	Affected	High
St. Vincent and the Grenadines Chamber of Industry and Commerce	Critical for private sector engagement, its membership includes a number of businesses in sectors related to the blue economy.	Private Sector/ Cross-sector	Affected	High
East Caribbean Group of Companies (ECGC)	St. Vincent-based corporation includes influential businesses.	Private sector/ Cross- sector	Interested	High
Barrouallie Fisheries Development Cooperative Society Ltd.	Primary fisherfolk cooperatives. A critical sector both as a source of knowledge and a factor of successful implementation.	Private sector/ Fisheries & Aquaculture	Affected	Low
Union Island Fisherfolk Organisation		Private sector/ Fisheries & Aquaculture	Affected	Low
Calliaqua Fisherfolk Cooperative Society Ltd. (CALFICO)		Private sector/ Fisheries & Aquaculture	Affected	Low

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
Goodwill Fishermen's Cooperative Society Ltd.		Private sector/ Fisheries & Aquaculture	Affected	Low
St. Vincent and the Grenadines Hotel and Tourism Association (SVGHTA)	Critical for private sector engagement in the various tourism sub-sectors.	Private Sector/ Tourism	Affected	High
Serenity Dive	Private business offering dive and snorkelling tours (as well as lessons) and which seeks "to promote the awareness of the importance and value of marine conservation".	Private sector/ Tourism	Affected	High
Dive St. Vincent	Calling itself a "reef field station", DSV specialises in dives centred on the marine life of St. Vincent, especially its sea creatures.	Private sector/ Tourism	Affected	High
Bequia Seafood Company Ltd.	A commercial seafood company and major exporter providing fresh and frozen conch, lobsters, and fresh pelagic and local fish operating from a fisheries facility located at Paget Farm, Bequia.	Private sector/ Fisheries & aquaculture	Affected	High
St. Vincent and the Grenadines National Trust (SVGNT)	Its mission is to preserve the cultural, natural and architectural heritage of SVG. It has developed a project to demonstrate that whale watching is an economically viable alternative to whaling and to restore old whale boats for new alternative uses.	Civil Society/ Cross-sector	Interested	High
The SVG Broadcasting Corporation	The company owns and operates the lone non subscriber television broadcasting station, SVGTv, and an FM radio station, Magic 103.7.	Civil Society/ Cross-sector	Interested	High
Sustainable Grenadines Inc. (SusGren)	NGO with a mission to empower community groups through environmental education and stewardship-building so as to ensure the Grenadines is a place of abundant healthy natural resources managed by resilient interconnected island communities.	Civil Society/ Cross-sector	Interested	Low

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
Union Island Environmental Attackers	An NGO launched by the young people of Union Island in 1999 to improve their surroundings (initially through clean-ups) so as to safeguard their economic survival by ensuring the island remained a tourist destination. Today, its aim is to “promote a more environmentally conscious and concerned community”.	Civil Society/ Cross-sector	Interested	Low
St. Vincent and the Grenadines Chamber of Agriculture & Nutrition (SVGCAN)	A network of over 2,300 farmers launched by Lennox Lampkin, who promotes all-natural farming and shares his experience using climate-smart agricultural practices with both schoolchildren and adult learners.	Civil Society/ Cross-sector	Affected	Low
Caribbean Youth Environment Network (CYEN) - SVG	Local chapter of a non-profit organisation that promotes education and training, Caribbean integration and community empowerment as “tools to develop an ethic amongst young people that assists in the conservation and protection of natural resources within the Wider Caribbean”.	Civil Society/ Cross-sector	Interested	Low
St. Vincent and the Grenadines Conservation Fund (SVGCF)	Its mission is “to ensure marine and terrestrial ecosystems of St. Vincent and the Grenadines are healthy and communities are active stewards in their conservation and management” and “to provide funding to support conservation of biodiversity”.	Civil Society/ Cross-sector	Interested	High
St. Vincent and the Grenadines Environmental Fund (SVGEF)	It has made grants in the area of marine conservation that contributed, among others, to a whale and dolphin conservation project in Bequia and Barrouallie and the conversion of a whaler into a small tourism operator (Toninas Adventure) offering whale-watching and other similar tours.	Civil Society/ Cross-sector	Interested	High
Action Bequia	Community-based, self-financed association intent on preserving the island’s attraction by undertaking actions “to improve the amenity, beauty and safety of its environment”, including a campaign against littering.	Civil Society/ Cross-sector	Interested	Low

<b>Stakeholder</b>	<b>Description</b>	<b>Sector</b>	<b>Affected/ Interested</b>	<b>Access to Tech</b>
Canouan Island Council	Non-profit organisation whose mission is to enhance and improve the continued, psychological and material wellbeing of all segments of the Canouan Community.	Civil Society/ Cross-sector	Interested	Low
St. Vincent and the Grenadines Community College (SVGCC)	Post-secondary education institution comprising four divisions (Nursing, Technical and Vocational, Teacher Education and Arts, Sciences and General Studies) with over 2000 students. It seeks to prepare its students “to contribute proactively to a changing society”, and therefore could be a channel to introduce them to the challenges and rewards of a blue economy.	Civil Society/ Cross-sector	Interested	High
Richmond Vale Academy	Non-profit educational institution that offers courses on poverty reduction, environmental conservation and climate change. Involved in a coastal conservation and community empowerment project in North Leeward.	Civil Society/ Cross-sector	Interested	High
Denisha Hector	Founder and manager of The Trade Corner (TTC), “an online magazine and news forum focused on issues of international trade that mainly impact Small Island Developing States”.	Civil Society/ Cross-sector	Interested	High
Bequia Tourism Association (BTA)	An island-wide association that also encompasses representatives of community groups, Bequia schools and private residents.	Civil Society/ Tourism	Affected	High

#### 5.4 Regional Stakeholders

<b>Stakeholder</b>	<b>Description</b>	<b>Sector</b>	<b>Affected/ Interested</b>	<b>Access to Tech</b>
Caribbean Regional Fisheries Mechanism (CRFM) Secretariat	An institution of CARICOM promoting and facilitating the responsible utilization of the region’s fisheries and other aquatic resources for the economic and social benefits of the people of the region. The secretariat is located in Belize City, Belize.	Government/ Fisheries & Aquaculture	Interested	High

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
Cartagena Convention	The Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region is a regional legal agreement for the protection of the marine environment of the Gulf of Mexico, the Caribbean Sea and the areas of the Atlantic Ocean adjacent to them. All of the OECS countries are signatories to the Convention. The Regional Coordinating Unit is based in Kingston, Jamaica, serving as the Convention's Secretariat.	Government/ Waste	Interested	High
Caribbean Tourism Organisation (CTO)	The CTO provides services and information necessary for the development of sustainable tourism for the economic and social benefit of the Caribbean people. The CTO includes member states as well as a large number of allied private sector members. The CTO is based in Barbados.	Private Sector/ Tourism	Interested	High
University of the West Indies (UWI)- Centre for Resource Management and Environmental Studies (CERMES)	It focuses on tropical island environmental management and its mission is to make a significant contribution to sustainable development in the Caribbean region. CERMES is a department within the Faculty of Science and Technology on the UWI Cave Hill Campus in Barbados.	Civil Society/ Cross-sector	Interested	High
Centre for Livelihoods, Ecosystems, Energy, Adaptation and Resilience in the Caribbean (CLEAR Caribbean)	CLEAR seeks to address environmental degradation and human vulnerability through integrated solutions for community development and adaptation to climate change. Current projects include reef restoration, lionfish eradication & the elaboration of National Vocational Qualifications in coral restoration and seamoss production. CLEAR's Caribbean offices are in Reunion Choiseul, Saint Lucia.	Civil Society/ Fisheries & Aquaculture	Interested	High
Caribbean Natural Resources Institute (CANARI)	CANARI is a non-profit organisation whose mission is to promote equitable participation and effective collaboration in managing the natural resources critical to development in the Caribbean islands, improving people's lives while simultaneously contributing to the	Civil Society/ Cross-sector	Interested	High

Stakeholder	Description	Sector	Affected/ Interested	Access to Tech
	conservation of natural resources. CANARI is based in Barataria, Trinidad & Tobago.			
The Nature Conservancy (TNC)	A membership-based charitable organisation with offices around the world working to strengthen the natural infrastructure and ecosystems that sustain communities and protect against climate-related threats. TNC has a programme focused on the Eastern Caribbean, including projects in Grenada, Saint Lucia and Saint Vincent & the Grenadines.	Civil Society / Cross-cutting	Interested	High
Massy Stores	One of the largest retailers in the region and at the forefront of fostering sustainable production, including the RePlast (Saint Lucia) Project.	Private Sector/ Cross-sector	Interested	High

### 5.5 Vulnerable individuals and groups

Effective stakeholder engagement requires a deliberate effort to reach vulnerable groups involved in the tourism, fisheries & aquaculture and waste management sectors. Special actions will be required to engage vulnerable individuals and groups and ensure they benefit from project activities. The SEP considers the categories of vulnerable groups identified in the Bank Directive: “Addressing Risks and Impacts on Disadvantaged or Vulnerable Individuals or Groups are included in your assessment”.

All three participating countries are Small Island Developing States (SIDS) highly vulnerable to natural hazards and heavily dependent on foreign tourism and domestic marine fisheries for income generation, foreign exchange, jobs, and food security. While they are considered upper-middle income economies<sup>10</sup>, all three countries rank low in the Human Development Index (HDI) relative to other Eastern Caribbean countries, with correspondingly high rates of household poverty (see **Table 2**).

In addition to low-income households that depend on fisheries or tourism, vulnerable populations include female headed households and those less able to care for themselves, notably children, the elderly, and persons with disabilities. Other vulnerable groups include the landless, disenfranchised and /or seasonal resource users, immigrant groups with precarious residency status, and LGBTQ<sup>11</sup> communities. Women, poor people and young people may be particularly vulnerable to personnel abusing their power.

<sup>10</sup> <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

<sup>11</sup> Lesbian, gay, bisexual, transgender, or queer

**Table 2. Indicators of Well-being for Eastern Caribbean countries<sup>12</sup>**

Country	HDI Ranking (2019)	Household Poverty Levels
<b>St. Vincent and the Grenadines</b>	97	30.2%
Dominica	94	28.8%
<b>Saint Lucia</b>	86	28.8%
<b>Grenada</b>	74	37.7%
Antigua and Barbuda	78	18.3%
St. Kitts and Nevis	74	21.0%
Barbados	58	15.0%

Another group of vulnerable persons are the entrepreneurs operating sole proprietorships and micro-enterprises in the tourism and fisheries & aquaculture sectors. These groups are summarized in Table 3.

**Table 3. Vulnerable Blue Economy Sectors Dominated by Micro-Enterprises**

Tourism	Fisheries & aquaculture
<ul style="list-style-type: none"> <li>• Diving &amp; snorkelling</li> <li>• Yachting &amp; marine charters</li> <li>• Water taxis</li> <li>• Vending</li> <li>• Horseback riding</li> <li>• Small tour guides</li> <li>• Sport fishermen</li> <li>• Tour operators</li> <li>• Small-scale resorts</li> <li>• Tourism facilities located in low-lying coastal area prone to storm surge and flooding</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic commercial fishing</li> <li>• Artisanal fishing</li> <li>• Subsistence fishing</li> <li>• Crab harvesting</li> <li>• Sand &amp; aggregate mining</li> <li>• Sea moss harvesting</li> <li>• Sea urchin harvesting</li> </ul>

Their lack of or limited access to computers, smart phones and the required connectivity places the group at a widespread disadvantage to gaining equal access to project information and the opportunity to have their voices heard. These vulnerable groups would consequently be reliant on physically visiting and manually requesting project facilities in order to benefit from them. This will be time consuming and financially draining for stakeholders that already face severe limitations on their resources and capacity.

The risk of vulnerable and disadvantaged groups being excluded from project activities and/or benefits will be mitigated via deliberate stakeholder engagement. Stakeholder engagement will be designed to ensure that all vulnerable and disadvantaged groups are identified, consulted, and provided with

<sup>12</sup> HDI Ranking from UNDP. 2020. Human Development Report. <http://hdr.undp.org/en/content/latest-human-development-index-ranking>; Poverty levels from UN. (2016). *Sub-regional country programme document for Barbados and the OECS (2017-2021)*. <https://www.bb.undp.org/content/barbados/en/home/library/sdq/sub-regional-country-programme-document-for-barbados-and-the-oec.html>

opportunities to participate in and benefit from project activities. These methods and strategies are presented in Section 7 of the SEP.

## 6. Consultation During Project Preparation (TO BE COMPLETED BASED ON RESULTS OF PREPARATORY CONSULTATION)

This section describes the project preparation consultation process, explaining its purpose, identifying who was reached, and the consultation methods used. The results of this early stage of consultation includes an explanation as to how stakeholder feedback will be integrated into the Project documents and Environmental and Social (E&S) instruments.

In coordination with the OECS Commission, national governments, and the World Bank, project information and the project ESF instruments were presented to key stakeholders in the three participating countries from the three key sectors of tourism, fisheries & aquaculture and waste management. Stakeholder consultation reached government, private sector, civil society and regional organisations.

Consultation provided stakeholders with access to information regarding (a) the purpose, nature and scale of the project; (b) the duration of proposed project activities; (c) potential risks and impacts of the project, and the proposals for mitigating these; (d) the proposed stakeholder engagement process, highlighting the ways in which stakeholders can participate; (e) the process by which meetings will be advertised, summarized, and reported; and (f) the process and means by which grievances can be raised and will be addressed.

In addition to explaining the overall project, information dissemination reviewed the four EMF instruments being prepared for UBEC – The Environmental & Social Management Framework (ESMF), Labour Management Procedures (LMP), the Resettlement Framework (RF) and the SEP, including the project Grievance Redress Mechanism (GRM).

Consultations on preparation of the UBEC ESF instruments were carried out in line with national and World Bank COVID-19 protocols and took into account the recommendations of the World Bank Technical Note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings March 20, 2020 (See Annex 1).

The focus of consultations was on a series of 2-hour OECS-hosted Zoom events, with up to 2 events scheduled for each of the three participating countries. Each Zoom event relied on a similar format, combining formal presentations and Q&A sessions. Efforts were made to employ a range of other methods in order to reach a broader audience and to accommodate stakeholders with limited access to internet facilities. These are summarized in the following table:

<b>Format</b>	<b>Method of Dissemination</b>
<ul style="list-style-type: none"> <li>• Powerpoint slides summarizing the 4 instruments and GRM</li> </ul>	<ul style="list-style-type: none"> <li>• Presented during Zoom events</li> <li>• Posted to OECS &amp; national government websites</li> </ul>
<ul style="list-style-type: none"> <li>• 1-page brochure summarizing the package of ESF instruments</li> </ul>	<ul style="list-style-type: none"> <li>• Posted to OECS &amp; national government websites</li> <li>• Emailed to stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>• Digital package of full documents</li> </ul>	<ul style="list-style-type: none"> <li>• Posted to OECS &amp; national government websites as individual files and as a single zipped folder</li> </ul>
<ul style="list-style-type: none"> <li>• Hard copy of documents</li> </ul>	<ul style="list-style-type: none"> <li>• Available for reference at the offices of the OECS commission &amp; national Ministries of Finance</li> </ul>
<ul style="list-style-type: none"> <li>• Other forms of outreach for individuals with limited access to technology / limited mobility</li> </ul>	<ul style="list-style-type: none"> <li>• one-on-one WhatsApp consultations</li> <li>• radio announcements</li> <li>• newspaper articles</li> </ul>

The results of this consultation process will be incorporated into the Project documents and E&S instruments. A full report of the consultations held during the preparation of ESF instruments is included as Annex 7.

## 7. Stakeholder Engagement Program During Project Implementation

This section explains how the engagement will take place throughout the project implementation cycle with each of the stakeholder groups identified in section 5. The engagement strategy identifies the stages of consultation, the types of information that will be shared, and various methods of communication and engagement to be deployed. While these consultation methods are meant to serve as a menu available at each stage of consultation, efforts are made in the SEP to recommend their appropriateness for specific groups of stakeholders, including vulnerable individuals and groups.

Consultations will be carried out in line with national and World Bank COVID-19 protocols and will take into account the recommendations of the World Bank Technical Note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings March 20, 2020 (See Annex 1).

### 7.1 Consultation Timelines

Stakeholder consultation and engagement will be a key feature from the start of the project and throughout implementation in all three countries. Project Implementation Units (PIUs) will engage stakeholders at various points in the project lifecycle to obtain their views and perceptions on the project, obtain data, build capacity in areas related to tourism, fisheries & aquaculture and waste management, provide project updates, share documents and other outputs for review and feedback.

Stakeholder engagement is designed to disclose information and solicit feedback using a range of methods described in sections 7.2 and 7.3. These methods should be applied within each of the following four consultation phases:

**Phase 1 Project Launch**

Immediately following project launch and during the design of sub-project investments and technical assistance.

**Phase 2 Announcement of Investments**

To accompany the announcement of sub-project investments and technical assistance.

To prepare on site E&S instruments (Environmental and Social Management Plans and Resettlement Plans)

**Phase 3 Updates on Implementation**

To occur at various points during the implementation of project investments and technical assistance activities.

**Phase 4 Project closure**

To occur in advance of project closure and as an input to lessons learned.

**7.2 Consultation Methods and Formats**

A range of methods will be employed in order to both reach a diverse audience and to accommodate stakeholders with limited access to internet facilities. Consultation methods and activities will be tailored to the level of resources available and reflect the scope and nature of risk. Guidance on consultation and engagement methods is presented in Table 4. Table 5 offers a wider menu of engagement methods appropriate for any of the 4 stages of consultations. Particular efforts should be made to attract the perspective of the wider society, to be achieved through methods such as broadcasted talk shows and live streaming consultations on Facebook and YouTube.

**Table 4. Stakeholder engagement methods appropriate to each stakeholder group**

Stakeholder Group	Information Needs	Examples of Appropriate Methods
National government departments/agencies	Technical information on project implementation; types of support & technical competence required by government entities; roles and responsibilities, potential costs.	<ul style="list-style-type: none"> <li>• Information posted to OECS &amp; national Government Websites</li> <li>• One-on-one Virtual (Zoom) or WhatsApp Meetings</li> <li>• Workshops</li> <li>• Policy briefs</li> <li>• Press releases</li> </ul>
Private sector organisations	Detailed information on the project, including project governance, and how the project is expected to benefit the	<ul style="list-style-type: none"> <li>• Information posted to OECS &amp; national Government Websites</li> <li>• Government Information Service</li> </ul>

Stakeholder Group	Information Needs	Examples of Appropriate Methods
	tourism, fisheries & aquaculture and waste management sectors.	<ul style="list-style-type: none"> <li>• Virtual (Zoom) Public Meetings</li> <li>• One-on-one WhatsApp consultations</li> <li>• Social Media</li> <li>• Email dissemination</li> <li>• Newspaper articles</li> <li>• Interviews</li> </ul>
Civil Society organizations and civil society at large	Detailed information on the project, including project governance, and how the project is expected to affect the tourism, fisheries & aquaculture and waste management sectors.	<ul style="list-style-type: none"> <li>• Information posted to OECS &amp; national Government Websites</li> <li>• Email dissemination</li> <li>• Virtual (Zoom) Public Meetings</li> <li>• Live streaming consultations on Facebook and YouTube</li> <li>• Social Media</li> <li>• Radio or Television Talk shows</li> <li>• Newspaper articles</li> </ul>
Regional organisations	Detailed information on the project, including project governance, and how the project is expected to benefit the tourism, fisheries & aquaculture and waste management sectors.	<ul style="list-style-type: none"> <li>• Information posted to OECS &amp; national Government Websites</li> <li>• Virtual (Zoom) Public Meetings</li> <li>• One-on-one WhatsApp consultations</li> <li>• Policy briefs</li> </ul>
Vulnerable individuals and micro-enterprises in the tourism, fishing & aquaculture and waste management sectors	Simple non-technical information on the project, including proposed benefits, what is needed from them, how their knowledge can be used in the implementation of the project.	<ul style="list-style-type: none"> <li>• Information posted to OECS &amp; national Government Websites</li> <li>• Public meetings (virtual and in person, subject to COVID restrictions)</li> <li>• Community Bulletin Boards</li> <li>• Hard copy available from community locations</li> <li>• Radio or Television talk shows</li> <li>• Newspaper articles</li> </ul>

**Table 5. Menu of communication methods for reaching multiple stakeholder groups**

Method type	Description
<b>One-on-One Meetings</b>	<ul style="list-style-type: none"> <li>One-on-one interaction with key stakeholders, community meetings, meetings with government officials, virtual (WhatsApp) and in-person.</li> </ul>
<b>Public Meetings and Workshops</b>	<ul style="list-style-type: none"> <li>Structured and facilitated in-person or virtual events.</li> </ul>
<b>Website and Social media</b>	<ul style="list-style-type: none"> <li>Web Pages, Blogs, Social Media, Electronic reports and Documents, E-newsletters, Live streamed consultations on Facebook and YouTube</li> </ul>
<b>Traditional Media</b>	<ul style="list-style-type: none"> <li>Local radio talk shows, government information magazines aired on television, newspaper articles</li> </ul>
<b>Non-formal written material</b>	<ul style="list-style-type: none"> <li>Brochures, Posters, Booklets, Flyers, Newsletters, Case Studies ; non-technical papers</li> </ul>
<b>Public Relations</b>	<ul style="list-style-type: none"> <li>Speeches, press conferences, participation in conferences</li> </ul>
<b>Formal Written Material</b>	<ul style="list-style-type: none"> <li>Policy briefs, operational manuals, mission reports, cabinet notes and submissions, technical publications, articles in regional and international magazines,</li> </ul>

### 7.3 Strategy for Information Disclosure

Project information shared throughout the project lifecycle will allow stakeholders to understand the risks and impacts of the project, and potential opportunities from which they may benefit. Table 6 identifies the type of information to be disclosed at each phase of project consultation.

**Table 6. Information disclosure method by stage of consultation**

Consultation Stage	Information to be disclosed	Timetable	Primary purpose
Phase 1	<ul style="list-style-type: none"> <li>Project description and benefits</li> <li>Project GRM</li> <li>ESMF, SEP, LMP, RF</li> </ul>	Following project launch and prior to launch of investment projects	Information disclosure
Phase 2	<ul style="list-style-type: none"> <li>Details on project investments and TA projects, and risks and benefits</li> <li>GRM</li> </ul>	Announcement of Investments and TA projects Preparation of ESMPs and RPs.	Information disclosure and stakeholder feedback
Phase 3	<ul style="list-style-type: none"> <li>Updates on project investments and TA activities, risks and benefits</li> <li>GRM</li> </ul>	Implementation of investment & TA projects	Stakeholder feedback and information disclosure
Phase 4	<ul style="list-style-type: none"> <li>Project impacts, benefits and risks</li> <li>Lessons learned</li> </ul>	In advance of project closure	Stakeholder feedback and lessons learned

Project information will be disclosed in a variety of ways, reflecting the varying capacities of different

stakeholder groups for engaging in stakeholder consultation. While dissemination via government website will be a key part of the dissemination strategy, table 7 presents a number of options to be tailored to the needs of different stakeholder groups.

**Table 7. Information Disclosure Formats and methods of delivery**

<b>Format</b>	<b>Method of Delivery</b>
1. Short videos	<ul style="list-style-type: none"> <li>• Presented during Zoom events</li> <li>• Posted to OECS &amp; national government websites</li> <li>• Transmitted by WhatsApp</li> </ul>
2. Powerpoint presentations	<ul style="list-style-type: none"> <li>• Presented during Zoom events</li> <li>• Posted to OECS &amp; national government websites</li> </ul>
3. Brochures	<ul style="list-style-type: none"> <li>• Posted to OECS &amp; national government websites</li> <li>• Emailed to stakeholders</li> </ul>
4. Digital package of full documents	<ul style="list-style-type: none"> <li>• Posted to OECS &amp; national government websites as individual files and as a single zipped folder</li> </ul>
5. Hard copy of full documents	<ul style="list-style-type: none"> <li>• Available for reference at the offices of the OECS commission &amp; national Ministries of Finance</li> <li>• Made available at community facilities like libraries, post office, local authority office</li> </ul>

Project information will be shared in a manner that is accessible and culturally appropriate, taking into account specific needs of groups that may be differentially or disproportionately affected by the project or groups of the population with specific information needs. To this end, the development of all communication and information materials will be guided by the following:

- Clear messages using simple language
- Openness, honesty, credibility, and trust in all communications
- Tailored to specific groups
- Content that is interesting to the target audience
- Regularity, timeliness and currency of information
- Use of change agents to get information to some audiences
- Designed for two-way communication, with mechanisms for feedback clearly integrated

#### 7.4 Strategy for virtual consultation events

Public meetings and workshops are often at the core of a stakeholder engagement strategy. These events are used to both disclose project information and solicit feedback on project design. However, COVID-19 restrictions will largely limit consultation and engagement to virtual activities. These may be scheduled to occur via Zoom or social media platforms. This section offers guidance on the design and delivery of virtual consultation events, including the use of alternative methods to consult with individuals with limited access to technology.

As a starting point, the following are some guiding principles to be employed when undertaking facilitated consultations – whether virtual or in-person:

- Facilitators will use the focus group discussions as an opportunity to listen and learn, and not to lecture participants in any way.
- Facilitators will avoid leading questions.
- Facilitators will be sensitive to local norms and customs.
- Facilitators and organizers always will remember that participants’/stakeholders’ time is valuable to them.
- Participants and local leaders will be thanked after the conduct of the focus group discussions or meetings and follow-up actions will be provided in a timely manner to the various stakeholders whether government or others.

Virtual consultation events are appropriate at each of the four stages of project consultation, and, in principle, can be designed to reach the majority of stakeholder groups. Regardless of their timing, virtual consultation events can rely on the following task list in order to facilitate their implementation.

<b>Preparatory Activity</b>	<b>Description</b>
Task 1: Logistics Zoom call with OECS and PIUs	Confirming approach, scheduling or preparatory activities and type of content to be shared.
Task 2: Outreach by broadcast e-mail	Include 1 page PDF brochure of project. The e-mail will be shared widely with public sector agencies directly and indirectly involved in project activities, as well as NGOs, community groups and other civil society groups, and the private sector. It will include background information, links to any project videos, and a link to the project webpage . The e-mail will include a link to an e-survey asking stakeholders how they would like to be engaged going forward. It allows them to opt out of further correspondence, or select any combination of (1) being kept informed; (2) requesting a one on-one WhatsApp/Zoom meeting to discuss the project; and/or (3) being invited to future consultation events.
Task 3: Mini Consults	Short 15 min mini-consults via Zoom or WhatsApp with specific individuals to discuss the project, including those that request one-on-one consults in the Activity 2 survey.
Task 4: Detailed planning for Stakeholder Consultation	Includes logistics meetings with OECS and PIUs and delivering a “Save-the-date” reminder of forthcoming consultations and links to project information based on responses from the stakeholder survey, and engage regional and local media outlets to cover the consultation.

Preparatory Activity	Description
Task 5: Stakeholder Consultation	Structured series of up to 4 virtual two-hour events delivered over the course of a single week in each country. Time slots scheduled respecting local practices and holidays. Organise only 4 or 5 group sessions.

Comments received from stakeholders will be recorded through detailed meeting minutes. The E&S safeguards specialists attached to each PIU will be responsible for receiving and recording any queries, concerns or comments regarding the project. Comments and decisions made on comments will be collated and reported back to stakeholders once the final decision on the course of action related to the comments has been made. Records will also be maintained on the methods used to inform stakeholders on dates and/or locations where they can gather project information and provide feedback.

**7.5 Strategy to Incorporate the Views of Vulnerable Groups**

The SEP takes into account the specific needs of disadvantaged individuals and groups facing limitations to benefit fully from the project’s stakeholder engagement activities. The stakeholder analysis in Section 5 identifies organisations with the potential for limited access to technology needed to participate in virtual events. Section 5.5 of the SEP identifies a number of vulnerable groups facing further limitations. Additional groups will be identified throughout the consultation process and should be included in the stakeholder analysis.

The project will include methods to remove obstacles to their participation, by providing information in locations that are easily accessible and ensuring that they can access project benefits. In addition to the opportunity for one-on-one consultation, stakeholder consultation can rely on collecting feedback directly by landline or cell phone for those who do not have internet access or have limited data plans.

Women have been identified in the project as a particularly vulnerable group and as such, will be afforded special attention by which the project team can engage in discussions either individually or collectively with them about the project as well as their views and perceptions of the project.

Table 8 identifies measures that will be used to remove obstacles to participation by stakeholder groups facing limitations to stakeholder engagement. These limitations include difficulties with internet connectivity or the ability to access to virtual consultations.

**Table 8. Factors which may impede full participation and possible mitigation measures**

Factors	Vulnerable population	Mitigation measure
Access to technology	Individuals with no internet access, or unreliable access	Rely on dissemination of project information via radio and community newspapers, make hard copies of key documents available from community-based locations, and offer opportunities for one-on-one consultation via phone or WhatsApp

Disability	Impaired hearing or vision, limited literacy	Ensure availability of different channels to disseminate information and obtain feedback (oral, written, virtual).
Language	French Creole is spoken in Saint Lucia, and St. Vincent & the Grenadines	Where virtual consultation is provided, ensure local languages are accounted for as appropriate. For in-person, ensure local languages are included in presentation, where appropriate.
Time	Individuals requiring more time to prepare to make arrangements, including single parents, persons with non-traditional work hours	N/a for virtual consultation. For in person, provide on-site care for children during the consultation. Design consultations to occur in remote communities rather than in major urban centres.
Transport	Individuals with limited access to a private vehicle and individuals located in remote communities	N/a to virtual consultation. For in-person, consider a monetary allocation for participants to secure their attendance. If a number of persons are from a particular vicinity a single transport can be contracted.
Location	For individuals with limited mobility or capacity to travel to primary urban centres.	N/a for virtual consultation. Design of consultation event should ensure communities in remote locations are reached through a number of consultation methods, including but not limited to radio, hard copy brochures, in-person community events.

## 7.6 Monitoring & Reporting

Through the E&S safeguards specialists, each PIU will maintain and disclose a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received, and a brief explanation of how the feedback was taken into account, or the reasons why it was not.

ESS10 guidance suggests that documentation of stakeholder engagement include the following content:

- (a) Date and location of each meeting, with copy of the notification to stakeholders;
- (b) The purpose of the engagement;
- (c) The form of engagement and consultation;
- (d) Number of participants and categories of participants;
- (e) A list of relevant documentation disclosed to participants;
- (f) Summary of main points and concerns raised by stakeholders;
- (g) Summary of how stakeholder concerns were responded to and taken into account; and
- (h) Issues and activities that require follow-up actions, including clarifying how stakeholders are informed of decisions.

## 7.7 Role of the Environmental & Social Specialists

The Environmental and Social Specialists are generally responsible for managing and implementing the SEP. Both the regional and national level PIUs will engage an environmental safeguards specialist and a social safeguards specialist who will support the stakeholder engagement function.

Reporting to the Project Manager (PM), the specific roles and responsibilities for the E&S safeguards specialists related to the SEP are as follows:

- Disseminate project information.
- Interface with stakeholders and respond to comments or questions about the project or consultation process.
- Provide contact information if stakeholders have questions or comments about the project or consultation process.
- Document any interactions with external stakeholders.
- Maintain database and records for SEP.
- Coordinate public meetings, workshops, focus groups, virtual platforms, etc.
- Makes sure the SEP is being adhered to and followed correctly.
- Raise awareness of the SEP among project implementation unit, employees contracted firms and relevant external stakeholders.
- Implement, monitor and report on the GRM.
- Monitor and prepare reports on SEP implementation as part of the semi and annual reports; and
- Adjust the SEP based on new development and changes occurred during project implementation.

## 7.8 Budget

The budget for the implementation of the SEP will be Funded as part of overall Project management cost. Table 9 presents an indicative annual budget for the implementation of the Stakeholder Engagement Plan.

**Table 9. Annual Budget for SEP implementation (USD)**

#	Concept	Grenada	St. Lucia	SVG	OECS	Total
1	Environmental Specialist	12,500.00	12,500.00	12,500.00	12,500.00	50,000.00
2	Social Specialist	12,500.00	12,500.00	12,500.00	12,500.00	50,000.00
3	Staff travel	5,000.00	5,000.00	5,000.00	5,000.00	20,000.00
4	Consultation (20 activities per year)	20,000.00	20,000.00	20,000.00	20,000.00	80,000.00
5	Information Production & Dissemination	10,000.00	10,000.00	10,000.00	10,000.00	40,000.00
6	Grievance Redress Mechanism (see Section 8)	25,000.00	25,000.00	25,000.00	25,000.00	100,000.00
	<b>Total</b>	<b>85,000.00</b>	<b>85,000.00</b>	<b>85,000.00</b>	<b>85,000.00</b>	<b>340,000.00</b>

## 8. Project Grievance Redress Mechanism (GRM)

### 8.1 Purpose and Objectives of the GRM

A grievance refers to an issue, concern, problem or claim, whether actual or perceived, that affects the physical, social and/or economic conditions of individuals and/or communities in the project area of influence. A GRM refers to methods and processes by which a redressal to a grievance is sought and provided. Its design can be specific to a project or it can build on existing institutions and processes whether they are formal or informal. The project GRM is an effective tool for early identification, assessment and resolution of complaints. It provides an opportunity to voice complains or concerns, and to clarify and resolve misconceptions about project activities.

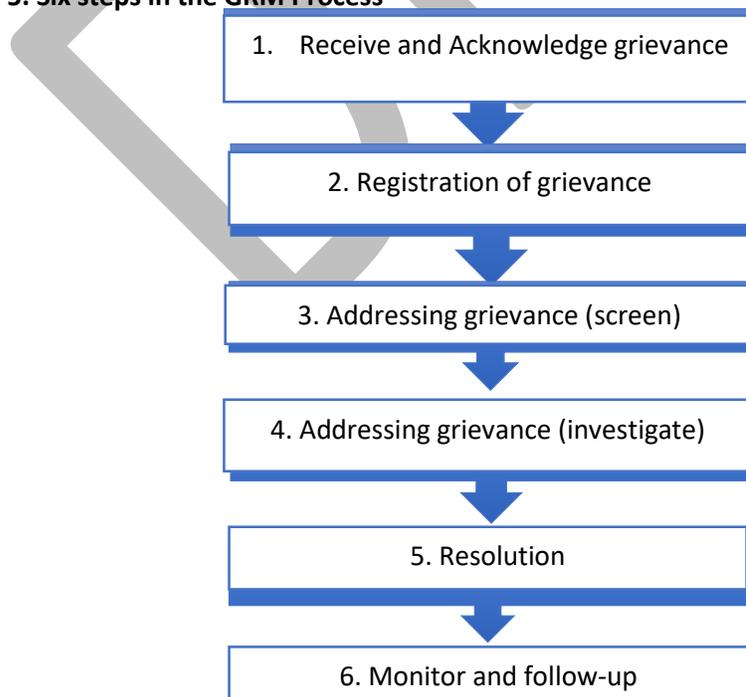
The GRM described in this document is a Project-specific GRM, which is applicable to solve the concerns of the stakeholders of the UBEC project. The objectives of the project-level GRM are:

1. Receive, address, resolve and respond to all grievances emanating from the Project activities in a timely manner; and
2. Establish relationships of trust between Project staff and stakeholders.

### 8.2 The Grievance Redress Process

The GRM process involves a number of steps summarized in Figure 5. Complaints or grievances are also assessment using a three-level classification systems, as follows: Level 1 (Low Risk), Level 2 (Moderate Risk) and Level 3 (High Risk). This risk assessment level and the associated response procedures are described in Table 10. As the level of risk associated with a grievance increases, responsibility moves from the E&S Specialists to the Project Manager to the Grievance Redress Committee (GRC).

**Figure 5. Six steps in the GRM Process**



The GRC may be established as an ad hoc committee during the life of the project and is to be chaired by the Permanent Secretary of the Ministry of Finance. The GRC will include representation by a Civil Society Member, the Project Manager, the E&S safeguards specialists, and other line ministries participating in the project, as appropriate.

**Table 10. Levels of grievances**

Grievance Category	Description	Internal response	Responsibility
Level 1 Low risk	When an answer can be provided immediately. E.g. Issues with the communication of information regarding the project.	Respond immediately to complainant. Record and report. It does not require internal consultation	E&S safeguards specialists
Level 2 Substantial risk	One-off grievance that requires measured response and actions/ commitments to resolve complaint. e.g. Dissatisfaction with response received at level 1; reports of health and safety concerns, complaints about project timeline issues, field staff or civil works.	E&S will review and classify the complaint. If it is classified as a level 2 grievance, the PM will investigate and respond.	Project Manager
Level 3 High risk	Legal violations on the part of project staff or beneficiaries; Repeated, extensive and high-profile grievances that may jeopardize the reputation of the project. E.g. cases of Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH), reports of fraudulent disbursement funds, failure to deliver promised inputs.	GRC will be in charge of this level. The GRC will provide advice on how to solve complaints within this level. For SEAH cases, a list of GBV service providers will be kept available by the project. If an incident is reported through the GRM, a survivor-centered approach will be used. Any cases of GBV brought through the GRM will be documented but remain closed/sealed to maintain the confidentiality of the survivor.	GRC

### 8.3 GRM steps, roles, responsibilities and timeline

The main actors for the implementation and functioning of the GRM are the E&S safeguards specialists, the PM and the GRC. Roles and responsibilities for the GRM are described in the following table.

**Table 11. GRM steps, roles, responsibilities and timeline**

Steps	Role	Responsibilities	Timeline
<b>1. Socialization of the GRM</b>  Proper and timely notification about the GRM	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Inform the Project stakeholders about the available channels to submit grievances.</li> <li>At least one GRM Public Service Announcement (PSA) to be aired widely for the duration of the project</li> </ul>	Throughout project cycle.
	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Coordinate the establishment of a signpost in project sites.</li> </ul>	Before civil works start, during construction, and after finalization.
	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Support and guide Project stakeholders wishing to file grievances (in person, by telephone, email, phone calls, or during public/community interaction).</li> </ul>	Throughout project cycle.
<b>2. Reception</b>	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Receive grievances (including grievances submitted by phone, email, in person, and during public meetings)</li> </ul>	Throughout project cycle.
<b>3. Registration</b>	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Record the grievance on the Grievance Information Form (Annex 2). Add the date of reception and assign a registration number to the aggrieved person.</li> </ul>	Throughout project cycle.
	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Categorize the grievances into level 1,2, or 3 for resolution.</li> <li>The E&amp;S safeguards specialist reviews the complaint, determines the grievance level and determines who will be responsible for its resolution.</li> <li>Grievances in levels 1, 2, and 3 will be monitored by the E&amp;S safeguards specialist.</li> </ul>	Upon reception of grievance.
	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Lodge the grievance in the Grievance Redressal Registration Monitoring Sheet (Annex 4).</li> </ul>	Upon reception of grievance.
	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Maintain hard copy and electronic records of grievance register and monitor any correspondence.</li> </ul>	Upon reception of grievance.
<b>4. Acknowledgment</b>	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Acknowledge the complaint (including providing a description of the process and estimates times to process the grievance). The E&amp;S safeguards specialist will use Annex 3 form.</li> </ul>	Within 2-3 working days upon reception of grievance.

Steps	Role	Responsibilities	Timeline
<p><b>5. Investigation/ Resolution</b></p> <p>The investigation will include, but is not limited to, meetings with the grievant/ complainant, in site visits, meetings/ interviews with Project staff and collection of relevant documentation and other forms of evidence. Meeting deliberations and decision will be recorded on the Meeting Record Form (Annex 5). Community representatives or representatives of the complainant will be allowed to sit in on these meetings.</p>	E&S safeguards specialists	<ul style="list-style-type: none"> <li>For level 1 complaints, investigate and evaluate the grievance and provide a response to the grievance.</li> </ul>	Within 3-5 working days upon reception of complaint.
		<ul style="list-style-type: none"> <li>Provide proper and timely information on the solution worked out for each grievance for all levels.</li> </ul>	Depending on the level of grievance
		<ul style="list-style-type: none"> <li>Inform the PM on serious cases at the earliest plausible time.</li> </ul>	Throughout project cycle
		<ul style="list-style-type: none"> <li>Ensure the GRM procedure is being adhered to and followed correctly for all levels</li> </ul>	Whenever a complaint is addressed.
		<ul style="list-style-type: none"> <li>Ensure all grievances are satisfactorily resolved in a timely manner.</li> </ul>	Whenever a complaint is addressed.
	PM	<ul style="list-style-type: none"> <li>For level 2 complaints, investigate and evaluate the grievance and provide a response to the grievance</li> </ul>	Within 5-10 working days upon receipt of complaint.
	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Support PM in handling level 2 grievances (including registration, communication with stakeholders, meetings organization, etc.)</li> </ul>	Whenever a level 2 grievance is addressed
	GRC	<ul style="list-style-type: none"> <li>For level 3 complaints, investigate and evaluate the grievance and provide a response to the grievance</li> </ul>	Within 15-30 working days upon reception of complaint.
E&S safeguards specialists	<ul style="list-style-type: none"> <li>Support GRC in handling level 3 grievances (including registration, communication with stakeholders, meetings organization, etc.). For meetings, the E&amp;S safeguards specialist will fill the form in Annex 5).</li> </ul>	Whenever a level 3 grievance is addressed	
PM	<ul style="list-style-type: none"> <li>Inform the WB all level 3 grievances as soon as possible.</li> </ul>	No later than a week of learning about the level 3 complaint	
E&S safeguards specialists	<ul style="list-style-type: none"> <li>Once a resolution has been agreed and accepted, the complainant's acceptance will be obtained on the Disclosure Form included as Annex 5. The E&amp;S safeguards specialist will provide this form to the aggrieved for any level 1,2 or 3 complaints.</li> </ul>	Throughout project cycle.	

Steps	Role	Responsibilities	Timeline
<b>6. Monitoring and reporting</b>	E&S safeguards specialists	<ul style="list-style-type: none"> <li>Prepare the Quarterly Report on the GRM of the Project.</li> </ul>	Quarterly
	PM and E&S safeguards specialists	<ul style="list-style-type: none"> <li>Ensure the grievance mechanism procedure is being adhered to and followed correctly.</li> </ul>	Throughout project cycle.
	PM and E&S safeguards specialists	<ul style="list-style-type: none"> <li>Ensure all grievances (including those in level 3) are satisfactorily and timely resolved.</li> </ul>	Throughout project cycle.
	PM and E&S safeguards specialists	<ul style="list-style-type: none"> <li>Adjust the GRM process based on lessons learned during implementation.</li> </ul>	Throughout project cycle.

#### 8.4 Available channels to submit grievances

Complaints can be made in person, writing, verbally over the phone, emails or social media. The public, especially persons living in the project area of influence, must be informed about the project activities, as well as where they can submit their concerns, who will be responsible and the timeframe of the response.

The following contact persons may be reached by stakeholders with any questions, concerns, recommendations regarding the project at the level of each implementing entity (See Table 12). Upon staffing of all PIUs, the contact information will be updated to that of the Environmental and Social Specialist in each PIU.

**Table 12. Project contacts TO BE COMPLETED**

Contact	Grenada	Saint Lucia	SVG	OECS
Name				
Title				
Telephone				
Email address				
Physical Address				

#### 8.5 GRM appeals process

An appeals process will be made available at a national and regional level for concerns that cannot be resolved directly by the GRM. This could take the form of either a community-based mediation process

or by relying on a retired judge whose decision will be binding on both parties. Appeals should be submitted either by email to the regional or national PIU contact, or by contacting the national PIU by telephone or in writing.

## 8.6 Socialization/Publicization of the GRM

The E&S safeguards specialists will be responsible for coordination of information dissemination regarding the GRM. The E&S safeguards specialists will inform all project staff working for the OECS, national PIUs, the sub- projects including consultants and contractors, and the staff of the individual country Ministries on the project GRM and explain to them the procedures and formats to be used including the reporting procedures.

Awareness campaigns will be conducted targeting project stakeholders to inform them on the availability of the mechanism; various mediums will be used- as detailed in previous sections of the SEP. At least one GRM PSA should be developed at an early stage of the project and aired widely for the duration of the project. The GRM will also be published on the OECS website, responsible Ministries in each participating country's website and the project website or Facebook page if there is one. A project site board will be erected on the sites of sub-projects indicating the existence of the mechanism and a phone number, email and address for further information. The GRM will be translated into local and colloquial expressions if determined to be needed.

## 8.7 Anonymity

Grievances can be submitted without providing the complainant's name or contact details with the understanding this might result difficult in some cases. If the grievance registration form is not available, the following key information should be noted:

- a. The Project's name
- b. Name of the person lodging the grievance (if provided)
- c. Contact information of affected person (if provided)

## 8.8 World Bank Grievance Redressal Service (GRS)

The complainant has the option of approaching the World Bank if they find the project-level GRM cannot resolve the issue. It must be noted that this GRS should ideally only be accessed once the project GRM has first been utilized without an acceptable resolution. World Bank Procedures requires the complainant to express their grievances in writing to World Bank office in Washington DC by completing the bank's GRS complaint form which can be found at the following URL link: <https://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service#5>.

Email: [grievances@worldbank.org](mailto:grievances@worldbank.org)  
Fax: +1-202-614-7313  
By letter: The World Bank  
Grievance Redress Service (GRS)  
MSN MC 10-1018NW,  
Washington, DC 20433, USA

## 8.9 Addressing Gender-Based Violence (GBV)

To address GBV, the project will follow the guidance provided on the World Bank Technical Note “Addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) in Investment Project Financing Involving Civil Works”. This GRM will follow the official WB definitions described on the Technical Note.

GBV is an umbrella term for any harmful act that is perpetrated against a person’s will and that is based on socially ascribed gender differences. GBV includes acts that inflict physical, mental, sexual harm or suffering; threats of such acts; and coercion and other deprivations of liberty, whether occurring in public or in private life. Sexual Exploitation (SE) refers to any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Sexual Abuse (SEA) is an actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Sexual Harassment (SH) is any unwelcome sexual advance, request for sexual favor, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

GBV grievances can be received through any of the available channels and will be considered level 3 grievances investigated and addressed by the GRC. A list of GBV service providers will be kept available by the Project. Additionally, if an incident occurs, it will be reported as appropriate, keeping the anonymity and confidentiality of the complainant and applying the survivor-centered approach<sup>13</sup>. Any cases of GBV brought through the GRM will be documented but remain closed/sealed to maintain the confidentiality of the survivor. The WB will be notified as soon as the Project Manager and the E&S safeguards specialists learn about the complaint.

Annex 1 of the LMP includes a Code of Conduct that addresses procedures for referring GBV incidents to the corresponding legal authorities, including for potential prosecution under the Criminal Code. If a GBV-related incident occurs, it will be reported through the GRM, as appropriate keeping the survivor information confidential. Annex 2 of the LMP provides an initial mapping of GBV services by country that will be updated annually to ensure the information is current.

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<sup>13</sup> The survivor-centered approach is based on a set of principles and skills designed to guide professionals—regardless of their role—in their engagement with survivors (predominantly women and girls but also men and boys) who have experienced sexual or other forms of violence. The survivor centered approach aims to create a supportive environment in which the survivor’s interests are respected and prioritized, and in which the survivor is treated with dignity and respect. The approach helps to promote the survivor’s recovery and ability to identify and express needs and wishes, as well as to reinforce the survivor’s capacity to make decisions about possible interventions.

## 8.10 Grievance Redress Mechanism Budget

The estimated annual budget for the GRM implementation per country is the following:

<b>Item</b>	<b>Cost/ USD</b>
Socializing of GRM (various formats including facility rental, A/V costs, refreshments)	5,000.00
Meetings of GRC (10 meetings @ USD1000)	10,000.00
Information production and dissemination (100 collateral materials @USD100)	10,000.00
<b>TOTAL</b>	<b>25,000.00</b>

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## Annex 1 Technical Note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings March 20, 2020

With the outbreak and spread of COVID-19, people have been advised, or may be mandated by national or local law, to exercise social distancing, and specifically to avoid public gatherings to prevent and reduce the risk of the virus transmission. Countries have taken various restrictive measures, some imposing strict restrictions on public gatherings, meetings and people's movement, and others advising against public group events. At the same time, the general public has become increasingly aware and concerned about the risks of transmission, particularly through social interactions at large gatherings. These restrictions have implications for World Bank-supported operations. In particular, they will affect Bank requirements for public consultation and stakeholder engagement in projects, both under implementation and preparation. WHO has issued technical guidance in dealing with COVID-19, including: (i) Risk Communication and Community Engagement (RCCE) Action Plan Guidance Preparedness and Response; (ii) Risk Communication and Community engagement (RCCE) readiness and response; (iii) COVID-19 risk communication package for healthcare facilities; (iv) Getting your workplace ready for COVID-19; and (v) a guide to preventing and addressing social stigma associated with COVID-19. All these documents are available on the WHO website through the following link: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/technical-guidance>.

This Note offers suggestions to World Bank task teams for advising counterpart agencies on managing public consultation and stakeholder engagement in their projects, with the recognition that the situation is developing rapidly and careful regard needs to be given to national requirements and any updated guidance issued by WHO. It is important that the alternative ways of managing consultation and stakeholder engagement discussed with clients are in accordance with the local applicable laws and policies, especially those related to media and communication. The suggestions set out below are subject to confirmation that they are in accordance with existing laws and regulations applying to the project.

**Investment projects under implementation.** All projects under implementation are likely to have public consultation and stakeholder engagement activities planned and committed as part of project design. These activities may be described in different project documents, and will involve a variety of stakeholders. Commonly planned avenues of such engagement are public hearings, community meetings, focus group discussions, field surveys and individual interviews. With growing concern about the risk of virus spread, there is an urgent need to adjust the approach and methodology for continuing stakeholder consultation and engagement. Taking into account the importance of confirming compliance with national law requirements, below are some suggestions for task teams' consideration while advising their clients.

Task teams will need to review their project, jointly with the PMUs, and should:

- Identify and review planned activities under the project requiring stakeholder engagement and public consultations.
- Assess the level of proposed direct engagement with stakeholders, including location and size of proposed gatherings, frequency of engagement, categories of stakeholders (international, national, local) etc.
- Assess the level of risks of the virus transmission for these engagements, and how restrictions that are in effect in the country / project area would affect these engagements.
- Identify project activities for which consultation/engagement is critical and cannot be postponed without having significant impact on project timelines. For example, selection of resettlement options by affected people during project implementation. Reflecting the specific activity, consider viable means of achieving the necessary input from stakeholders (see further below).
- Assess the level of ICT penetration among key stakeholder groups, to identify the type of communication channels that can be effectively used in the project context.

Based on the above, task teams should discuss and agree with PMUs the specific channels of communication that should be used while conducting stakeholder consultation and engagement activities. The following are some considerations while selecting channels of communication, in light of the current COVID-19 situation:

- Avoid public gatherings (taking into account national restrictions), including public hearings, workshops and community meetings;
- If smaller meetings are permitted, conduct consultations in small-group sessions, such as focus group meetings. If not permitted, make all reasonable efforts to conduct meetings through online channels, including webex, zoom and skype;
- Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders;
- Employ traditional channels of communications (TV, newspaper, radio, dedicated phone-lines, and mail) when stakeholders do not have access to online channels or do not use them frequently. Traditional channels can also be highly effective in conveying relevant information to stakeholders, and allow them to provide their feedback and suggestions;
- Where direct engagement with project affected people or beneficiaries is necessary, such as would be the case for Resettlement Action Plans or Indigenous Peoples Plans preparation and implementation, identify channels for direct communication with each

affected household via a context specific combination of email messages, mail, online platforms, dedicated phone lines with knowledgeable operators;

- Each of the proposed channels of engagement should clearly specify how feedback and suggestions can be provided by stakeholders;
- An appropriate approach to conducting stakeholder engagement can be developed in most contexts and situations. However, in situations where none of the above means of communication are considered adequate for required consultations with stakeholders, the team should discuss with the PMU whether the project activity can be rescheduled to a later time, when meaningful stakeholder engagement is possible. Where it is not possible to postpone the activity (such as in the case of ongoing resettlement) or where the postponement is likely to be for more than a few weeks, the task team should consult with the OESRC to obtain advice and guidance.

**Investment projects under preparation.** Where projects are under preparation and stakeholder engagement is about to commence or is ongoing, such as in the project E&S planning process, stakeholder consultation and engagement activities should not be deferred, but rather designed to be fit for purpose to ensure effective and meaningful consultations to meet project and stakeholder needs. Some suggestions for advising clients on stakeholder engagement in such situations are given below. These suggestions are subject to the coronavirus situation in country, and restrictions put in place by governments. The task team and the PMU should:

- Review the country COVID-19 spread situation in the project area, and the restrictions put in place by the government to contain virus spread;
- Review the draft Stakeholder Engagement Plan (SEP, if it exists) or other agreed stakeholder engagement arrangements, particularly the approach, methods and forms of engagement proposed, and assess the associated potential risks of virus transmission in conducting various engagement activities;
- Be sure that all task team and PIU members articulate and express their understandings on social behavior and good hygiene practices, and that any stakeholder engagement events be preceded with the procedure of articulating such hygienic practices.
- Avoid public gatherings (taking into account national restrictions), including public hearings, workshops and community meetings, and minimize direct interaction between project agencies and beneficiaries / affected people;
- If smaller meetings are permitted, conduct consultations in small-group sessions, such as focus group meetings. If not permitted, make all reasonable efforts to conduct meetings through online channels, including webex, zoom and skype meetings;

- Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders;

- Employ traditional channels of communications (TV, newspaper, radio, dedicated phone-lines, public announcements and mail) when stakeholders do not have access to online channels or do not use them frequently. Such channels can also be highly effective in conveying relevant information to stakeholders, and allow them to provide their feedback and suggestions;

- Employ online communication tools to design virtual workshops in situations where large meetings and workshops are essential, given the preparatory stage of the project. Webex, Skype, and in low ICT capacity situations, audio meetings, can be effective tools to design virtual workshops. The format of such workshops could include the following steps:

- o *Virtual registration of participants*: Participants can register online through a dedicated platform.

- o *Distribution of workshop materials to participants, including agenda, project documents, presentations, questionnaires and discussion topics*: These can be distributed online to participants.

- o *Review of distributed information materials*: Participants are given a scheduled duration for this, prior to scheduling a discussion on the information provided.

- o *Discussion, feedback collection and sharing*: Participants can be organized and assigned to different topic groups, teams or virtual “tables” provided they agree to this.

- o Group, team and table discussions can be organized through social media means, such as webex, skype or zoom, or through written feedback in the form of an electronic questionnaire or feedback forms that can be emailed back.

- o *Conclusion and summary*: The chair of the workshop will summarize the virtual workshop discussion, formulate conclusions and share electronically with all participants.

- In situations where online interaction is challenging, information can be disseminated through digital platform (where available) like Facebook, Twitter, WhatsApp groups, Project weblinks/ websites, and traditional means of communications (TV, newspaper, radio, phone calls and mails with clear description of mechanisms for providing feedback via mail and / or dedicated telephone lines. All channels of communication need to clearly specify how stakeholders can provide their feedback and suggestions.

- *Engagement with direct stakeholders for household surveys*: There may be planning activities that require direct stakeholder engagement, particularly in the field. One example is resettlement planning where surveys need to be conducted to ascertain socioeconomic status of affected people, take inventory of their affected assets, and facilitate discussions related to relocation and livelihood planning. Such survey activities require active participation of local stakeholders, particularly the potentially adversely affected communities. However, there may be situations involving indigenous communities, or other communities that may not have access to the digital platforms or means of communication, teams should develop specially tailored stakeholder engagement approaches that will be appropriate in

the specific setting. The teams should reach out to the regional PMs for ENB and Social Development or to the ESSA for the respective region, in case they need additional support to develop such tailored approaches.

- In situations where it is determined that meaningful consultations that are critical to the conduct of a specific project activity cannot be conducted in spite of all reasonable efforts on the part of the client supported by the Bank, the task team should discuss with the client whether the proposed project activities can be postponed by a few weeks in view of the virus spread risks. This would depend on the COVID-19 situation in the country, and the government policy requirements to contain the virus spread. Where it is not possible to postpone the activity (such as in the case of ongoing resettlement) or where the postponement is likely to be for more than a few weeks, the task team should consult with the OESRC to obtain advice and guidance.

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## Annex 2- Grievance Information Form (GIF)

<b>Date/Time received:</b>	<b>Date: (dd-mm-yyyy)</b>	
	<b>Time:</b>	<input type="checkbox"/> am <input type="checkbox"/> pm
<b>Name of Grievant:</b>		<input type="checkbox"/> You can use my name, but do not use it in public. <input type="checkbox"/> You can use my name when talking about this concern in public. <input type="checkbox"/> You cannot use my name at all.
<b>Contact Information:</b>	<b>Phone:</b> <b>Email address:</b> <b>Address:</b> (Kindly indicate the preferred method of communication)	
<b>Details of grievance:</b> (Who, what, when, where)	<input type="checkbox"/> One-time incident/complaint <input type="checkbox"/> Happened more than once (indicate how many times): <input type="checkbox"/> Ongoing (a currently existing problem)	
<b>How would you like to see issue resolved?</b>		

\_\_\_\_\_

Grievant/Complainant Signature (if applicable)

\_\_\_\_\_

Date (dd-mm-yyyy)

\_\_\_\_\_

Signature- Project personnel (to confirm receipt only)

\_\_\_\_\_

Date (dd-mm-yyyy)

**For PIU use only:**

Grievance No: \_\_\_\_\_

Grievance Owner/ Department:

\_\_\_\_\_

## Annex 3 - Grievance Acknowledgement Form (GAF)

The Project acknowledges receipt of your complaint and will contact you within 3-5 working days.

<b>Date of grievance/complaint:</b> (dd/mm/yyyy)	
<b>Name of Grievant/Complainant:</b>	
<b>Complainant's Address and Contact Information:</b>	
<b>Summary of Grievance/Complaint:</b> (Who, what, when, where)	
<b>Next step:</b>	
<b>Approximate timing of next step:</b>	
<b>Channel through which resolution will be communicated:</b>	
<b>Name of Project Staff Acknowledging Grievance:</b>	
<b>Signature:</b>	
<b>Date:</b> (dd/mm/yy)	

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## Annex 4 - Grievance Redressal Registration Monitoring Sheet

No.	Name of Grievant/ Complainant	Date Received	Grievance Description	Name of Grievant Owner	Action(s) to be taken by PIU	Resolution Accepted or Not Accepted and Date of Acceptance/Non-acceptance
1.						
2.						
3.						
4.						

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## Annex 5 - Meeting Record Form

Date of the Meeting: ..... Grievance No: .....

Venue of meeting: .....

Details of Participants:

Complainant	Project/Government/OECS

Summary of Grievance.....  
 .....  
 .....

Meeting Notes: .....  
 .....  
 .....,  
 .....

Decisions taken in the meeting / Recommendations of GRC.....  
 .....  
 .....  
 .....

Issue Resolved / Unresolved: .....

Signature of Chairperson of the meeting: .....

Name of Chairperson: ..... Date (DD/MM/YYYY):

## Annex 6- Resolution Form

### Result of Grievance Redressal

Grievance No:	
Name of Grievant/Complainant:	
Date of Complaint:	
Summary of Complaint:	
Summary of Resolution:	
Resolved at:	<input type="checkbox"/> First Level <input type="checkbox"/> Second Level <input type="checkbox"/> Third Level
Date of grievance resolution (DD/MM/YYYY):	

Signature of Complainant in acceptance of the suggested grievance resolution, where feasible:

.....

Name: .....

ID number: ..... Type of ID: .....

Date (DD/MM/YYYY): .....

Signature of Environmental & Social Specialist and Project Manager:

1.....

2.....

1.Name:.....

Place:.....

Date:(dd –mm – yyyy): .....

2.Name:.....

Place:.....

Date:(dd –mm – yyyy): .....

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## Resources

World Bank. 2018. Guidance Note for Borrowers. ESS10: Stakeholder Engagement and Information Disclosure. <http://documents1.worldbank.org/curated/en/476161530217390609/ESF-Guidance-Note-10-Stakeholder-Engagement-and-Information-Disclosure-English.pdf>

World Bank. Technical Note. “Addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) in Investment Project Financing Involving Civil Works”.  
<http://pubdocs.worldbank.org/en/632511583165318586/ESF-GPN-SEASH-in-major-civil-works.pdf>

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World Bank. ND. Grievance Redress Mechanisms (GRM) Frequently Asked Questions.  
<https://thedocs.worldbank.org/en/doc/773821410447867339-0290022014/render/GrievanceredressmechanismFAQ.pdf>

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