Grenada Digital Governance Resilience Project (P167588)

STAKEHOLDER ENGAGEMENT PLAN

Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation, April 2019.

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Introduction

The Government of Grenada (GoG) in an effort to advance its governance, secured funding from the World Bank (WB) for a project entitled Grenada Digital Governance for Resilience Project. The Project's Development Objective (PDO) of the project is to enhance to enhance the efficiency, accessibility, and resiliency of targeted digital services.

The project has three components that complement each other to achieve the PDO. The first component will build the enabling institutional, regulatory and technological environment needed to construct e-services. The second component will leverage this enabling environment to deliver two high-priority e-services (civil registry and taxpayer services) that are resilient to cyber risks. The third component will introduce a comprehensive package of initiatives to strengthen institutional capacity, coordination, and management in the context of the challenges and particularities of operating in a small island state context, with the objective to ensure that the public sector and citizens develop the digital literacy and awareness skills necessary to navigate the improvements introduced under the first two components.

The Scope of this Stakeholder Engagement Plan (SEP), seeks to be proportionate to the nature and scale of the project and its potential risks and impacts. The Plan will be updated if needed to.

Stakeholder Engagement

The GoG and the World Bank values stakeholder engagement and input in all stages of its projects. Stakeholder engagement is a vital element in the national development strategy and approaches of the government as a tool of social inclusion, reducing disparities and inequalities in the society. The GoG is an avid proponent of the Sustainable Development Goals (SDGs) and applying the principle of "leave no one behind" and recognizes the role of effective stakeholder engagement in ensuring equity and non-discrimination across all programming areas. Towards this end the following SDGs stands out:

- 16: promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels includes critical targets for achieving progress, including among others.
- 16.7 further states as its purpose to "ensure responsive, inclusive, participatory and representative decision-making at all levels – and
- 16.10 supports with "…ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements".

The GoG is also in the process of mainstreaming the Rio Conventions (The United Nations Convention on Biodiversity, United Nations Convention on Combatting Desertification and the United Nations Framework on Climate Change) which also has stakeholder engagement as critical components in the associated processes.

The World Bank, values stakeholder engagement in all stages of its funded projects. The importance of stakeholder engagement to the Bank is demonstrated by the assigning of one of its Environmental and Social Standards, Standard 10 to stakeholder engagement. ESS 10 "…recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation."

Stakeholder Engagement Process

The project will adopt a multi-stakeholder engagement process consisting of four progressive stages. The stages are: 1) Scoping 2) Diagnostic 3) Validation and 4) Public Engagement. The output of each stage enables the subsequent stage, with a progressively wider group of stakeholders participating at each stage. Adequate representation of the diversity of perspectives and interest will be ensured throughout the process to enable effectiveness.

In the Scoping stage, research and data collection activities will help develop a fact base on the issue being addressed through the process. This stage will provide information about the key players, stakeholders related to the issues, and any segmentation based on their roles, interests, perspective on the issue and other factors.

Wider engagement on the issue commences in the second stage of the process, which is informed by the research and data from the first stage. This stage will involve participation by a core set of stakeholders, who have the closest relationship to the issue being discussed. This stage would also help secure "buy-in" and ownership by the stakeholders.

In the Validation stage, the options for solutions will be further discussed with a further expanded group of stakeholders for validation and refinement. The proposal provides key information to support the implementation of the solutions through public feedback mechanisms. A variety of mechanisms, tools and media will need to be utilized at this stage to reach as wide a cross section of the public as is possible. Particular attention will need to be placed on ensuring that stakeholders, including the most vulnerable are fully engaged at this stage to augment informed representation which would have been made on their behalf in the earlier stages.

Engagement during the Project Design and Implementation Stages.

The project is the outcome of a number of consultations, working sessions and workshop that were held during the project design phase. Specific consultations were carried out during the months of February – April 2019, and for the formulation of the SEP. Among these meetings and consultations are:

- An all-day working session with the Chief Information Officer (CIO) and representatives of the DPA to discuss the elements of and expectations from the Government's Public Service Management Reform Strategy and Digital Transformation Agenda. During this session, Government representatives also shared with the Bank team the status of the various ongoing Government-owned ICT infrastructure and e-government initiatives, as well as lessons learned from past engagements in these areas.

- A series of high-level and technical engagements with the Ministry of Finance and the Ministry of Implementation (which is housed within the Ministry of Infrastructure Development) to understand the nature of the challenges that the Government is facing in the delivery of the Public Invest Management System (PSIP).

- Meetings with the technical counterparts for the Bank-financed Organization of Eastern Caribbean States (OECS) Regional Tourism Competitiveness Project (P152117) to explore potential synergies between that initiative and the project's goal of leveraging digital governance to promote sectoral transformation.

- An all-day workshop with technical officers from the Government agencies that are the main stakeholders for identity management and government payments. The objective of this session was to understand the current "as is" status of the various systems that the Government currently uses for identity management and payments and map out the conceptual "to be" frameworks for these systems. These consultations provided valued information for the scoping and diagnostic phases and also validated the project design.

Objectives of Stakeholder Engagement Plan

The objectives of this stakeholder plan are as follows:

1. To identify the roles and responsibility of all stakeholders and ensure their participation in the complete project cycle
2. To input the knowledge, experience, and skills of stakeholders to enhance the design and implementation of the project
3. To devise a plan of action that clearly identifies the means and frequency of engagement of each stakeholder
4. To allocate budgetary and other resources in the project design, project implementation, and Monitoring and Evaluation (M&E) for stakeholder engagement and participation

Stakeholder Analysis and Mapping

Stakeholder Group

This project impacts and targets the entire population of Grenada. As such the main stakeholder groups can be classified as follows:

Governmental Ministries, Departments and Agencies

The governmental ministries, departments and agencies are integral to the overall success of the project in all stages but especially in component one. 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 the digital transformation. Collaborations and cooperation inter-and intra-agencies will be essential for the implementation of the project and activities in component one. Whilst all the agencies and departments are expected to be part of the process there are some agencies which will lead the process and others which will participate at various stages or sub-activities. The main governmental department and agencies are as follows: Ministry of Agriculture and Lands, Ministry of Climate Resilience, the Environment, Forestry, Fisheries, Disaster Management and Information, Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation, Ministry of Education, Human Resource Development and Religious Affairs, Ministry of Finance, Planning, Economic Development and Physical Development, Ministry of Trade, Industry, Cooperatives and CARICOM Affairs, Ministry of Foreign Affairs, Ministry of Health, Social Security and International Business, Ministry of Legal Affairs, Ministry of Carriacou&Petite Martinique Affairs and Local Government, Ministry of Labour, Ministry of National Security, Public Administration, Home Affairs and Information Communication Technology, Ministry of Social Development, Housing and Community Empowerment, Ministry of Tourism and Civil Aviation, and the Ministry of Youth Development, Sports, Culture and the Arts.

Users of E-services

The users of the eservices would encompass the entire population of Grenada indirectly but certain segment of the population directly. The segments of the population that will use the service includes, business owners, government workers, parents, tourists, students, vulnerable population, and persons who travel, tax payers, small business owners among others.

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Civil Society and Non-Governmental Organizations (NGOs)

Grenadian civil society consist of a number of organizations, enterprises and entities. Among civil society bodies are the private sector which consists of businesses and enterprises, small and medium sized businesses, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), Commodity Representative Bodies such as the Grenada Cooperative Nutmeg Association, Labour Organizations, Women NGOs and representative groups, legal fraternities and societies, and others. These organizations are relevant in component one as they should be consulted in the design of the digital infrastructure. They are especially important in Component 2 as they will form the representatives of, and end users of the digital technologies produced. The main civil society actors are as follows: Grenada Chamber of Commerce, Grenada National Organization of Women, Grenada Bar Association, Grenada Human Rights Associations, Grenada AIDS organization, Agency for Rural Transformation (ART) GRENADA, Grenada Red Cross Society, Inter-Agency Group of Development Organizations (IAGDO), Grenada Coalition of Service Industries, and Dynamic Youth of Grenada, Caribbean Youth Environment Network, Grenada chapter.

Educational Institutes and Centers of Learning

There are several educational institutes and centers of learning in Grenada. These will be important as end users of digital technologies as well as assisting in the change strategies, systems and processes targeted towards citizens. The main educational institute actors are the T.A. Marryshow Community College, the St Georges University, and the University of the West Indies (UWI) open campus.

Social and Economic Groups

In the general population of Grenada, there are some vulnerable groups mainly pockets or urban populations and swaths of rural populations particularly in the parishes of St David, St Mark and St Patrick[1], where special measures must be taken to ensure they both benefit from the project activities, and their vulnerability are not increased as a result of inability to access the proposed digital systems and processes. The vulnerable groups are female-headed households-the poorest households in Grenada, young people-high percentage of unemployment, the disabled, elderly and some pockets of rural poor residents. These segments of the population maybe be unable to benefit from the services as a result of access to the technologies and resulting in their inability to access government services using the technologies.

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[1] Reported in the Country Poverty Assessment of 2008 to have the highest levels of poor and vulnerable households.

Stakeholder Engagement Plan

Stakeholder Group	Why included (interest)	Participation method	Responsibility	Preliminary initial Cost estimate US$[2]	Timeline/project stage
Governmental Stakeholders					
Ministry of Agriculture and Lands	Ministry representing the Agricultural sector and the administrative of Lands in Grenada. Part of the Governmental Agencies of the GoG	Project briefings and bulletins	Ministry of Public Infrastructure and Implementation	US$ 1,600.00 Funded as part of overall project management cost. The project is about digital governance where participation and collaboration are key elements of its three components. This is applicable to all the following activities of this matrix/table.	During project formulation and implementation
Ministry of Climate Resilience, the Environment, Forestry, Fisheries, Disaster Management and Information	Agency responsible for key natural resources sector and disaster management.	Project briefings and meetings and bulletins.	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	During project formulation and implementation
Ministry of	Implementing Agency of	idem	Ministry of Public	US$ 1,600.00	During project

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[2] Budget is estimated based on costs for similar projects engagements. Budget for governmental agencies include the cost of meetings, stationary and refreshments which may be in-kind. Budget for NGOs and others include cost of meetings including the cost of venues and awareness materials.

Infrastructure Development, Public Utilities, Energy, Transport and Implementation	the project with its oversight of infrastructure, public utilities, transport and energy.		Infrastructure and Implementation		formulation and implementation
Ministry of Education, Human Resource Development and Religious Affairs	This agency has key oversight for important stakeholder groups such as school children. Also responsible for human resource development important aim of the project.	idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	During project formulation and implementation
Ministry of Finance, Planning, Economic Development and Physical Development	Agency with responsibility for the implementation and management of all international financed projects including this one.	idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem
Ministry of Trade, Industry, Cooperatives and CARICOM Affairs	This agency has oversight of the business sector, which is a key sector in the adoption of mechanisms established by the project.	idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem
Ministry of Foreign Affairs	Governmental Agency responsible for providing international services such as consular and diaspora services	idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem
Ministry of Health, Social Security and	Oversight for key sectors in the project activities,	idem	Ministry of Public Infrastructure and	US$ 1,600.00	Idem 1

International Business	social security services and health		Implementation		
Ministry of Legal Affairs	Oversight for legal and regulatory framework and the protection of citizens and civil rights	Idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem
Ministry of Carriacou&Petite Martinique Affairs and Local Government	This Ministry is the main governance entity for these two non-contiguous parishes of Grenada.	idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem
Ministry of Labour	Provision of governmental services related to employment and labour	idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem
Ministry of National Security, Public Administration, Home Affairs and Information Communication Technology	Sectorial agency of the government whose various services in security and ICT will be a part of project activities	idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem
Ministry of Social Development, Housing and Community Empowerment	Significant government agency responsible for social development and community empowerment both necessary in successful project implementation	idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem
Ministry of Tourism and Civil Aviation	A governmental agency	idem	Ministry of Public Infrastructure and Implementation	US$ 500.00	Idem
Ministry of Youth	Agency responsible for	idem	Ministry of Public	US$ 1,600.00	Idem

Development, Sports, Culture and the Arts	the significant social groups young people		Infrastructure and Implementation		
Non-governmental and Civil Society Organizations					
Private Sector organizations including the Chamber of Commerce	Representative organization of the private commercial sector of the country instrumental in stakeholder ownership of project outcomes	Discussion in meetings: sector, public and focal. These meetings/assemblies are to stimulate collaboration and get feedback.	Ministry of Public Infrastructure and Implementation	US$ 1000.00	Idem
National Gender NGOs Grenada National Organization of Women (GNOW),	These are key stakeholders who will participate in the project and whose opinions and needs will be considered in the systems and processes development.	idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem
National Rights and Law Organizations Grenada Bar Association, Grenada Human Rights Associations, GrenAIDS	Non-governmental stakeholders who will have input in the regulatory framework and citizens' and consumer rights issues	idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem
Development Organizations Agency for Rural Transformation (ART) GRENADA, Grenada Red Cross Society, Inter-Agency Group	These stakeholders are the representatives of rural communities and some vulnerable groups will be important in securing citizen's buy-in in component 3 three	Idem	Ministry of Public Infrastructure and Implementation	US$ 1,600.00	Idem

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of Development Organizations (IAGDO), Grenada Coalition of Service Industries,	activities				
Dynamic Youth of Grenada, Caribbean Youth Environment, Rural and agricultural cooperatives and fisherfolk organizations etc.	Representative youth organizations, will have input in Component 1 and assist with change activities of component 3	Idem	Ministry of Public Infrastructure and Implementation	US$ 2,500.00	Idem
Total Cost				US$31,200.00	

Mechanisms for Stakeholder Engagement:

The following mechanisms will be used to facilitate and enhanced stakeholders' participation:

- Local Committee/s to facilitate local stakeholder participation. These will provide mechanisms for the project to share approaches and strategic actions with local stakeholders, and, at the same time, provide a forum in which stakeholders can express their concerns, interests and suggestions. Local committees will include local representational civil society bodies, NGOs, CBOs among others. The local committees will be established by the project in various parishes as deemed necessary. The local committees will be sanctioned by the project management committee.
- A grievance mechanism will be established and published so that all stakeholders are aware of its existence. The project coordinator/manager will be responsible for documenting all grievances and ensuring they are addressed in a timely manner.
- All training programmes and engagement will use a participatory approach that is rights based and integrates the perspectives of all users using bottom-up and top-down approaches, integrating the different views of local stakeholders and beneficiaries with those of institutions, authorities and decision makers.
- The implementing agency will implement a stakeholder's communication plan (see Appendix 1) to ensure communication with all stakeholders. The medium will be stakeholder specific and utilize both traditional methods such as meetings, telephone calls with newer methods such as a listserv, WhatsApp broadcast messaging among others.
- The Project Management Unit will have active Knowledge Management with the documentation of processes and lessons learned which will be shared with all stakeholders.
- Project M&E will be done through decentralized assessments including meetings with the local committees, interviews of direct beneficiaries and their representative organizations, local and national workshops with local and national stakeholders, meetings with special groups such as women and indigenous peoples to verify indicators.
- The Annual Work Plan and outputs will be the main tool used for monitoring and tracking indicators, with stakeholder participation monitored in-progress evaluations. Progress towards achieving the objectives will be evaluated in terms of the quality and timeliness of products, using appropriate participatory methods which ensure the timely and appropriate adjustment of the project implementation strategy

Monitoring and Oversight of Stakeholder Engagement Plan
Responsibility.

The overarching implementation and monitoring of the stakeholder engagement plan will be the responsibility of the Permanent Secretary of the Ministry of Public Infrastructure and Implementation. The direct responsibility of implementation is the responsibility of the project manager and the Environmental and Social Specialist of the project. These individuals will ensure that the objectives of the plans are met and successful implementation of the plan by the allocation of the necessary resources for its implementation.

Indicators.

The Implementing Agency through the Environmental and Social Specialist will collect baseline data, using both quantitative and qualitative methods and report on the following indicators:

1. Number of government agencies, civil society organizations, private sector and other stakeholder groups that have been involved in the project implementation phase on a quarterly basis. Means of verification: Minutes and Reports of consultations disaggregated according to sector.

2. Number persons (sex and age disaggregated) that have been involved in project implementation phase (on a quarterly basis) Means of verification: Minutes Reports and other documentation of consultations.

3. Number of engagements (e.g. meeting, workshops, consultations participants sex and age disaggregated) with stakeholders during the project implementation phase (on an annual basis) Means of verification: Minutes Reports and other documentation of stakeholder engagement plan.

4. Percentage of stakeholders who rate as satisfactory the level at which their views and concerns are taken into account by the project (responsible party for measuring this indicator is the Ministry of Finance and this will be undertaken by the consultant hired by the Agency to conduct the Mid-Term and Terminal Evaluation). Means of verification: Impact and satisfactory assessments as part of project evaluation.

Stakeholder Communications Plan

An essential component of the Stakeholder Engagement Plan is a stakeholder communication strategy and plan. The strategy will be iterative in response to both target response and the stage of the project cycle. It will employ both traditional methods of communication and newer methods such as social media and list serv. The following mediums will be employed in the delivery of the communication plan messages and the dissemination of project information.

1. List Serv -The project will develop a project list serve that will communicate all project information and documents to the stakeholders that have access to the internet. This list serv will also serve as a silo for all projects related documents including knowledge products, reports and lessons learnt.
2. Project Facebook Page -The project will develop a Facebook page, which will serve as its main social media handle to disseminate project information. The page will also enhance project visibility platform among both internal and external stakeholders and the general public.
3. Project Brochures, information sheets and press releases - these will be utilized to offer information on the project activities, impacts and contributions to society. They will also be used to provide specific information such as community tailored awareness material and behavioral change messages.
4. Project Branded Materials and Merchandise - These will be branded with a logo designed specifically for the project. This will be the main tool to achieve project visibility.
5. Project Briefs and Information Notes - These will target decision makers, donors and other technical stakeholders. They will provide project information in technical language, project statistics, lessons learnt and synopsis of project reports including evaluation reports.

Communication Plan

Stakeholder and Communication Medium	Project List Serv	Social Media	Project Brochures, Information Sheets and Press Releases	Project Branded Materials and Merchandise	Project Briefs and Information Notes	Outreach Meetings Sensitizations Sessions
National Governmental Agencies	x	x	x		x	
Private Sector, Enterprises, Small and Medium Businesses		x	x	x	x	x
Non-Governmental Organizations/Civic Bodies		x	x	x	x	x
Local Development Organizations			x	x	x	x
Educational Institutions and Centers of Learning	x		x		x	
	x	x		x		x
General Public		x		x		
Rural Populations		x	x	x		x

Budget[3]

Item (Medium)	Cost US$
Project List Serv	2500
Social Media	15,000
Project Brochures, Information Sheets and Press Releases	50,000
Project Branded Materials and Merchandise	50,000
Project Briefs and Information Notes	15,000
Outreach Meetings Sensitizations Sessions	35,000
Total	167,250

[3] Budget is based on estimates from another similar project. The budget will include the procurement of consultants (for the design and messaging of social media platform and public education and awareness materials), goods (project branded merchandise such as pens, stationary, caps, water bottles etc.) and services (meals, entertainment, theatre etc.).

Grievance Redress Mechanism

The Government of Grenada through the Ministry of Finance and implemented by the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation with funding from the World Bank is implementing the Digital Governance for Resilience project.

The Primary Development Objective (PDO) of the project is to enhance to enhance the efficiency, accessibility, and resiliency of targeted digital services.

The project has three components that complement each other to achieve the PDO.
The first component will build the enabling institutional, regulatory and technological environment needed to construct e-services. The second component will leverage this enabling environment to deliver two high-priority e-services (civil registry and taxpayer services) that are resilient to cyber risks and climate impact. The third component will introduce a comprehensive package of initiatives to strengthen institutional capacity, coordination, and management in the context of the challenges and particularities of operating in a small island state context, with the objective to ensure that the public sector and citizens develop the digital literacy and awareness skills necessary to navigate the improvements introduced under the first two components.

Whilst the project has been classified as a project with a moderate risk in the World Bank risk classification system, the project may have some unintended consequences - risk of further exacerbating existing exclusion patterns. In order to ensure the smooth implementation of the Project and timely and effectively addressing of the problems that would be encountered during implementation, including the necessary actions of mitigation and avoidance, a Grievance Redressal Mechanism (GRM) is developed which will enable the Project Authorities to address the Grievances of the stakeholders of the Project including the beneficiaries.

Project Stakeholders
The following are the main stakeholders of the Project: Other ministries and agencies of the Government of Grenada. The local communities, individual users of various e-services businesses (formal and informal), users of e-services and residents in the areas where project works will be conducted.

The Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation as the implementation agency and the Project Office as the executing agency has the responsibility of resolving all issues related to the project activities in accordance with the laws of Grenada and the World Bank Environmental and Social Standards through a clearly defined Grievance Redress Mechanism (GRM) that outlines its process and is available and accessible to all stakeholders.

Objectives of the Grievance Redressal Mechanism

Following are the objectives of the Grievance Redressal Mechanism.

- Ensure all Government of Grenada and World Bank Environmental and Social Standards are adhered to in all subprojects and activities.
- Address negative environmental and social impacts of all sub-projects and activities.
- Resolve all grievances emanating from the project activities.
- Establish relationships of trust between project staff and local communities and stakeholders.
- Create transparency between stakeholders including affected local communities and residents through an established communication system.
- Resolve environmental and social grievances in the Project areas.

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Responsibility for Grievance Redressal

The Permanent Secretary, Mrs. Merina Jessamy, of the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation has overall responsibility for the GRM. The Project Manager and Environmental and Social Specialist of the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation would be designated as the key officers in charge of Grievance Redressal. They will be tasked with the following:

- Coordinate Grievance Redressal Mechanism (GRM) before the commencement of project activities to resolve issues.
- Act as the Focal Point on Grievance Redressal issues and facilitate access at the level of the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation.
- Create awareness of the Grievance Redressal Mechanism (GRM) amongst all the stakeholders through public awareness activities.
- Assist in Redressal of all Grievances by coordinating with the concerned parties.
- Maintain information of grievances and Redressal.
- Monitor the project activities of contractors and consultants on Redressal of Grievances.
- Regularly contact all points of receipt of complaints, receive the complaints made and assist in Redressal of all Grievances by coordinating with the concerned parties.
- Prepare the progress for quarterly reports.

Grievance Redressal Mechanism Structure

A three tier Redressal structure is planned to address all complaints in the Project.

First tier of Redressal

The complaints are received at various established points at Parish and village levels. The stakeholders are informed of various points of making complaints. Complaints can also be made in writing, email, telephone or anonymously to: Office of the Permanent Secretary Department of Implementation, Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation
Telephone #: 1-473-440-2217; 440-2181, E-mail Address: ps@moiid.gov.gd. The Project Manager and Environmental and Social Specialist will collect the complaints from these points on a regular basis and document them. This is followed by the Project Manager and Environmental and Social Specialist contacting the concerned people/person to redress the Grievances. If the complaint cannot be resolved at this level it is taken to the next level.

Points of receipt of complaints

The various points of receiving complaints at the Parish level would be as follows:

(a) Elected representative

(b) Pastors of the Anglican Church

(c) Chairpersons of Women Organizations

(d) Designated Representative of Contractor

(e) The project office at:

Mrs. Merina Jessamy
Permanent Secretary
Department of Implementation
Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation
Telephone #: 1-473-440-2217; 440-2181
E-mail Address: ps@moiid.gov.gd

Mode of receipt and recording of Complaints

Complaints can be made in writing, verbally, over the phone, by fax, emails, text messages, project facebook page, project twitter account or any other media that will be available once the project is made effective . Complaints can be made anonymously. As soon as the designated persons identified above receives a complaint he/she would issue an acknowledgement in the format as given in Annex 1. The person receiving the complaints should try to obtain relevant basic information regarding the grievance and the complainant and will immediately inform the Project Manager and/or the Environmental and Social Specialist in the format – Grievance Information Form (GIF) as given in Appendix 2.

After registering the complaint in the Grievance Redressal Registration and Monitoring Sheet, the Environmental and Social Specialist   and Project Manager will review the complaint made in detail and forward the complaint to the concerned persons to address the grievance with specific dates for replying and redressing the same. Meetings with the affected persons /complainant will be held and an attempt to find a solution to the complaint received.

If necessary meetings, will be held with the concerned/ affected persons / complainant and the officers to find a solution to the problem and create plans to redress the grievance. The deliberations of the meetings and decisions taken are recorded. All meetings in connection with Redressal of Grievance including the meetings of the Grievance Redressal Committee will be recorded in established formats. Community representatives or representatives of the complainant will be allowed to sit in meetings.

The resolution at the first tier will normally be done within 14 working days and notified to the concerned through a disclosure form . Should the Grievance be not solved within this period, it would be referred to the next level of Grievance Redressal. However, if the Project Manager and Environmental and Social Specialist   think that progress is being made towards a solution a decision may be taken to retain the issue at this first level. If the issue cannot be resolved within 21 working days, it will be transferred to the next level automatically. The complainant may also request that the issue be transferred to the next level, after the 14 days period, if he or she feels it is not being addressed.

Second tier of Redressal:

A Grievance Redressal Committee (GRC) will be formed that will consist of members of the Ministry of Social Protection and the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation and civic leaders and representatives. This committee will be chaired by the Permanent Secretary of the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation or the Minister.

Terms of Reference of GRC

The terms of Reference of GRC are as follows:

a) Provide relief and support to the affected persons;

b) Prioritize grievances and resolve them at the earliest;

c) Provide information to Project Manager and Environmental and Social Specialist on serious cases at the earliest;

d) Coordinate on the Affected Person getting proper and timely information on the solution worked out for his/her grievance.

e) Study the grievances and advise Project Manager and Environmental and Social Specialist

The Project Manager with assistance from Environmental and Social Specialist 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 Redressal and on the views of both the parties. (Complainant and the Project).

The GRC will hold the necessary meetings with the affected party / complainant and the concerned officers and attempt to find a solution acceptable at all levels. GRC would record the minutes of the meeting.

The decisions of the GRC are communicated to the complainant formally and if s/he accepts the resolutions, the complainant's acceptance is obtained on the disclosure format.

If the complainant does not accept the solution offered by the GRC, then the complaint is passed on to the next level / or the complainant can activate the next level. It is expected that the complaint will be resolved at this level in a maximum of 60 working days.

Third tier of Redressal

If the affected party / complainant does not agree for the resolution at the 2nd level, or there is a time delay of more than 60 working days in solving the issue, the complainant can opt to consider taking it to the courts.

World Bank Grievance Redress Service (GRS).

The Complainant has also the option of approaching the World Bank, if they find the established GRM cannot resolve the issue. World Bank Procedures requires the complainant to express their grievances by writing to World Bank office in Washington DC.

This GRS complaint form which can be found at the following URL link: http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service#5 may be used. Complaints will be accepted by email, fax, letter, and by hand delivery to the GRS at the World Bank Headquarters in Washington or World Bank Country Offices.

Email: grievances@worldbank.org
Fax: +1-202-614-7313
By letter:
The World Bank

Grievance Redress Service (GRS)
MSN MC 10-1018 NW, Washington, DC 20433, USA

General Information

Building Awareness on GRM Structure:

The Environmental and Social Specialist   will initially brief all the staff of project office, the PSC, the sub-projects including consultants and contractors, and activities and the staff of the implementing Ministry, on the Grievance Redressal Mechanism of the Project and explain to them the procedures and formats to be used including the reporting procedures.

The Environmental and Social Specialist   will brief the Parish representatives and community and civic leaders of the project communities on the Grievance Redressal Mechanism of the Project and explain the procedures and formats to be used including the reporting procedures.

Awareness campaigns would be conducted targeting the project staff, PSC and Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation staff, communities of project and sub-project's location, to educate the people on the availability of the mechanism. Various mediums will be used. The GRM will also be published on the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation website and the project website or Facebook if there is one. A project site board will be elected on the sites of sub-projects indicating the existence of the mechanism and a phone number, email and address for further information. The GRM will be translated into local and colloquial expressions if determined to be needed.

Reporting

The Environmental and Social Specialist would prepare the Quarterly Report on the Grievance Redressal issues of the Project for addition into reports.

Periodic review by the Grievance Redressal Commit

The Grievance Redressal Committee may review the nature of grievances that have been represented and if grievances are repeated, recommend suitable changes in implementation procedures recommended these to the Project Management for consideration.

GRM Jurisdiction.

This is a project specific GRM and applicable to solve the concerns of the stakeholders of the Project. This is however not intended to bypass Governments own redress process; it is intended to address affected people's concerns and complaints promptly, making it readily accessible to all segments of the affected people and is scaled to the risks and impacts of the Project.

Appendix 1 Acknowledgement Receipt

Registration No. .... Subproject: .... Location: ....

Parish:…………………………

Name and Address of Complainant: ……………………………………………………………………………. Date of Complaint: .... (dd/mm/yyyy)

Documents comprising the complaint: (petition, supporting documents etc.)

1)

2)

3)

4)

Summary   of   Complaint:
……

……

……

………

Name and Signature of the Complainant: ………………………………………………………………………

………

Name and Signature of Person receiving the complaint: ………………………………………………….

………

Appendix 2 Grievance Information Form (GIF)

Subproject: ………………………… Location: ……………………………   Parish: …………………………………

Date: …………… (yyyy/mm/dd) Place of Registration: ………………………… Registration No.: …

Contact details of the complainant:

Name: ……………………………….. Age: ………………………………. Gender: …………………………………

Address: ………..

Phone No. …………………………………………. Email Address: …………………………………………………………..

Location related to the complaint / issue:

Village/Town: ……………………… …………………………………………………………………………………

Category of complainant:

•⬜Affected person
•⬜Mediator for affected person
•⬜Civil organization / Service Organization
•⬜Other (specify)

Summary of grievance:

……

……

………

………

………

(Attach letter or a petition / documents as submitted)

Source of complaint:

Attachments: 1) _____ 2) _____ 3) _____ Prepared

by: …………. Date: …………..(dd/mm/yyyy)

Appendix 3 Grievance Information Documentation Form (GIF)

Subproject: …………………………. Location: …………………………… Parish: …………………………………

Date: …………… (yyyy/mm/dd) Place of Registration: ………………………… Registration No.: …

Contact details of the complainant:

Name: ……………………………………… Age: …………………………………. Gender: ………………………………

Address: ……

Phone No. ……………………………………………… Email Address: ……………………………………………………....

Location related to the complaint / issue:

Village/Town: ………………………….. ……………………………………………………………………………

Category of complainant:

- Affected person
- Mediator for affected person
- Civil organization / Service Organization
- Other (specify)

Summary of grievance:

……

……

………

………

………

(Attach letter or a petition / documents as submitted)

Source of complaint:

Attachments: 1) _____ 2) _____ 3) _____ Prepared

by: …………. Date: …………..(dd/mm/yyyy)

Letter		Telephone		Fax	Email		Verbal		Complaint Box		Other (Specify	

Attachments: 1) _____ 2) _____ 3) _____

Prepared by: …………. Date: ………...(dd/mm/yyyy)

Appendix 4 Meeting Record Format – (Grievance Redress Committee (GRC) and Other Meetings)

Subproject: .... Location : .... Parish : ....

Date of the Meeting: …………………………………. Complaint Register No: …………………………………..

 Venue of meeting: ………………………………….

Details of Participants:

Complainant	Project/Government

Summary of Grievance:………

……

……

……

Notes on Discussion: …….

……

……

……

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

……

……

……

Issue Solved / Unsolved _____

Signature of Chair Person of the meeting:

Name of Chair Person: Date: DD/MM/YYYY

Appendix 5 Disclosure Form

Subproject: ……………………..   Location : ……………………….   Parish : …………………………

Result of Grievance Redressal

1. Registration No.:

2. Name of Complainant:

3. Date of Complaint:

4. Summary of the Complaint:

5. Summary of Resolution:

6. Resolved at First Tier/Second Tear/Third Tier (Use appropriately)

7. Date of Redressal of the Grievance: (dd– mm – yyyy)

Signature of the Complainant in acceptance of the Solution to his /her Grievance

Name: ……………………………………………….

National ID number: ……………………………..

Signature of Social Development Specialist and Project Coordinator:

Name: ………………………………………………………

Place: ………………………………………………………..

Date:(dd –mm – yyyy): …………………………………..

Name: ………………………………………………………

Place: ………………………………………………………..

Date:(dd –mm – yyyy): …………………………………

Appendix Tracer Matrix for Grievances

Main Area/Sub-Project	Site visit	Concern	Indicators or Evidence of concern	Composition query	Query submission	Person in charge response (relevant state rep)	Critical intervention routes	Feedback from engagement	Results or Actions following engagement	Duty bearer for follow up