

Draft Stakeholder Engagement Plan

GRENADA RESILIENCE IMPROVEMENT PROJECT (GRIP) _ (P175720)

Version 1

February 1, 2022,

Ministry of Infrastructure Development, Public Utilities, Transport
and Implementation

Table of Contents

1	Introduction.....	3
1.1	Objectives of the Stakeholder Engagement Plan.....	3
1.2	Project Background.....	4
2	Project Description	5
3	Environmental and Social Risk	7
4	Stakeholder Identification.....	7
4.1	Direct Stakeholders/ Project Affected Parties (PAPs).....	9
4.2	Other Groups Not Specifically Identified	11
4.3	Government Stakeholders (Ministries, Departments and Agencies)	19
4.4	Statutory Bodies.....	23
4.5	Project Workers	24
4.6	Stakeholder Ranking	24
5	Stakeholder Engagement Program	26
5.1	Proposed Strategy for Information Disclosure	26
5.2	Proposed Strategy to Incorporate the Views of Vulnerable Groups	30
5.3	Review of Stakeholder Comments.....	31
5.4	Disclosure and Dissemination of Future Activities of the Project	32
5.5	Resources and Responsibilities for Implementing Stakeholder Engagement Plan	32
5.5.1.	Roles and Responsibilities	32
6	GRIEVANCE REDRESS MECHANISM.....	33
6.1	Objectives of the Grievance Redress Mechanism	33
6.2	Responsibility for Grievance Redress Mechanism	34
6.3	Grievance Redressal Process.....	34
6.3.1.	First Level of Redress.....	35
6.3.2.	Second Level of Redress	37
6.3.3.	World Bank Grievance Redress Service (GRS)	Error! Bookmark not defined.
6.4	Addressing Gender-Based Violence.....	38
6.5	Grievance Redress Mechanism Budget	38
6.6	Building Awareness of the Grievance Redress Mechanism.....	39
6.7	Monitoring and Reporting	39
6.8	Periodic Review by Grievance Redress Committee	40
6.9	Grievance Redress Mechanism Jurisdiction.....	40

Annex 1 – Template to Capture Minutes of Stakeholder Consultations/Stakeholder Feedback 41

Annex 2 – Grievance Information Form (GIF)..... 42

Annex 3 – Grievance Acknowledgement Form (GAF) 44

Annex 4 – Grievance Redress Registration Monitoring Sheet 45

Annex 5 – Meeting Record Form 46

Annex 6 – Disclosure/Release Form..... 47

Annex 7: Technical Note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings March 20, 2020 49

Annex 8: Grenada List of available GBV services 54

1 Introduction

This Stakeholder Engagement Plan (SEP) outlines the schedule and mechanisms for stakeholder engagement, project information dissemination and grievance management for the life cycle of the RESILIENCE IMPROVEMENT PROJECT (GRIP or Project) in Grenada. The SEP aims to ensure that there is appropriate and meaningful engagement with all stakeholders impacted by, have special interest in or may influence the project throughout Project preparation and implementation. The lead implementation agency with responsibility for the Project and the implementation of the SEP is the Ministry of Infrastructure Development, Transport and Implementation (MOID).

Both the Government of Grenada (GoG) and the World Bank are ardent advocates of stakeholder engagement. For the former, stakeholder engagement is a priority in all areas of governance, but especially in the implementation of development projects. The government's commitment to stakeholder engagement is seen as a tool of Citizen Engagement and social inclusion and essential to the reduction in the disparities and inequalities present in society. As a proponent of the Sustainable Development Goals (SDGs), the GoG specifically advances SDG 16 which aims to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" and includes critical targets for achieving progress, including among others to "ensure responsive, inclusive, participatory and representative decision-making at all levels". The commitment of the GoG is further demonstrated through the mainstreaming of the Rio and other international Conventions, which hold stakeholder engagement as a critical component in their associated processes.

For the World Bank, stakeholder engagement is a requirement that applies to all World Bank-financed investment projects and is a critical aspect of all stages of the life cycle of bank-funded projects. As a result, in the World Bank's Environmental and Social Framework (ESF) with its associated Environmental and Social Standards (ESS), stakeholder engagement has been assigned as a stand-alone standard. Specifically, ESS 10 articulates that "...the importance of open and transparent engagement between the borrower and project stakeholders as an essential element of good international practice. Meaningful stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation".

The scope of this SEP was determined to be proportionate to the nature and scale, and potential risks and impacts of the project. The SEP is iterative and will be updated, as necessary, throughout the project's life cycle.

1.1 Objectives of the Stakeholder Engagement Plan

The specific objectives of the SEP are as follows:

1. To identify the roles and responsibility of all stakeholders and ensure their participation in the project cycle
2. To input the knowledge, experiences, and skills of stakeholders to enhance the design and implementation of the project;
3. To specifically identify and engage potentially affected parties and other interested parties in all stages of the project 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 devise a plan of action that clearly identifies the means and frequency of engagement of each stakeholder;
6. To provide project-affected parties with accessible and inclusive means to raise issues and grievances and to respond to and manage such grievances and,
7. To allocate budgetary and other resources in the project design, project implementation, and Monitoring and Evaluation (M&E) for stakeholder engagement and participation.

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 (E&S) risks and impacts, mitigation measures, and associated environmental and social instruments. Finally, stakeholder consultation undertaken at the project preparation stage is essential for strengthening the stakeholder analysis included in the SEP.

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. 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 6 offers a detailed account of the procedures of the Grievance 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 to inform the scope, and frequency of stakeholder engagement should be proportionate to the nature and scale of the project and subprojects as well as their potential risks and impacts.

1.2 Project Background

Grenada is a tri-island state with a total land area of 135 sq. miles. Natural hazards pose a significant risk to the country, its population and economy, as Grenada is highly exposed to hydro-meteorological and geophysical threats. Between 1975 and 2018, the most significant disasters in Grenada provoked damages and losses equivalent to a total amount US\$967 million of which Hurricane Ivan in 2004 was the event causing the biggest impact with damages and losses equivalent to about twice the country's GDP¹. Major natural hazard impacts could, under COVID-19 circumstances, lead to compounding effects on an already vulnerable population, particularly in households where family members lost their jobs due to the pandemic.

¹ World Bank (2019) Program Document for a Disaster Risk Management Development Policy Credit with Deferred Drawdown Option.

Natural hazards, including hurricanes, tropical storms, volcanoes, earthquakes, droughts, excessive rainfall, floods, and frequent incidences of landslides result in damages to infrastructure and other negative impacts on the economy and livelihoods. The majority of Grenada's GDP is concentrated in St. George's and faces significant risk from natural hazards and climate change. St. George's, the capital city, is vulnerable to sea level rise as well as flooding which leads to a significant level of risk to private and public buildings as well as other assets situated in St. George's. Hurricane Ivan (2004) caused structural damage to nearly every major building in St. George's. Although 16 years have passed, not all damages to public buildings and other public infrastructure have been fully repaired including several government buildings of historical value such as the *Town Council building* at the St. George's Market, the *Melville Street Police Barracks building on Melville Street*, *York House (formerly the parliament building and the No. 1 High Court) on Upper Church Street* and the *Grenada Public Library (officially the Sheila Buckmire Memorial Library) on the intersection of the Carenage, Mathew and Moncton Streets*, which have not yet been rehabilitated. The GoG is in the process of upgrading the St. George's market and is exploring the commencement of the process of rehabilitation of these historical buildings to expand available market space for vendors in a strategic location in downtown St. George's near the cruise ship port (in the case of the Town Council and former police Barracks Buildings). The process will begin with an assessment and the designs of what is needed for restoration.

Grenada's road network, exposed to landslides, rock falls, flooding, and coastal hazards, is critical for connectivity of communities to employment, services, and commerce in St. Georges and throughout the country, alongside providing evacuation on emergency response routes.

2 Project Description

The proposed project consists of four components. A synopsis of each component are as follows:

Component 1: Interventions to increase resilience of critical infrastructure (US\$ 12.8 million). This component will address key sections at high risk from natural hazards and climate change impacts along the Eastern Main Road as well as the principal transportation corridor crossing the country. The selected sections are (a) the Balthazar bridge across the Great River which is located on the corridor crossing the island's interior and (b) the Eastern Main Road at Soubise and Marquis, South of Grenville (see Annex 2 for a map indicating the location of the planned interventions). It is expected that the planned works presented in the following would offer temporary jobs that contribute to alleviating COVID-19-related impacts on employment.

- a) **Reconstruction of the Balthazar bridge across the Great River to reduce flood risk.** The bridge, located on the key connection between Grenville, St. Georges and Gouyave is impassable four to five times per year when overtopped by river water during heavy rainfall. Increases in the intensity and possibly frequency of extreme precipitation, due to climate change, are expected to further exacerbate the situation. Under this activity, the Balthazar bridge will be reconstructed to reduce current and future flood risk from extreme and hurricane related rainfall events considering climate change related impacts. The activity will start with the development of studies and designs that follow an inclusive approach to ensure that persons with special needs are fully able to make use of the new structure.
- b) **Coastal protection and flood risk reduction of the Eastern Main Road (EMR) at Soubise and Marquis.** The EMR at Soubise and Marquis, two separate stretches in close vicinity about 1km to 3km south of

Grenville, is at sea level and at risk from storm surge and coastal erosion, fueled by sea level rise. To avoid the increasing frequency and severity of coastal flooding and the eventual destruction of these two sites from coastal erosion, this activity will focus on stabilizing the coast, e.g. through coastal revetment protection walls and offshore rock armoring, and other interventions required to ensure future connectivity. Exhaustive studies to support the development of risk and climate change informed designs will again be the first step for this activity.

Component 2: Technical assistance to strengthen institutional capacity to develop disaster risk informed strategies and designs for selected critical infrastructure (US\$ 1.2 million). This component will strengthen the government’s capacity to develop risk informed strategies and supply the government with designs to further increase resilience at additional critical sites. Activities include: (a) an assessment of the risk flooding poses to the coastal city of Grenville, in a climate projected scenario; identification of management options, as the city is highly susceptible to flooding and has seen increased coastal erosion in recent years due to the degradation of the fringing reefs; and development of a strategy to manage urban flooding in Grenville. The study will also analyze gender-differentiated impacts of flooding and flood management options will integrate inclusion as a key concept; (b) assessment of current asset management practices, development of a strategy to step-wise strengthen risk-informed asset management in Grenada, and implementation of short-term steps as outlined in the strategy. The assessment and strategy shall, among other aspects, include engineering and design, operations and maintenance, contingency programming, and institutional capacity and coordination; (c) assessments of the River Road and Balthazar rock faces² considering expected climate risks, and development of designs to manage rock fall and landslide risk; and (d) assessments and designs for the climate and disaster resilient rehabilitation of three cultural heritage buildings located in St. George’s - the Public Library, the Police Barracks, and the York House³. The Government will collaborate closely with contracted consultants in developing studies, designs and strategies, enabling knowledge transfer across the four activities.

Component 3: Contingent Emergency Response Component (US\$ 0 million). This component will provide immediate support by financing emergency response activities such as repairs of damaged infrastructure; purchase of required goods and equipment; and measures to ensure business continuity and enable early rehabilitation in the case of an eligible crisis or emergency. Due to the size of the Project, it is designed as a ‘zero-dollar’ Contingent Emergency Response Component (CERC). The Operations Manual for the CERC will be developed through consultations with key line agencies and build on the lessons learned from implementing CERCs to respond to disasters and COVID-19 crises within the Eastern Caribbean.

Component 4: Project Management and Implementation Support (~ US\$ 1 million). This component will support the strengthening of institutional capacity for Project management across implementation agencies through the provision of technical advisory services, training, operating costs, and acquisition of goods. Incremental operating costs incurred by implementing agencies would also be covered, as well as those required for outside consultancies to prepare and supervise specific activities

² Both sites are located on the connection route between St. Georges and Grenville, crossing the inner part of the island. River Road rock face is located in St. Georges and Balthazar rock face is just west of Grenville in the vicinity of the Balthazar bridge.

³ The Police Barracks and the York House were damaged by Hurricane Ivan in 2004.

3 Environmental and Social Risk

The overall environmental and social risk associated with the proposed Project is considered Substantial under the World Bank's Environmental and Social Framework based on the location, type of activities, sensitivity and scale of project intervention, nature and magnitude of potential E&S risks and impacts. The Project will build on lessons learned from implementing similar projects in the Eastern Caribbean including the Regional Disaster Vulnerability Reduction Project (RDVRP) in Grenada and St. Vincent and the Grenadines.

The key environmental risks associated with the proposed activities are related to waste management; air and noise pollution; community health and safety; occupational health and safety; and in particular, the civil works can lead to water pollution, erosion and sedimentation affecting the aquatic ecosystems.

The following social risks are identified: (i) some project activities such as the reconstruction of the Balthazar bridge across the Great River; and the rehabilitation of coastal protection and flood risk management mechanisms along the Eastern Main Road, may require land acquisition with the potential of causing temporary or permanent physical and/or economic displacement; (ii) risk of inadequate consultations with relevant stakeholders and agencies to maintain the cultural integrity and value of designs for the climate and disaster resilient rehabilitation of the three cultural heritage buildings located in St. George's - the Public Library, the Police Barracks, and the York House; (iii) risk of excluding the inputs of vulnerable people from the project design and implementation; thus having the potential to affect the environmental and social sustainability of the project. This could further exacerbate existing exclusion patterns if careful attention is not given (in the project design and implementation) to addressing both inclusion and exclusion errors in the current context; and (iv) risks related to labour-management in the project.

4 Stakeholder Identification

The identification of stakeholders is the first step to foster the development of strong, constructive, and responsive relationships that are important for successful management of a project's environmental and social risks. The participation of the identified stakeholders is aimed at improving the environmental and social sustainability of the project, enhance project acceptance, and make a significant contribution to successful project design and implementation. From this standpoint, the criteria used to define the stakeholders are:

- a) Project-affected parties: those, who because of their circumstances, may be affected or likely to be affected by the project. This includes the disadvantaged or vulnerable⁴, as further defined for this project below.

⁴ refers to those individuals or groups who, by virtue of, for example, their age, gender, ethnicity, religion, physical, mental, or other disability, social, civic or health status, sexual orientation, gender identity, economic disadvantages or indigenous status, and/or dependence on unique natural resources, may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits. Such an individual/group is also more likely to be excluded from/unable to participate fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so. This will consider considerations relating to age, including the elderly and minors, and including in circumstances where they may be separated from their family, the community or other individuals upon whom they depend.

- b) Other interested parties: those, who for various reasons, may have an interest in the project, for example communities, national and local authorities, neighbouring projects, non-governmental organizations among others.

In addition, the project's civil works would have the potential to negatively affect workers on the sites, nearby communities, etc. Worker safety and safety in general is covered under separate procedures for Occupational Health and Safety, and Labour Management Procedures. Therefore, the following preliminary GRIP **stakeholders** identified for stakeholder engagement are discussed below. The key stakeholders identified fall into three (3) categories:

1. **Project-affected parties (Direct Stakeholders)**
2. **Other interested parties (In-Direct Stakeholders: Civil Society Organizations)**
3. **Government Institutions including Statutory Bodies/Authorities and Departments**

Direct Stakeholders are those households, communities, Small and Medium Enterprises (SMEs), and vulnerable groups and or individuals including persons with disabilities, the elderly or children and NGOs who represent them and who are more likely than others to be directly affected by the project/subproject activities or least likely to participate and benefit from the project.

Vulnerable groups:

Direct stakeholders also include vulnerable members of the communities in the Direct and In-Direct Area of Influence of the sub-projects.

1. Farmers: Farmland may be acquired from farmers for the temporary by-pass.
2. Other community members: Similarly, the works to improve the Baltazar bridge and coastal protection Eastern Main Road will directly impact several types of commuters including school children and workers and others including private motorists and the providers of public transportation who utilize the road and bridge.
3. Fishermen: There are also fisherfolk and fishing cooperatives in Grenville and Guave that maybe impacted by the works but also may have traditional knowledge that can be inputted into the project design.
4. The elderly and people with disability: Elderly and disabled persons may be impacted disproportionately by the disruptions due to their already marginalized status in the society.
5. Similarly, matrifocal and other one parent households in may experience the disruptions differently due their circumstances and coping capacity.

Other Interested Parties/ In-Direct Stakeholders are those who may have different concerns, interest, or priorities about project/sub-project impacts because of their traditional knowledge; advocacy for environmental management and justice, knowledge of natural and civil coast protection solutions and other technical institutions such as NGOs and universities who possess specific technical and scientific information that can be inputted into the project design especially for component two activities. It is also

expected that since the communities of Marquis and Soubise are mainly fishing communities that the fisherfolk can have an interest in the works on the road. There are also several environmental, social, and educational NGOs and CBOs that operate in the Grenville and surrounding areas. These stakeholders are important for the providing of inputs into the project design, the effective implementation of the bridge and road studies and repairs including the implementation of mitigation measures such as the Traffic Management Plan and the development of gender responsive resilient infrastructures. NGOs and CBOs through traditional knowledge will be key partners in Component Two activities; assessments and designs for historical buildings and the study of gender differentiated impacts of coastal flooding and flooding managements. Gender Based NGOS and CBOs will play a critical role in the identification of gender impacts as will fisherfolks and other users of the coastal areas including vendors, private tour guides, etc.

Government Institutional Stakeholders comprise GRIP project implementation agency and other ministries and departments with direct or related institutional responsibilities associated with GRIP interventions such as the Ministry of Tourism, Civil Aviation. Climate Resilience and the Environment or the Physical Development Authority (Physical Planning Unit) and the Division of Gender and Family Affairs. The former will be an important partner in the inputs of the deign studies such the climate vulnerability and the Environmental and Social Impact Assessments (ESIAs). The latter is directly responsible for the review and approval of ESIAs as well as the granting of permissions for physical works. The Division of Gender and Family Affairs, the national machinery for gender mainstreaming in the country should have an input in all the project activities but will provide especially useful inputs in the gender impacts of flooding and flood management. Similarly, the Forestry and National Parks Division or the National Water and Sewerage Authority have direct and or related roles and responsibilities in respect of wildlife and other potential project impacts such vegetation cover removal and sedimentation of rivers and other waterways. Other governmental and institutional stakeholders will be involved in specific phases and activities of the project. For example, the Ministry of Social Services will be an important partner in the deigning of mitigation measures for the management of impacts on vulnerable communities and persons.

4.1 Direct Stakeholders/ Project Affected Parties (PAPs)

The following stakeholders have been identified for the specific sub-project activities of Reconstruction of Balthazar Bridge, Soubise coastal protection and Marquis coastal protection

Table 4:1: List of Potential Project Affected Parties

Potential Project affected parties	Description
Residents, individuals, and households close to the project sites:	At all of the project sites there are residential properties in the Area of the project. These individuals may be impacted directly from the construction activities through noise pollution, temporary restriction of access to their properties etc. These individuals and households affected, and the specific impacts will be further identified with the availability of design specifications of the works.

Potential Project affected parties	Description
Small Businesses:	There are several small businesses in the sub-projects' area. These small businesses will be identified and assessed for possible economic disruptions and displacements in addition to the impacts of noise, and blockages of entrances and exits during construction activities.
Land and Property Owners in the Baltazar Bridge Area	The construction of the bridge will require the construction of a temporary bypass to allow commuters continued use of the road. The construction of the bypass may require the temporary usage of private lands in the area. The private landowners are therefore important stakeholders who will have to be identified early in the project cycle for consultations.
Road Users, Minibus Operators/Route Association Members (where Associations are available):	The Balthazar Bridge, and the Eastern Main Road serves as a main throughfare for persons from St Andrew and the town of Grenville to get to St. Georges for work, school, leisure etc. Commuters will be affected by the construction of the bridge and temporary bypass by an increase in time to commute to their intended destinations, increase wear and tear in vehicle leading to increase cost of maintenance. It can also impede or restrict access to livelihood activities especially for women and young persons who are more dependent on public transportation. These stakeholders are therefore important to identify and input their concerns into the Traffic Management Plan and its associated Communication Plans.
Fisherfolks	The Parish of St. Andrew possess the highest number of fishing vessels in the country. Many of the owners of these vessels and other fisherfolks utilize the coast of the Soubise and Marquis areas. The fisherfolks are represented by various fishing cooperatives (which are identified and described in the civil society section of the document). The fisherfolks activities maybe be disrupted due to temporary loss of access to their vessels and or fishing grounds. Other activities in the value chain such as getting to market may be delayed or disrupted. The project will identify all impacted fisherfolks and developed consultation methods for both individual fisherfolk and representative cooperatives.
Vulnerable Groups and Individuals (at or near all project sites):	<ul style="list-style-type: none"> • Elderly • Farmers • Natural resources dependent households (males and females)

Potential Project affected parties	Description
	<ul style="list-style-type: none"> • Women and Matrifocal Households • Persons with disabilities • Children and youth at risk • Sexual Minorities LGBTQI Population

In each of the communities where sub-projects are undertaken, special emphasis will be placed on vulnerable groups such as the ones listed in the table above, including the unemployed , the elderly, disabled persons, persons seeking to vend near the sites, fisherfolks and farmers whose activities may be disrupted, commuters to sources of employment (especially those whose places of employment is in St. Georges and who are unemployed and seeking employment), children commuters who use the road to go to school.

Economically disadvantaged persons including at risk youths will be identified during community mobilization and assisted to participate in community consultations. If they are unable to attend general consultations, specific measures will be implemented to collect their perspectives including collecting during community mobilization at sub-project sites. If responses are required to persons who cannot attend general consultations the project team will secure the response and provide the response to the vulnerable individual or group use specific mechanisms to the group or individual. All information including information on employment at sub-projects will be made available to all individuals and groups and will be responsive to their differential status of access.

4.2 Other Groups Not Specifically Identified

The project recognizes that this is not a complete list of stakeholders. Through direct involvement with the communities or groups and through snowballing, new and previously unknown groups or individuals may become known to the project implementing agency. In these instances, the project commits to the involvement of stakeholders not identified in this plan at any stage of the project cycle. Ad hoc groups and group activities are a feature of Grenadian and Caribbean societies, and it is important that these groups are captured and consulted as required based on the impact of and interest in the project activities. There are several local and national civil society organizations that will have an interest in the project and whose members or affiliates may be affected by the sub-project activities. Stakeholders that may also provide inputs into the designs and assessments of Component 2 are also considered in this section.

Table 4:2: Other Interested Parties

Other interested parties / Civil Society Organizations	Description
<p>National Bus Association and or Members of Bus Route Associations (where Route Association exists) <i>National Bus Association:</i></p>	<p>The National Bus Association is the umbrella body which represents the interest of minibuses owners and operators nationally. The national bus association comprises an estimated one thousand two hundred (1,200) minibuses providing all of Grenada’s public transportation needs (students, private and public sector workers, retirees, visitors). It is totally private sector based, individually owned, and operated. The association comprises minibuses operators covering zones across Grenada based on a government designed and authorized Route system requiring bus route stickers affixed to the front of each minibus. The route stickers identify the designated route the minibus is authorized to service. There are nineteen (19) zones in the system numbering Routes 1 to 9. Route 8 comprise three zones, each of which are impacted directly and indirectly by the Moliniere road and slope failure. The routes associated with the Eastern Main Road may be impacted by the sub-project activity of the bridge construction.</p>
<p>Route Associations and Individual Owners/Operators (under the umbrella National Bus Association):</p>	<p>Some route operators have their specific Route Associations to represent their interest and address issues specific to their respective routes. Not all routes have route associations. Where route associations do not exist, individual minibus owners or operators may be interested on an individual level in project activities of a specific route based on the impacts of the project on their plying that route. Route associations or individual minibus operators of a specific route (where route associations do not exist) may be recommended for participation in consultations by the National Bus Association in addition to participation by a representative of the national association. Route association members or individual operators on Routes 1, 2, 3, 4, 5, 6, 8 are likely interested parties in projects that will impact those routes on the Eastern Main Road through Marquis, Paradise, Seamoons-Pearls, and Moyah in St. Andrew.</p>

Other interested parties / Civil Society Organizations	Description
<p>Gouyave Fishermen Cooperative Society Limited (GFCSL)</p>	<p>GFCSL is one of the prominent fishermen cooperatives in Grenada based in the Grenville area. The cooperative society consists of fisherfolk who are dependent on the Grenville coastal areas and interact with the Marine Protected Area. The GFCSL has been taking the lead in the establishment of the Marine Protected Areas. Established in 2015, the organization has approximately 80 members and has partnered with many local, national, and international players on the coastal management issues of the west coast of Grenada. The members of the organization will have inputs on the identification of impacts of the proposed works on the fishing community and fisherfolks.</p>
<p>Grenville Fishermen Association, Soubise Fishermen Coop, Grenville FAD Fishers Association</p>	<p>Represents the fisherfolk in the Grenville area and Soubise across the value chain of fishing. These organizations will be instrumental in providing local and traditional knowledge for component 2. Their members activities may also be disrupted by the Soubise and Marquis sub-project physical works.</p>
<p>Grenada Community Development Agency (GRENCODA)</p>	<p>GRENCODA is a national NGO based in Grenville. The organization’s areas of focus include community development, environment awareness research and advocacy, education and training, small business and entrepreneurial development and institutional strengthening. The organization has a national focus but is specially involved in projects and development in the Grenville area. GRENCODA has partnered with fisherfolk and international partners in coastal issues including the Marine Protected Area located in Grenville. The organization will have an enormous amount of local knowledge and partner relations with other stakeholders which can assist with the identification of urban good management solutions in the Grenville.</p>

Other interested parties / Civil Society Organizations	Description
St Andrew Progressive Farmers Association	The St Andrew Progressive Farmers Association is a group of farmers based in the parish of St. Andrew. The group advocates for farmers and are involved in several national and international networks. The group has partnered with several international partners for sustainable farming in the parish. The group will be consulted on the impact, if any, on its members and the wider farming community. It can also be an important source of other individual farmers and farming groups through snowballing.
St. Andrew Development Organisation	A general development organisation in the parish of St. Andrew, the group works in several areas including social welfare and protection. The group works with vulnerable populations across the parish providing much needed assistance to the elderly, matrifocal households, single parents and the differently abled. The group also through its international networks support local institutions including health centers. The group will be a vital partner in the identification of vulnerable residents and communities in proximity to the sub-projects physical works and the impacts including differential impacts on various groups such as women.
Grenada National Organisation of Women (GNOW)	A national NGO that represents women’s interest across various sectors and interests. The St. Andrew chapter or sub-group can provide information on the gender differentiated impacts of the project’s activities.
Grenada Education and Development Programme (GRENEDE)	GRENEDE is a national NGO focused on youth empowerment, leadership, and sustainable development. The organization works with youths in rural communities tackling poverty and other social development issues. The organization has worked with national and international partners on marine issues of the Grenville and surrounding areas. The organization will be able to input local

Other interested parties / Civil Society Organizations	Description
	knowledge of the areas in addition to assist with the identification of additional stakeholders.
Ocean Spirits Inc.	Works with local communities across Grenada to utilize sea turtles and sea turtle habitat through means other than consumptive use.
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
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 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.
Inter-Agency Group of Development Organisations (IAGDO)	A national organization representing a cross-section of civil society organizations and community-based organizations across Grenada.
The Willie Redhead Foundation (TWRf)	The Willie Redhead Foundation: the Willie Redhead Foundation is a Non-Government Organization that works to protect and preserve the architectural and cultural heritage of Grenada and St. George's. Since 1994, the Foundation has been striving to restore old buildings, save landmarks and maintain the beauty, cultural richness, and charm of Grenada. The Foundation

Other interested parties / Civil Society Organizations	Description
	<p>has been engaged in research and public advocacy on restoration and preservation of the architectural heritage of buildings in Grenada, especially the town of St. George and in lobbying governments to officially designate buildings, sites, landmarks of historical, architectural, or cultural value and heritage in Grenada. The Foundation would provide useful inputs to the consultations on its research into Grenada’s built heritage and about its preservation efforts, lobby of governments and progress with is advocacy that could inform project design especially associated with restoration of buildings.</p>
<p>Grenada National Museum</p>	<p>The Grenada National Museum (GNM) is the only museum on the island with a national agenda. The GNM’s small collection of artifacts consist of; objects illustrating Grenada’s history and culture, including an assortment of pre-Columbian Amerindian artifacts of unclear provenance; agricultural machinery once used in the manufacture of sugar and rum; whaling equipment from the whaling station at Glover Island; the supposed bathtub of the French Empress Josephine; a few guns, historical pictures and documents of limited significance and copies of historical maps, along with a bird collection. The museum will have historical information relevant to the assessment and design of the historical buildings.</p>
<p>The UWI Open Campus (Grenada)</p>	<p>The UWI Open Campus (Grenada): the UWI Open Campus in Grenada possess a library and archives that contain literature that may offer historical perspective on the buildings considered for GRIP restoration. In addition, the head of the Open Campus in Grenada is a historian and has made presentations on historical features of the town of St. George including its buildings and may therefore provide the consultations with useful insights and guidance surrounding building assessments and designs.</p>

Other interested parties / Civil Society Organizations	Description
<p>T.A. Maryshow Community College (TAMCC)/New Life Organization (NEWLO) Building Technology Dept.</p>	<p>Students of TAMCC and NEWLO Building Technology Departments: Students from the building technology departments of these two training institutions are suggested for inclusion as stakeholders to provide additional practical student learning opportunities in their development and expose them to good practices in development through stakeholder engagement.</p>
<p>Grenada National Council of the Disabled (GNCD)</p>	<p>Grenada National Council of the Disabled: the Grenada National Council of the Disabled is an umbrella organization for groups representing various categories of disability in Grenada. The GNCD focuses on advocacy, (rights, equality, equity for persons with disabilities), access to and improvement in services for groups and persons with disabilities and collaboration with government departments to ensure supportive policies, programmes, projects, and training to improve the lives and functioning of the disability community. The GNCD will be a critical voice in stakeholder consultations with respect to the accessibility of restored buildings including ensuring wheelchair ramps are included in building access and on sidewalks of bridges or to ensure grab bars are included in toilets of restored buildings.</p>
<p>Grenada Institute of Professional Engineers (GIPE)</p>	<p>Grenada Institute of Professional Engineers: Grenada Institute of Professional Engineers comprise a register of an estimated forty (40) multisector engineers based on its annual publications following its annual general meetings. Considering the number of sub-projects under consideration for GRIP interventions and considering the sub-projects concerns buildings, bridges, slopes, and roads hence a heavy civil engineering component is involved, with a focus on resilience, the Institute would be an important stakeholder to provide inputs and guidance or raise concerns at the stakeholder consultations.</p>

Other interested parties / Civil Society Organizations	Description
<p>The Nature Conservancy (TNC)</p>	<p>The Nature Conservancy: The Nature Conservancy works to strengthen the natural infrastructure and ecosystems that sustain communities and protect against climate-related threats. One of its initiatives in Grenada is the Resilient Islands Initiative designed to help Caribbean islands cope with the impacts of climate change by promoting ecosystem-based solutions that protect and restore coastal habitats proven to reduce risks. The Nature Conservancy works with coastal communities in Marquis, Subise and Telescope along the eastern main road where GRIP interventions are contemplated. The Conservancy may offer important insights, data, guidance, and collaboration at the stakeholder consultations for potential GRIP sub-projects on the Eastern Main Road or where flood mitigation interventions involve outflows into the coastline.</p>
<p>Friends of the Earth Grenada</p>	<p>A local chapter of the Friends of the Earth international, the NGO is involved in environmental advocacy in environmental protection, sustainability, and environmental protection. The organization has a stated mission “to be the best and most reliable campaigners for the protection and defence of the environment in the state of Grenada, as well as the wider Caribbean area.” In Grenada, the country’s main advocacy efforts are focused on 1) land use (particularly in relation to tourism), 2) coastal clean up, 3) sustainable agriculture, 4) local sustainability and good governance, and 6) campaigns against the shipment of nuclear and other toxic waste across the Caribbean and their campaign participation includes climate change, wetlands, and sustainable societies. The organization can provide useful inputs on local environmental conditions as well as local land use information.</p>
<p>Grenada National Commission for UNESCO/UNESCO Office in Grenada</p>	<p>UNESCO Office in Grenada: the UNESCO office in Grenada supports implementation of the government’s ratified conventions associated</p>

Other interested parties / Civil Society Organizations	Description
	<p>primarily with illicit import, export, and transfer of ownership of cultural property, protection of the underwater cultural heritage, safeguarding of the intangible cultural heritage and protection and promotion of the diversity of cultural expressions. In this regard, the office may provide useful guidance surrounding the restoration of historical buildings and flooding solutions proposed under the project.</p>

4.3 Government Stakeholders (Ministries, Departments and Agencies)

The governmental ministries, departments and agencies are integral to the overall success of the project at all stages of the project life cycle. They are crucial to the establishment of the physical, technical, legal, and regulatory framework of the project as well as providing the human resources for project management and human resource development. Both inter- and intra-agency collaboration and cooperation will be essential for the successful implementation of the project and its related activities. Whilst all the agencies and departments are expected to be a part of the process, there are some agencies, which will lead the process and others, which will participate at various stages or become engaged in sub-activities.

Ministry of Infrastructure Development, Transport and Implementation

This is the project’s implementing agency. It is the Ministry responsible for protecting and enhancing Grenada’s infrastructure. Under this mandate, the Ministry manages the maintenance of the country’s roads, bridges, and government buildings and together with the Physical Development Authority/Physical Development Department ensures compliance with building codes, develops plans for the orderly development of the country and implements cabinet’s policies and directives, amongst other things.

Ministry of Finance, Public Utilities, Energy, Physical and Economic Development

The Ministry of Finance, Public Utilities, Energy, Physical and Economic Development is responsible for the implementation of fiscal and economic policies as well as the design, facilitation, and implementation of the country’s energy policy. The ministry also facilitates the enabling environment for the development and implementation of policies, programmes, and actions for the delivery of public utilities in cooperation with the Public Utilities Regulatory Commission (PURC) and in collaboration with public utilities providers in the water sector (NAWASA) and electricity sector (GRENLEC). The ministry works with the National Telecommunications Regulatory Commission (NTRC) with respect to the telecommunication sectors and the respective providers in that sector. The ministry collaborates closely with the Ministry of Infrastructure regarding the physical development of the country through other ministries, departments, and agencies.

This Ministry will support project implementation through key fiduciary activities performed by the Accountant General's Department (AGD) and the Central Procurement Unit (CPU).

Ministry of Tourism, Civil Aviation, Climate Resilience and the Environment

The Ministry of Tourism, Civil Aviation Climate Resilience and The Environment is responsible for the management and administration of tourism, civil aviation, heritage (including indigenous heritage, geology, archaeological sites, finds, preservation) and creative industries. Climate resilience (mitigation/adaptation), environmental protection and management, natural resources management, policy advice and community environmental outreach are among the portfolio of responsibilities of the ministry in addition to its role as the focal point for several international conventions including the Rio Conventions. This ministry will support project implementation through inputs of environmental and climate vulnerability and risks in the assessments and design for climate and disaster resilient rehabilitation of cultural heritage buildings, assessments of the river road and Balthazar rock faces, and the capacity building and in the general project activities.

Coastal Zone Task Force

In 2016, a Coastal Zone Task Force was established to support the Environment Division of the Ministry of Climate Resilience and the Environment Coastal Zone Management Pilot Project as part of the Integrated Climate Change Adaptation Strategies (ICCAS) programme in Grenada. The facilitation of the development of a Coastal Zone Management Policy for Grenada was one of the project activities. The Coastal Zone Management Policy is accompanied by the delineation of the Coastal Zone Area which was guided by coastal surveys and available data on flooding, storm surges, sea level rise and the location of important zones and infrastructure. The Task Force assist with the development of EIAs for coastal development and supporting the Environment Division with coastal issues in the absence of a dedicated coastal zone unit. The Task Force may offer important insights, data, guidance, and other inputs at stakeholder consultations for project activities associated with coastal protection, flood mitigation and marine outflow.

The Division of Gender and Family Affairs

The Division of Gender and Family Affairs is a division under the Grenada's Government's Ministry of Social Development, Housing and Empowerment. The division houses the National Machinery for Gender Equality and the Advancement of Women in Grenada *which is the national mechanism for gender mainstreaming, targeted measures for gender equality and empowerment of women and girls and accountability for gender equality and empowerment of women.* The Division functions through two main units:

- 1) Gender-based Violence Unit – Co-ordinates the governments Gender-based violence efforts in terms of support for victim, prevention, response, and advocacy.
- 2) Gender Equality Unit – to implement the Gender Equality Policy and Action Plan (GEPAP).⁵

The Division's input is essential to all project activities to ensure that they are gender responsive and in keeping with the GEPAP. Critical activities for the division will include the integration of the SEA pathway in the project SOP and ESIA's and inputs into the development of gender differentiated impact assessments of flooding.

⁵ Gov.gd. 2022. *Division of Gender and Family Affairs | MOS*. [online] Available at: <<https://www.gov.gd/mos/division-gender-and-family-affairs>> [Accessed 10 January 2022].

Ministry of Agriculture, Forestry, Lands and Department of Labour

The mandate of the ministry is to contribute to the economic growth and sustainable development of Grenada including achieving a significant level of food security and economic growth from the agriculture sector. Its forestry division covers national parks and protected areas, land use includes establishing Grenada's land bank to better strategize and optimize Grenada's land use. Within the ministry, the labour portfolio is primarily to provide efficient and effective labour administration practices for sustained socio-economic development. It also provides advisory services to trade unions, employees, and employers, undertakes labour legislative reform and provides efficient conciliation and mediation services for dispute resolution. The ministry will support the project through guidance on mitigating ecosystem risks and or vulnerability near or at project sites and labour matters if or where required.

Ministry of National Security, Public Administration, Home Affairs, Youth Development, Disaster Management and ICT

The Ministry of National Security, Public Administration, Home Affairs, Youth Development, Disaster Management and ICT is headed by the Prime Minister hence the ministry is otherwise referred to as the Office of the Prime Minister (OPM). The portfolio mix is extensive hence the Prime Minister is supported by three (3) additional ministers with specific responsibilities within the portfolio of the ministry. National Security principally covers police, prisons and immigration services combined with Home Affairs which address permanent residence and citizenship applications. Public Administration looks principally at human resource matters in the public service including training and public sector labour-management relations (with specific reference to public sector wage negotiations). Youth development addresses a wide range of youth related projects and programmes including the IMANI apprenticeship program. Disaster management focuses on public education, management and response to natural disasters led by the National Disaster Management Agency (NaDMA). This mandate places NaDMA and the ministry as an important partner in this project for their potential inputs into risks identification and risks reduction including climate risks of sub-projects. The Information and Communications Technology (ICT) role covers government's information management including various ICT related projects and programmes. An integral part of the Prime Minister's Office is the Cabinet Secretariat. The secretariat handles a wide range of services including all matters related to the Cabinet of Ministers, Marriage Licenses and Alien Land Holding Licenses.

National Disaster Management Agency (NaDMA)

The National Disaster Management Agency (NaDMA) is a critical stakeholder in and of itself. NaDMA's 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. The National Emergency Advisory Council (NEAC) headed by the prime minister is the body responsible for giving general direction and control and the development of policies with respect to NaDMA's mission and mandate. Consequently, the agency is expected to have important inputs during

the consultative processes with respect to project design and implementation considering its responsibility for mitigation of hazards in Grenada.

Planning and Development Authority

The Planning and Development Authority supervises the implementation of the Physical Planning and Development Control Act # 23 (2016) which makes provisions for the control of physical development, the preparation of physical plans for Grenada, Carriacou and Petite Martinique and the protection of the natural and cultural heritage of Grenada. Core functions involves preparation of physical development plans, urban planning, local area plans or town plans and use of Geographical Information Systems (GIS) to aid with spatial planning and production of maps using global positioning devices to capture data on roads, buildings, and parcels of land. Development control function entails land development control fees, building permits (i.e., application for permission to develop land), review of planning applications, monitoring ongoing development activity, and ensuring sound and safe construction in accordance with current legislation and industry standards. The Unit also investigates complaints from the public on nuisances, unauthorized development and building complaints including illegal development and road setbacks violations. The agency is an essential partner that is the holder of important data regarding physical development, can provide technical inputs into sub project activities, and will be responsible for the authorization of all physical works through the EIA process

Natural and Cultural Heritage Advisory Committee (NHCAC)

Natural and Cultural Heritage Advisory Committee: The Natural and Cultural Heritage Advisory Committee was established to act in an advisory capacity to the Planning and Development Authority on all matters pertaining to the protection of the natural and cultural heritage of Grenada including the designation of Heritage Conservation Areas. Furthermore, the NHCAC is charged with reviewing all proposed alterations and new developments within sensitive heritage areas of the nation. The NHCAC is therefore an important stakeholder in GRIP that can provide inputs into the activities associated with the design and assessments for the rehabilitation of cultural heritage buildings. Specific inputs can be into the development of Chance Find Protocols and the development of associated Cultural Heritage Management Plans.

Desk of the Elderly (within the Ministry of Social Development, Housing, and Community Empowerment)

Desk of the Elderly: the Desk of the Elderly is the Unit within the Ministry of Social Development, Housing and Community Empowerment whose focus is to improve coordination and implementation of the services offered to the elderly defined as those sixty (60) years and over. Like the GNCD, the Desk advocates for rights of the elderly and promotes improvement in quality of services and access to services to the elderly. The Desk as a partner can provide inputs in the following ways; assist in the identification of and outreach to potentially impacted elderly for the physical works in component 1 for participation in stakeholder consultations. The elderly population may possess traditional knowledge which will provide valuable perspectives in coastal protection and flood impact assessments and the assessments and design of the rehabilitation of cultural buildings.

Ministry of Legal Affairs (Carriacou and Petit Martinique Affairs and Local Government)

The Ministry of Legal Affairs is responsible for providing quality and timely legal advice and representation to government ministries and departments thereby ensuring good and effective governance. The Ministry is mandated to ensure that all actions taken by the government and its ministries and departments are consistent with the legal norms of Grenada and the international conventions it ratified. The Ministry being a resident of one of the buildings for design assessments for rehabilitation can provide inputs from a user perspective as well as institutional knowledge of the facility.

Grenada Electricity Company (GRENLEC)

The Grenada Electricity Company is the sole licensed provider of electricity in Grenada, Carriacou and Petite Martinique. The company has been providing integrated services of generation, transmission, and distribution of electricity across the tri-island state since 1960. At all project sites, and especially at the sites earmarked for physical work there are electrical installations and utility poles. The company must be consulted on the location and schedule of proposed works to prevent damage of utility poles. In some instances, shutting down of some areas maybe be required to facilitate the activities. The company can also provide inputs into the design activities for the rehabilitation of historical buildings specifically the alignment of the rehabilitation with electrical installations.

4.4 Statutory Bodies

Grenada Tourism Authority

The Grenada Tourism Authority (GTA) is the national tourism organization of Grenada, responsible for the development of the tourism sector of Grenada, Carriacou, and Petite Martinique through destination management and destination marketing. Established under the Grenada Tourism Authority Act, 2013, the authority's day to day operations include product development, quality standardization and certification, research, planning, and marketing. Their mission includes effective collaboration with all Grenadians, other stakeholders, and partners to consistently achieve excellent visitor experiences, and to pursue and promote sustainable growth in an environmentally responsible manner that ensures economic, social, and cultural benefits to the people of Grenada, Carriacou, and Petit Martinique. The GTA can provide inputs into the design and assessments for the rehabilitation of the three historical buildings from the perspective of potential historical tourism sites. The GTA can also provide some insights into the coastal protection assessments as it may have members in that area who can provide users inputs. t.

The Grenada National Trust

Established by an act of Parliament in 1967, The Grenada National Trust has the mandate: "to protect Grenada's cultural, architectural and natural heritage, to preserve chattels of prehistoric or artistic interest and the establishment of museums" (Grenada National Trust 2019). The organization has eight goals focused on conserving the country's heritage, maintaining the country's heritage to international standards, and increasing awareness of national heritage's assets. The organization is an important stakeholder of the project since there are some cultural heritage assets within the project area that must be considered in the planning of project activities. The agency will also be a key partner in the design assessments of the historical buildings.

National Water and Sewerage Authority (NAWASA)

The mission of the National Water and Sewerage Authority (NAWASA) is to provide customers with a safe, adequate, and reliable water supply and safe disposal of wastewater, in a viable and efficient manner that meets and exceeds customer expectations and ensures the development of communities and the nation. This mission places the water authority in a position to advise the project development team where and in what circumstance if any project activities associated with the physical works of the road and bridge construction will not result in damage of water infrastructure and result in disruptions of water supply. The agency can assist in the dissemination of information to consumers on any unavoidable planned disruptions to facilitate construction activities.

Grenada Solid Waste Management Authority (GSWMA)

Established by an Act of Parliament, the Grenada Solid Waste Management Authority is charged with the responsibility of developing Grenada’s solid waste management facilities and improving the coverage and effectiveness of its solid waste storage, collection, and disposal facilities. The Authority’s mission is to improve the Quality of life of the Grenadian public and the protection and enhancement of the environment through the provision of effective management and an efficient, reliable, and acceptable solid waste service. Based on its mission and responsibilities, the Authority will provide important guidance to project development and design at the stakeholder consultations with respect to generation and management of project related wastes as well as the projects’ Waste Management Plan and or other applicable plans.

4.5 Project Workers

As mentioned previously, project workers on the sites themselves are covered under separate procedures namely, Occupational Health and Safety and Labor Management Procedures.

4.6 Stakeholder Ranking

Error! Reference source not found. below represents the ranking of the project stakeholders based on their level of interest in and influence on the project. “Interest in” and “influence on” are ranked either high, medium/moderate, or low and are described at footnotes 1 and 2 of Table 4.4 below. Interest in encompasses project affected parties (i.e., likelihood of being directly or indirectly impacted by the project). The ranking follows the same stakeholder categorizations above.

Table 4:3: Stakeholder Ranking

No	Stakeholder	Interest ⁶	Influence ⁷
DIRECT STAKEHOLDERS (Project Affected Parties)			

⁶ High, Medium/Moderate, Low interest refers to the level to which the stakeholder will be affected by/benefit from the project output

⁷ High, Medium/Moderate, Low influence refers to the level of power the stakeholder has to affect project implementation

No	Stakeholder	Interest ⁶	Influence ⁷
1.	Families/Households	High	High
2.	Small Businesses	High	High
3.	Commuters/Road Users	High	Low
4.	Minibus Operators and Transport Providers	High	Moderate
5.	Land and Property Owners	High	High
6.	Farmers	High	Low
7.	Fisherfolks	High	Moderate
VULNERABLE STAKEHOLDERS			
8.	Unemployed / covid-19 displaced (male and female)	High	Low
9.	Elderly	Moderate	Low
10.	Persons with disabilities	Moderate	Low
11.	Children and youth at risk	Moderate	Low
12.	Matrifocal Households	High	Low
13.	Natural resources dependent households (males and females)	High	Low
14.	Women	High	Low
15.	Sexual Minorities LGBTQI Population	Moderate	Low
CIVIL SOCIETY ORGANIZATIONS			
16.	National Bus Association (and Route Associations)	High	Moderate
17.	Gouyave Fishermen Cooperative Society Limited (GFCSL)	High	High
18.	Grenville Fishermen Association, Soubise Fishermen Coop, Grenville FAD Fishers Association	High	Moderate
19.	Grenada Community Development Agency (GRENCODA)	High	High
20.	St Andrew Progressive Farmers Association	High	Low
21.	<i>Grenada National Organisation of Women (GNOW)</i>	Moderate	Low
22.	Grenada Education and Development Programme (GREDED)	High	Low
23.	Ocean Spirits Inc.	High	Low
24.	Sustainable Grenadines Inc. (SusGren)	High	Moderate
25.	Grenada Coral Reef Foundation (GCRF)	High	Low
26.	Gaea Conservation Network	High	Low
27.	Inter-Agency Group of Development Organisations (IAGDO)	High	Moderate
28.	The Willie Redhead Foundation (TWRF)	High	Low
29.	Grenada National Museum	High	Low
30.	The UWI Open Campus (Grenada)	High	Low
31.	T.A. Maryshow Community College (TAMCC)/	High	Low

No	Stakeholder	Interest ⁶	Influence ⁷
32.	Grenada National Council of the Disabled (GNCD)	Moderate	Low
33.	<i>Grenada Institute of Professional Engineers (GIPE)</i>	Moderate	Moderate
34.	<i>The Nature Conservancy (TNC)</i>	High	Moderate
35.	<i>Grenada Hotel and Tourism Association (GHTA)</i>	High	Moderate
36.	<i>UNESCO Office in Grenada</i>	Low	Low
GOVERNMENT STAKEHOLDERS			
37.	Ministry of Agriculture, Forestry, Lands and Department of Labour	Medium	High
38.	Ministry of National Security, Public Administration, Home Affairs, Youth Development, Disaster Management, and ICT	High	High
39.	Royal Grenada Police Force (RGPF)	Medium	Low
40.	National Disaster Management Agency (NaDMA)	Medium	Low
41.	Physical Planning Unit/Physical Development Authority	High	Low
42.	Natural and cultural Heritage Advisory Committee	Moderate	Low
43.	Desk of the Elderly	Low	Low
44.	Division of Sports	Moderate	Low
45.	Ministry of Legal Affairs	Moderate	Low
46.	Grenada Electricity Company (GRENLEC)	Medium	Low
47.	The Division of Gender and Family Affairs	High	Low
STATUTORY BODIES			
48.	Grenada Tourism Authority (GTA)	Moderate	Low
49.	The Grenada National Trust	High	Low
50.	National Water and Sewerage Authority (NAWASA)	Moderate	Low

5 Stakeholder Engagement Program

The project will utilize a variety of stakeholder-specific mediums in the stakeholder engagement process. Stakeholder engagement will include public consultation, focus groups and information disclosure throughout design, implementation, and use/operational phases of the project.

5.1 Proposed Strategy for Information Disclosure

A variety of methods will be utilized to disclose information to project stakeholders. These will include both traditional methods of communication such as newspapers, radio, posters, brochures and leaflets, project briefs, community meetings and non-traditional methods such as social media and SMS.

Consultations During Project Preparation

To involve stakeholders in the design of the project, consultations will be conducted during the project preparations stage. Consultations in the form of focus groups meeting are planned for the week of February. The objectives of the stakeholders’ consultations during project preparations are as follows:

- To inform stakeholder of the proposed project
- To garner stakeholders input on the project design and activities
- To identify or clarify project affected persons
- To foster broad based ownership of project and its outcomes

Target groups for consultations during project preparations will include governmental stakeholders and civil society organisations, and gender representative organizations. Due to present restrictions of gathering in groups associated with the Covid-19 pandemic, all consultations will be virtual.

Consultations During Project Implementation

Table 5.1 Information Disclosure Strategy details the methods that will be used to disseminate information during implementation.

Table 5:1- Information Disclosure Strategy

Project Stage	Information to be Disclosed	Proposed Methods of Disclosure	Timetable: Locations or Dates	Relevant and or Targeted Stakeholders	Responsibility
Project Launch	<ul style="list-style-type: none"> - Environmental and Social Management Plan (ESMP) - Grievance Redress Mechanism (GRM) - Labor Management Procedures - Resettlement action plans (if required) 	Meeting	Prior to start of civil works and during construction activities	<ul style="list-style-type: none"> - NGO and Civil society groups - Government ministries and statutory bodies - General public 	<ul style="list-style-type: none"> - E&S Specialist of the implementing agency - Project Coordinator - Project Manager
Implementation /Construction	<ul style="list-style-type: none"> - Traffic Management Plan - Project Milestones 	<ul style="list-style-type: none"> - Community meetings-virtual and in person, where allowed - Non-technical reports - Social Media - Newspaper - Radio - TV (PSAs & features on (GIS and on GBN / MTV) - Project Stakeholder websites 	<ul style="list-style-type: none"> - Project site specific groups and communities - prior to start of civil works and during construction activities 	<ul style="list-style-type: none"> - Direct project affected party & or community - Indirect project affected parties - NGO and Civil society groups - Government ministries and statutory bodies - General public 	<ul style="list-style-type: none"> - E&S Specialist of the implementing agency - Project Coordinator - Project Manager - Project Engineer - RGPF (Traffic Department)

Project Stage	Information to be Disclosed	Proposed Methods of Disclosure	Timetable: Locations or Dates	Relevant and or Targeted Stakeholders	Responsibility
		- Brochures			
Closure/Use/ Operations	<ul style="list-style-type: none"> - Project completion activities and timetable - Project completion reports/benefits 	<ul style="list-style-type: none"> - Community meetings- virtual and in person, where allowed - Non-technical reports - Project opening ceremony or project handover - Social Media - Newspaper - Radio - TV 	<ul style="list-style-type: none"> - Prior to project completion in project communities - At project sites - In media 	<ul style="list-style-type: none"> - Direct project affected party & or community - NGO and Civil society groups - Government ministries and statutory bodies - General public 	<ul style="list-style-type: none"> - E&S Specialist of the MOII or implementing agency - Project Coordinator - Project Manager - Project Engineer - Permanent Secretary - CTO

Each of the identified stakeholder groups will be consulted on various aspects of the project. Methods of consultation will vary depending on the target audience and may include group or project affected party specific meetings, community meetings or other public meetings, surveys, focus groups and other participatory methods. In the context of COVID19, the project will follow national protocols and the guidance given in the technical note issued in March 2020: Public Consultations and Stakeholder Engagement in WB-supported operations when conducting in-person meetings.

Table 5.1.1 below outlines the proposed consultation strategy.

Table 5.1.1 - Consultation Strategy

Project Stage	Topic of Consultation	Method Used	Timetable: Locations/Dates	Target Stakeholders	Responsibility
Preparation	<ul style="list-style-type: none"> - Project Objectives and activities - Stakeholder Engagement Plan - Labor Management Procedure with its Grievance Mechanism for workers 	<ul style="list-style-type: none"> - Meetings (discussion, feedback), virtual and in person, where allowed - Circulation via email & websites and incorporate feedback via social media 	<ul style="list-style-type: none"> - Prior to commencement of project activities, during the preparation of the project 	<ul style="list-style-type: none"> - Direct project affected party & community - Other stakeholders including indirect project affected parties - NGO and Civil society groups - Government ministries and 	<ul style="list-style-type: none"> - E&S Specialists of the MOII or implementing agency. - Project Coordinator - Project Manager - Project Engineer

Project Stage	Topic of Consultation	Method Used	Timetable: Locations/Dates	Target Stakeholders	Responsibility
	<ul style="list-style-type: none"> - Grievance Redress Mechanism - Environmental and Social impacts and mitigation measures 	<ul style="list-style-type: none"> channels on project websites - Solicit - feedback via email 		<ul style="list-style-type: none"> statutory bodies (Main) 	
Implementation / Construction	<ul style="list-style-type: none"> - Environmental and Social Management Plan (ESMP) - Stakeholder engagement as part of Citizen engagement around project activities. - Resettlement Action Plans, if required. - Grievance Redress Mechanism - Road Safety and General Traffic Management (at or near project sites) 	<ul style="list-style-type: none"> - Meetings (discussion, feedback)- virtual and in person, where allowed - Circulation via email & stakeholder websites and social media options where available, Solicit - feedback via email and phone - Community meetings - Social and mainstream media 	<ul style="list-style-type: none"> - Project site specific groups and communities - prior to start of civil works and especially during construction activities - Prior to commencement of project works and during construction activities 	<ul style="list-style-type: none"> - Direct project affected party & community - Other stakeholders including indirect project affected parties - NGO and Civil society groups - Community, especially parents and children - General Public 	<ul style="list-style-type: none"> - E&S Specialists of the MOII or implementing agency - Project Coordinator - Project Manager - Project Engineer - E&S Specialist - Project Manager - RGPF (Traffic Department)
Operations	Grievance Redress Mechanism (GRM)	<ul style="list-style-type: none"> - Community meetings- virtual and in person, where allowed - Circulation via email & stakeholder websites - Phone 	<ul style="list-style-type: none"> - Prior to commencement of the project and especially during construction activities 	<ul style="list-style-type: none"> - Direct project affected party & community - Other stakeholders including indirect project affected parties - NGO and Civil society groups 	<ul style="list-style-type: none"> - E&S Specialists of the MOII or project implementing entity - Project Manager - Project Engineer

5.2 Proposed Strategy to Incorporate the Views of Vulnerable Groups

While some vulnerable groups have been tentatively identified in the SEP, additional groups and individuals will be identified during the consultation process. The project will seek to increase participation by addressing both systemic and practical barriers to their participation e.g., consultations in areas that are easily accessible to targeted groups, scheduling of consultations taken into consideration time burden of target group especially women, providing support such as transportation incentives to attend meeting, providing information on sub-project employment on community notice boards Facebook and WhatsApp. Some groups such as sexual minorities may need anonymity in the consultation process and that will be acknowledged and provided. The Grievance Mechanism will be accessible to all stakeholders and culturally and gender responsive taking into consideration the needs of the differently abled.

Table 5.2 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 5.2: 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	Fishermen Farmers Women	Ensure that information use local expressions and the non-use of technical language in favour of plain language
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.

Location	For individuals with limited mobility or capacity to travel to primary urban centres.	N/A for virtual consultation.
----------	---	-------------------------------

5.3 Review of Stakeholder Consultations Undertaken and How Stakeholder Comments Were Addressed

Stakeholder consultations have not been held to date due to the restrictions of the covid-19 pandemic and the conflicts with the local cultural calendars. The following consultations will be held on this draft:

Table 5:3 Planned Stakeholder Consultations on the Project Activities

Consultation Date	Stakeholder Targeted	Medium/s
TBD	NGOs/Civil Society Bodies	Zoom Presentation and discussion
TBD	Residents of project area and potentially affected parties	Zoom Presentation and discussion
TBD	Governmental and institutional stakeholders	Zoom Presentation and discussion

When consultations are conducted feedback from stakeholders will be solicited at every stage of the project life cycle. For public meetings, workshops, focus groups, comments will be recorded through detailed meeting notes. A Stakeholder Meetings Minutes Template is included at Annex 1 to assist with capturing and recording stakeholder comments/feedback and meeting minutes. Additionally, the Environmental and Social Specialists (E&S Specialists) at the Ministry of Infrastructure or project implementing entity will be responsible for receiving and recording any queries, concerns, or complaints against 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.

In addition, stakeholders will be allowed to file complaints against the project through GRM) detailed in Section 6. All records relating to this mechanism including, grievance forms, grievance log, notes, interviews, meeting minutes, release forms etc. will be stored.

5.4 Disclosure and Dissemination of Future Activities of the Project

As the project progresses, stakeholders, including the public will be informed about its milestones. This information will include disclosure on the project's environmental and social performance, the implementation of the stakeholder engagement plan and the status of the GRM. These reports will be completed at a minimum on a semi-annual and an annual basis but may increase in frequency during periods of increased project activity such as during construction phases when the impacts of the project on the general population will be higher. During periods of physical works, reports may be provided on a quarterly basis.

5.5 Resources and Responsibilities for Implementing Stakeholder Engagement Plan

5.5.1. Roles and Responsibilities

The overarching implementation and monitoring of the stakeholder engagement plan will be the responsibility of the Environmental and Social Specialists (E&S Specialists) assigned to the project at the Ministry of Infrastructure or the project implementation entity. The implementation is the direct responsibility of the E&S Specialists of the project. The Project Manager will have oversight and ensure that the SEP is implemented as designed.

Reporting to the Project Manager, the specific roles and responsibilities for the E&S 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.

Table 5.3 below details the indicative Stakeholder Engagement Plan implementation Budget.

Table 5:4: Proposed Stakeholder Engagement Plan Implementation Budget

Item	Cost/USD
Venue (<i>between 4 to 6 consultations and various other meetings</i>)	2,000.00
Transportation (<i>based on venue location, transportation needs of direct project affected parties, other key stakeholders on a consultation-by-consultation basis</i>)	5,000.00
Consultation process (<i>community mobilization, distribution of project information, focus group meetings, refreshments, conducting consultations, recording, other logistics etc.</i>)	18,000.00
Production of project information and related materials, media dissemination (<i>social and mainstream media</i>) including Communications materials (pamphlets, posters, PR kits-including design)	10,000.00
Engaging service providers i.e., non-government entities to provide services where needed (e.g., on GBV or on specialist environment related issues)	10,000.00
Training on environment/social issues for contractor/consultant staff, including training on GBV, GRM	4,000.00
Grievance Redress Activities: Communication materials, suggestion boxes, internal training,	3,000.00
Sub Total	57,000.00
Contingency -10%	5,700.00
TOTAL	52,000.00

In case people have comments or questions about the project or the consultation process; they can contact:

Title of responsible person	Permanent Secretary
Phone number	1-473-440-2271
Office address	Fourth Floor, Ministerial Complex Botanical Gardens, Tanteen, St George
Email address	ps@moiid.gov.gd

6 GRIEVANCE MECHANISM

To ensure the timely implementation of the Project and effectively address any anticipated and unanticipated risks during implementation, a robust Grievance Mechanism (GRM) has been developed. The GRM will enable the Project Authorities to address any grievances against the Project activities. It must be noted that this GRM should be accessible to all project stakeholders to submit grievances in connection to the project. Grievances related to project workers will be handled by a separate mechanism, the Worker’s Grievance Redress Mechanism, which is included and detailed as part of the project’s Labor Management Procedures (LMP). It is expected that any grievances received through any other government complaints mechanism about this Government of Grenada and World Bank project will be forwarded to the E&S Specialist in the Ministry of Infrastructure, Transport and Implementation or the GRIP implementation agency if different from the Ministry of Infrastructure so that it can be handled by this project’s GRM. Such referred grievances need to be logged, recorded and followed up by the Project as detailed in this SEP.

6.1 Objectives of the Grievance Mechanism

The objectives of the Grievance Mechanism are as follows:

1. To facilitate (receive, respond and resolve) concerns and grievances of project-affected parties and other project stakeholders.
2. To utilize existing formal or informal grievance mechanisms, supplemented as needed with project-specific arrangements under sub-project grievance redress mechanism (as per Section 6.9 below).
3. To resolve all grievances emanating from the project activities in a prompt or timely manner.
4. Establish relationships of trust between project staff and stakeholders;
5. Create transparency among stakeholders including affected persons through an established communication system; and,
6. Bolster the relationship of trust amongst the project staff and the affected parties.

6.2 Responsibility for Grievance Mechanism

The project will be implemented by the Ministry of Infrastructure, Transport, and Implementation (MOI).

The Social Specialists assigned to the project will be the key officer in charge of Grievance Redress. He/She will be tasked with the following:

- Inform about the Grievance Redress Mechanism (GRM) of the Project before the commencement of any project activities;
- Social Specialist act as the Focal Point on Grievance Redress issues and facilitate access at the level of the Ministry of Infrastructure Development, Transport and Implementation;
- Create awareness of the Grievance Redress Mechanism (GRM) amongst all project stakeholders through various media and communications formats, publications, and other awareness activities;
- Receive, record in the grievance log, and examine and follow up on grievances within the established timeframes and procedures set out in the SEP;
- Assist in redress of all grievances by coordinating with the concerned parties;
- Maintain a database/information filing system of grievances and redress;
- Monitor the project activities of contractors and consultants on redress of grievances;
- Regularly contact all points of receipt of complaints; and,
- Prepare monthly/quarterly progress reports on grievances received and addressed.

6.3 Grievance Process

The key stages involved in the project’s grievance redress process are summarized in **Error! Reference source not found.** and described in the sections that follow.

Level One	<ol style="list-style-type: none"> 1. Receive grievance 2. Acknowledge grievance 3. Register/Log 4. Screen 5. Investigate 6. Resolution
------------------	---



Figure 6:1: Grievance Redress Steps

6.3.1. First Level of Redress

Receive Grievance

All complaints will be received by the E&S Specialists or by the project manager or by any other person on a sub-project/contractor or other designated person or persons to be determined, identified and project parties and stakeholders notified. Through the consultation process, stakeholders will be informed of various avenues through which complaints can be made including at the sub-project level or directly to the Ministry of Infrastructure. Stakeholders will also be notified about the mechanism through which complaints can be made including in person (verbally), in writing (text, email, notes, voice recording) and other means through which the grievance mechanism can be accessed. The point of receipt of complaints will be at the sub-project level and at the level of the Ministry of Infrastructure at the following contact information.

The Project Implementation Unit
Ministry of Infrastructure Development, Transport and Implementation (MOI)
Botanical Gardens
Tanteen, St. George’s
Attn: Project Manager
Telephone: 1 473 416 4785
Email: digitalgrm@gov.gd

The E&S Specialists, Project Coordinator or other designated person will collect complaints made to the established points at each sub-project or directly to the Ministry of Infrastructure. All grievances should be forwarded within 24 hours of receipt from the referral points at the sub-project level or within the Ministry of Infrastructure to the E&S Specialist or Project Manager. At the contractor/subcontractor level, the ESMPs will reflect site specific channels and contact point of entry for Grievances.

Modes of Receiving Grievances

Complaints can be made in person, writing, verbally over the phone, by fax, emails, or any other media. It can also be anonymous. The person receiving the complaint will try to obtain relevant information regarding the grievance and the complainant and will immediately inform the Project Coordinator/Manager or E&S Specialists in the format at Annex 2: Grievance Information Form (GIF). Anonymous complaints should also be recorded in the log and followed up upon.

Acknowledgement of Grievance

All grievances will be acknowledged by telephone or in writing by the E&S Specialists using the Grievance Acknowledgment Form at Annex 3 within 24 hours of receipt of the grievance. The complainant should be informed of the approximate timeline for addressing the complaint if it can't be addressed immediately. The E&S Specialists and Project Manager will work with the relevant authorities at the Ministry of Infrastructure and project contractors to ensure the speedy resolution of the grievance. If the complaint cannot be resolved at this level (Level One) it is taken to the next level (Level Two).

Grievance Register or Grievance Log

After receiving and recording the grievance on the Grievance Information Form, it will be registered in the Grievance Redress Registration and Monitoring Sheet (GRRMS) or Grievance Log at Annex 4.

Screen Grievances

The social Specialist will review complaints submitted and following review of the complaint assign a grievance owner. The complaint will be forwarded to the grievance owner who will be responsible for investigating the claim and liaising with both the aggrieved party and project staff to come to a mutually acceptable resolution. The grievance owner will be given a specific timeline for resolving the grievance. Meetings with the complainant will be held, if necessary, to resolve the matter.

Investigate Grievances

The grievance owner will investigate the complaint. This investigation will include, but is not limited to, meetings with the complainant, site visits, meetings/interviews with project staff and collection of relevant documentation and other forms of evidence. For meetings, the deliberations and decision will be recorded on the Meeting Record Form at Annex 4. Community representatives or representatives of the complainant will be allowed to sit in on these meetings.

Resolution of Grievance and Timeframes for Resolving Grievances

The resolution at the first tier should normally be completed within fifteen (15) working days of receipt of grievances and notified to the concerned party through the Disclosure Form at Annex 6. If the grievance is not resolved within this period, it can be referred to the next level of the Grievance Redressal system. However, once it is determined by the Project Coordinator or Manager that progress is being made towards a resolution, the grievance will be retained at this first level. The complainant will be informed of this decision and an estimated time for the resolution of the matter will be given either verbally or in writing. If the issue cannot be resolved within twenty-five (25) working days, it will be transferred to the next level. Once a resolution has been agreed and accepted, the complainant's acceptance will be obtained on the Disclosure Form at Annex 5. If the proposed resolution is not accepted the grievance will be escalated to level 2, to the Grievance Redress Committee.

Note that the complainant may request that the issue be transferred to the next level if he or she does not feel that the grievance is being adequately addressed by the Project Manager and E&S Specialists.

6.3.2. Second Level of Redress

Grievance Redress Committee (GRC)

A Grievance Redressal Committee (GRC) of three (3) persons will be established to address grievances referred to it or not addressed at level 1. The resolution of the GRC should normally be completed within fifteen (15) working days of receipt of grievances and notified to the concerned affected party. The committee will consist of representatives from the Ministry of Social Development, the Ministry of Implementation, and a representative from civil society. The GRC will be convened when a grievance at level one has not been resolved and referred to the committee for its intervention. The committee could also meet on a quarterly basis to evaluate the performance of the project level GRM. From this perspective it is a standing body. The committee will be chaired by the Permanent Secretary of the Ministry of Infrastructure or their designate. The permanent secretary of the Ministry of Social Development will assign their respective representative to the GRC. Representation from civil society and the process to make such representation is to be determined by the Ministry of Infrastructure may invite active NGOs to nominate a representative.

Terms of Reference of the Grievance Redress Committee:

The functions of the GRC are to:

1. Provide relief and support to the affected persons in a timely manner;
2. Prioritize grievances and resolve them at the earliest reasonable time;
3. Provide information to the Project Manager or the Permanent Secretary on serious cases at the earliest plausible time;
4. Coordinate the process leading to resolution of grievances and ensure affected persons receive proper and timely information about the solution worked out for his/her grievance; and,
5. Follow-up normally occurring grievances with a view to advising the Project Manager/Coordinator and E&S Specialists about their scale and scope with respect to resolution or escalation.

The Project Coordinator/Manager will coordinate the convening of the meetings of the GRC. He / She is also responsible for briefing the GRC on the deliberations of the first level of Redress attempted and on the views of both parties (Complainant and the Project).

The GRC will hold the necessary meetings with the affected party / complainant and the other concerned project parties or grievance owner to find a solution acceptable at all levels. GRC will record the minutes of the meeting in the format using the same format detailed in Annex 5. The decisions of the GRC will be communicated to the complainant formally and if she/he accepts the resolutions, the complainant's acceptance will be obtained on the disclosure format at Annex 6.

If the complainant does not accept the solution offered by the GRC, then the complaint is passed to level three (the local courts). The complainant may also opt to activate level three if the complainant is concerned that a resolution at the GRC is not forthcoming or the time given for resolution of the grievance at the GRC has expired. It is expected that the complaint will be resolved at the GRC within 35 working days of receipt of the original complaint. However, if both parties agree that meaningful progress is being

made to resolve the matter, it may be retained at the GRC for a maximum of 60 working days or for a duration agreed between the parties and such agreement duly recorded in the applicable form.

It is also acceptable at this stage for the parties to consider mediation as an option for resolution of the grievance if resolution is not reached or where users are not satisfied with the proposed resolution by the GRC they may opt for mediation rather than the courts or prior to utilization of level three.

6.4 Addressing Gender-Based Violence

The GRM will specify an individual who will be responsible for dealing with any gender-based violence (GBV) complaints, should they arise. A list of GBV service providers will be kept available by the project (Annex 8). The GRM will assist GBV survivors by referring them to GBV Services Provider(s) for support immediately after receiving a complaint directly from a survivor.

Additionally, if an incident occurs, it will be reported through the GRM, as appropriate and keeping the survivor information confidential. Specifically, the GRM will only record the following information related to the GBV complaint:

- The nature of the complaint (what the complainant says in her/his own words without direct questioning);
- If, to the best of their knowledge, the perpetrator was associated with the project; and,
- If possible, the age and sex of the survivor.

Any cases of GBV brought through the GRM will be documented but remain closed/sealed to maintain the confidentiality of the survivor. Here, the GRM will primarily serve to:

- Refer complainants to the GBV Services Provider; and
- Record the resolution of the complaint
- The GRM will also immediately notify both the Implementing Agency and the World Bank of any GBV/ SEA complaints WITH THE CONSENT OF THE SURVIVOR

6.5 Grievance Redress Mechanism Budget

Item	Cost/ USD
Publishing of GRM (various formats)	2,500.00 ⁸
Consultations, investigations, other GRM related logistics and follow-up	2,500.00
Information management (compiling, filing, report production etc.)	5,000.00
TOTAL	10,000.00

⁸ GRM Materials will be included in the overall SEP project materials. This budget refers specifically for materials related to the GRM.

6.6 Building Awareness of the Grievance Redress Mechanism

The E&S Specialists will brief all relevant staff of the project office and project personnel of sub-projects including consultants and contractors, and the staff of the implementing Ministry, on the Grievance Redress Mechanism of the Project and explain to them the procedures and formats to be used including the reporting procedures.

The E&S Specialists will brief project communities, project affected parties, government, NGO, and civil society stakeholders on the Grievance Redress Mechanism of the Project and explain the procedures and formats to be used including the reporting procedures as well as distribute Grievance Information Form templates to aid with familiarization of the form and its use.

Awareness campaigns will be conducted targeting the project staff, relevant staff of the Ministry of Infrastructure Development, Transport and Implementation, project affected parties, project communities and those near project sites, to disseminate information about availability, accessibility and use of the grievance mechanism and the various mediums they can use to register grievances. The GRM will also be published on the Government of Grenada website and the project website or Facebook page. A project site board will be erected on the sites of civil works 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.

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)

Freedom from Retaliation

There will be no retaliation towards individuals seeking to resolve a grievance by means of the grievance redress mechanism.

6.7 Monitoring and Reporting

The E&S Specialists would prepare the Monthly and Quarterly Reports on the Grievance Redress issues of the Project as may be requested from time to time and for inclusion in project reports.

The Ministry of Infrastructure will report at least annually to stakeholders on the GRM or as frequently as may be of the project are changing (for example, quarterly reports during construction, then annual reports covering phases of project implementation).

GRM report will include the following:

- Grievances registered including those related to delivery of project benefits that are addressed and communicated back to the concerned citizens (%)
- Share of complaints processed with [proof of]/ [evidence of]/ [record of] engagement with the complainant during the grievance handling process, from complaint receipt through case closing (%)
- Share of complaints processed with acknowledgement of receipt given/sent to the complainant within agreed time frame (%)

6.8 Periodic Review by Grievance Redress Committee

The Grievance Redress Committee may review the nature of grievances that have been represented and if grievances are repeated, recommend suitable changes in implementation procedures, and submit to the Permanent Secretary, Ministry of Infrastructure for review and implementation of recommendations.

6.9 Grievance Redress Mechanism Jurisdiction

This is the Grenada Resilient Improvement Project (GRIP) – project-specific Grievance Redress Mechanism (GRM), which is intended to resolve concerns of the stakeholders of the Project. This is however not intended to bypass the Government's own redress process where established or in effect; rather, the project specific GRM is intended to address affected people's concerns and complaints promptly, making it readily accessible to all segments of direct and indirect project affected people and is scaled to the risks and impacts of the Project.

Annex 1 – Template to Capture Minutes of Stakeholder Consultations/Stakeholder Feedback

I. Background

- Background about the stakeholder engagement/consultation activity (e.g. Is it a follow up from a previous consultation? Did it take place as part of a supervision mission?)
- Objectives of the consultation.

II. Description of the Stakeholder Engagement Activity:

- **Who** was consulted?
- **What?** (What is the engagement about? Which sub-project? Which issue?)
- **Where?**
- **When?**
- **How?** Methods used for the stakeholder engagement activity (public meeting, small group discussion via – zoom, WhatsApp, individual consultations by phone, feedback via online survey etc.)

III. Feedback Received from Stakeholders and Project Team’s Response

Question/Feedback/ Comment Received from Participants	Project Team’s Response	Next Steps/Actions to be taken based on this feedback (if any)	Responsible Entity/Person for the follow- up Action (if any)	Date for Follow-up Action (if any)

IV. Supporting Documents

- List of stakeholders consulted. Contact information.
- Any photos, if available.
- Other relevant documents

Note: Photos and personal contact information of the individuals can be kept in internal records, however, will not be included in publicly disclosed documents for reasons of confidentiality

Annex 2 – Grievance Information Form (GIF)

Date/Time received:	Date: (dd-mm-yyyy) Time: <input type="checkbox"/> am <input type="checkbox"/> pm	
Name of Grievant:		<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.
Company (if applicable)		<input type="checkbox"/> You can use my company name, but do not use it in public. <input type="checkbox"/> You can use my company name when talking about this concern in public. <input type="checkbox"/> You cannot use my company name at all
Contact Information:	Phone: Email address: Address: (Kindly indicate the preferred method of communication)	
Details of grievance: (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)	
How would you like to see this issue resolved?		
Attachments to the grievance/complaint: (E.g., pictures, reports etc.)	List the name and number of attachments here:	

Grievant/Complainant Signature (if applicable)

Date (dd-mm-yyyy)

Signature- Project personnel (to confirm receipt only)

Date (dd-mm-yyyy)

For Ministry of Infrastructure use only:

Grievance No: _____

Grievance Category:

- | | |
|---|---|
| <input type="checkbox"/> Problems during material transport | <input type="checkbox"/> Smell |
| <input type="checkbox"/> Blocked road access | <input type="checkbox"/> Problem with project staff |
| <input type="checkbox"/> Dust | <input type="checkbox"/> Other (specify): _____ |
| <input type="checkbox"/> Noise | |

Grievance Owner/ Department: _____

Annex 3 – Grievance Acknowledgement Form (GAF)

The project acknowledges receipt of your complaint and will contact you within 5 working days.

Date of grievance/complaint: (dd/mm/yyyy)	
Name of Grievant/Complainant:	
Complainant's Address and Contact Information:	
Summary of Grievance/Complaint: (Who, what, when, where)	
Name of Project Staff Acknowledging Grievance:	
Signature:	
Date: (dd/mm/yy)	

Annex 4 – Grievance Redress Registration Monitoring Sheet

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

Annex 5 – Meeting Record Form

Date of the Meeting: Grievance No:

Venue of meeting:

Details of Participants:

Complainant	Project/Government

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 – Disclosure/Release 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:

.....

Name:

ID number: **Type of ID:**

Date (DD/MM/YYYY):

Signature of Social Development Specialist (1) and Project Coordinator/Manager (2):

1..... 2.....

1. Name:.....

Place:

Date: (dd –mm – yyyy):

2. Name:.....

Place:

Date: (dd –mm – yyyy):

Annex 7: Guidance for Public Consultations and Stakeholder Engagement when there are constraints on conducting public

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>.

Project under implementation. The Project will have public consultation and stakeholder engagement activities. These activities 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. Considering the importance of confirming compliance with national law requirements, below are some suggestions for task teams' consideration while advising their clients.

The Project will:

- 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..

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 project-affected parties 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 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.

- 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 project. The Project Implementation Unit will discuss with the Bank 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 Project will consult with the Bank.

Annex 8: Grenada List of available GBV services

Name of Organization	GBV Service provided	Contact
Division of Family and Gender Affairs	Provides direct social and psychological services to victims of IPV and adult victims of sexual abuse. This includes counselling, a psychoeducational programme developed specifically for survivors, child protection, and social safety nets such as the Support for Education, Empowerment and Development (SEED) Programme which provides financial payments to the poorest and most vulnerable, and housing and relocation to Cedars Home for Abused Women and Their Children, if needed.	Sir Eric Matthew Gairy Botanical Gardens, St. George's Grenada, W.I. Tel: +1 (473) 440-2255 Fax: +1 (473) 440-4116 +1 (473) 435-7285 Email: pmpress@gov.gd Web: www.gov.gd
Cedars Home for Abused Women	Shelter facility	Undisclosed. But information on services available from the Division of Family and Gender affairs (above).
Legal Aid Clinic	General legal advice and representation, counselling, psychological services, psycho-social, and mediation.	St. John's St., St. Georges. Tel: 1 473-440-3785 Covid-19 emergency contact: 440 3788, 440 3785, 419 4112 and 456 7571 WhatsApp : 405 8643. Email:lacc@spiceisle.com.

<p>Royal Grenada Police Force (RGPF)</p>	<p>Emergency response, investigations, arrests, and providing evidence for prosecution. SVU Hotline</p>	<p>Headquarters Fort George, St. George's Grenada, W.I..</p> <p>Tel: (473) 440-3999 (473) 440-1043 (473) 440-1047</p> <p>Call 400 for SVU Hotline</p>
--	---	---