

## **Stakeholder Engagement Plan (SEP)**

**Barbados – Beryl Emergency Response and Recovery Project  
(P507190)**

**September 2025**

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## Abbreviations

<b>BGLAD</b>	Barbados Gays & Lesbians Against Discrimination
<b>BECT</b>	Barbados Environmental Conservation Trust
<b>BESF</b>	Barbados Environmental Sustainability Fund
<b>BHTA</b>	Barbados Hotel and Tourism Association
<b>BMA</b>	Barbados Manufacturers' Association
<b>CERC</b>	Contingent Emergency Response Component
<b>CSOs</b>	Civil Society Organizations
<b>DEM</b>	Department of Emergency Management
<b>E&amp;S</b>	Environmental and Social
<b>EOC</b>	Emergency Operations Centre
<b>ESCP</b>	Environmental and Social Commitment Plan
<b>GC</b>	Grievance Committee
<b>GM</b>	Grievance Mechanism
<b>LGBTI</b>	Lesbian, Gay, Bisexual, Transgender, Intersex
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MFEI</b>	Ministry of Finance, Economic Affairs, and Investment
<b>NGOs</b>	Non-Governmental Organizations
<b>NOW</b>	National Organization of Women
<b>PAI</b>	Project Area of Influence
<b>PECU</b>	Project Executing Agency
<b>PIU</b>	Public Investment Unit
<b>PPDO</b>	Proposed Project Development Objective
<b>SEP</b>	Stakeholder Engagement Plan
<b>SEA/SH</b>	Sexual Exploitation and Abuse/Harassment
<b>SMS</b>	Short Message Service
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Program
<b>UNFPA</b>	United Nations Population Fund
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>WB</b>	World Bank

## 1. Introduction/Project Description:

Between July 1 and 4, 2024, Hurricane Beryl, the most powerful Atlantic hurricane on record for the month of June, struck several Caribbean nations, including Barbados. On July 1, 2024, Beryl, then a Category 4 hurricane, inflicted severe damage along Barbados's south coast, notably at the Bridgetown marina, and severely impacted the fishing industry, with more than 200 vessels damaged or lost—90 percent of which were uninsured. The hurricane disrupted the accessibility, availability, quality, and utilization of goods and services, particularly in the fishing markets, leading to potential long-term economic challenges. Additionally, the tourism sector suffered considerable setbacks, with 73 percent of hotels, apartments, and guest houses sustaining varying degrees of damage. The housing sector was not spared, with reports of damage to 40 houses, further exacerbating the hurricane's toll on the community.

**The proposed Project Development Objective (PDO)** is to support Barbados' recovery efforts from the impacts of Beryl and to promote resilient reconstruction. To achieve its objectives, the following project components are envisaged:

**Component 1: Immediate Recovery from Hurricane Beryl**, which includes the **recovery of the Fisheries Sector** (providing assistance for the repair and replacement of fishing vessels, along with the rehabilitation of the marina and coastal protection measures,) **Repair and Rehabilitation of the Port** (it involves immediate debris clearance and small civil engineering works to ensure the structural integrity of port facilities, including the rehabilitation of the breakwater and other eligible facilities,) and **Coastal Protection and Rehabilitation of Landing Facilities for Fisherfolk** (encompasses the rehabilitation of fishers' landing facilities, the implementation of coastal protection measures, and the reinforcement of coastal defenses for roads, as well as the rehabilitation of beach areas.)

**Component 2: Strengthening Resilience for Future Events**, which aims at **strengthening the National Emergency Management System (NEMS)**, to include the improvement of the Information Management System of the Department of Emergency Management; support for implementing recommendations from the just concluded National Disaster Preparedness Baseline Assessment and the ongoing Comprehensive Disaster Management Audit ; ~~Development of engineering and functional designs for a new National Emergency Operations Centre (NEOC);~~ Review and update of the National Emergency Shelter Strategy and the development of associated Management and Operational Guidelines; Resource enhancement and Capacity building at the community level to enhance preparedness and response capacity;) and **implementing Technical Assistance for the Port and Fisheries Infrastructure Resilience (Studies for the Port and Fisheries Infrastructure Resilience.)**

**Component 3: Contingent Emergency Response Component (CERC)**

**Component 4: Project management**, including hiring of experts/consultants on procurement, financial management, environmental and social specialist, monitoring and evaluation, and communication, as well as audits and other incremental operating costs per WB regulations.

## 2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activities related to the project.

## 3. Stakeholder Identification and Analysis

Stakeholder identification for the project was initiated during project preparation and will be further developed as the project activities are further defined.

### 3.1 Methodology

To meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- *Openness and life-cycle approach:* Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- *Informed participation and feedback:* Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- *Inclusiveness and sensitivity:* Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, **poor fishers**, women, Youth, the elderly, persons with disabilities, among others.

### 3.2. Affected Parties and Other Interested Parties i

The project stakeholders are categorized into two main groups: 'Project-Affected Parties,' who are directly impacted by the project's execution, and 'Other Interested Parties,' who have an interest in the project for various reasons. Detailed descriptions and examples of these stakeholders are presented in the table below.

### 3.2. Affected Parties and Other Interested Parties.

The project stakeholders are categorized into two main groups: 'Project-Affected Parties,' who are directly impacted by the project's execution, and 'Other Interested Parties. Detailed descriptions and examples of these stakeholders are presented in the table below.

Identification of stakeholders	Description	Rationale/interest	Power/influence	Interest
C (A)	C (B)	C (C)		
<b>Affected parties:</b> Persons, groups, and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.	<b>Fishers</b> 90% boats damaged following Beryl. These stakeholders are Dependent on project restoration & resilience support.	Refers to those who may be more likely to be adversely affected by the project impacts (For example, fishers who lost their boats and women involved in the fishing value chain who lost income due to the interruption of economic activity) and/or more limited than others in their ability to take advantage of a project's benefits. They are 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.	High	High
	Poor households, <b>including fishers and coastal homeowners</b> who experienced damage during the passing of Beryl.		Medium	High
	<b>Coastal communities</b> in project affected areas (e.g., Six Men's and Paynes Bay). Will likely be affected during the construction of coastal infrastructure.		Low	High
	<b>Single female headed households</b> who participate in the fishery chain value and live in poverty when compared with other households.		Low	High
	<b>Persons with disability</b> – see the description under section 3.3 below.		Low	Low
Other interested parties: Individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests	<b>NGOs and Civil Society Groups</b> for example: Barbados council for disabled, National Organisation of Women (NOW) Barbados; the	Other interested parties may have interest and/or concerns about the objectives and outcomes of the	Low	Low to Medium

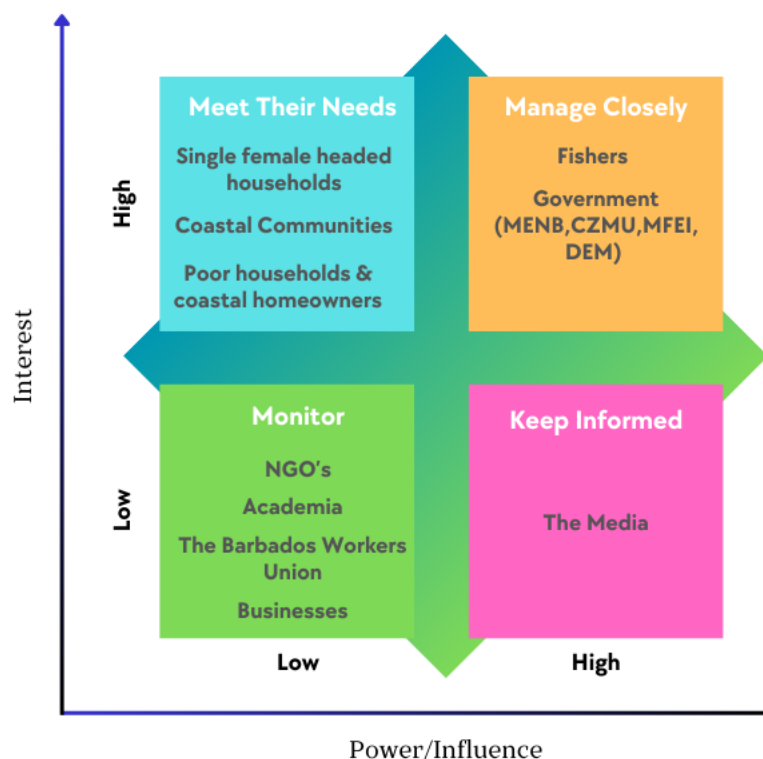
as being affected by the project and/or who could affect the project and the process of its implementation in some way.	Business and Professional Women's Club of Barbados; Barbados Gays & Lesbians Against Discrimination (BGLAD,) Barbados Youth Development Council, Barbados Environmental Conservation Trust (BECT), Barbados Environmental Sustainability Fund (BESF), Small Business Association of Barbados, Barbados Manufacturers' Association (BMA), Barbados Hotel and Tourism Association (BHTA), etc.	project, including how they could be able to collaborate and contribute with the implementation of projects activities and with outcomes. Their participation in consultations allows them to express their concerns and provide feedback on how the project aligns with their interests and the broader public interest.		
	<b>Academia:</b> University of the West Indies Cave Hill Campus, American University of Barbados, Ross University School of Medicine, Victoria University of Barbados, Bridgetown International University, Barbados Community College, Sammuel Jackman Prescod Institute of technology, etc.		Low	Low
	Government ministries: Ministry of Finance, Economic Affairs, and Investment (MFEI); Ministry of Environment and National Beautification, Green and Blue		High	High

	Economy-Coastal Zone Management Unit and Fishery division; Ministry of Tourism and International Transport; Ministry of Labour, Social Security and Third Sector; Planning and Development Department; Department of Emergency Management (DEM). Etc.			
	Consulting representatives from: counties, municipalities (cities and town), and special districts, especially those affected by hurricane Beryl.		Low	Medium
	Businesses and their organizations: Caribbean Tourism Organization, Export Barbados; Integrated Sustainability.		Low	Low to Medium
	<b>The Media:</b> Local radio, TV stations, newspapers, online and digital media, government and public information channels operating in Barbados.		High	Low to Medium
	Entities and sectors represented by <b>The Barbados Workers' Union:</b> Finance and Insurance, Public Sector and State-Owned		Low	Low to Medium



	Enterprises, Transport and Shipping, Health and Education, Hospitality and Tourism, Commercial and Retail and Communication and Utilities.			
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Based on the identification and categorization of stakeholders by their interest in and influence over the project, a stakeholder engagement strategy can be more effectively tailored to ensure inclusive and responsive implementation. The matrix below (Figure 1) visually maps these stakeholders into four engagement categories, 'manage closely', 'meet their needs', 'keep informed', and 'monitor', in line with their respective power and interest levels. This approach supports targeted communication and participation measures, particularly for highly affected yet potentially marginalized groups.



**Figure 1.** Stakeholder influence interest matrix. MENB - Ministry of Environment and National Beautification, Green and Blue Economy, CZMU – Coastal Zone Management Unit, MFEI - Ministry of Finance, Economic Affairs and Investment, DEM – Department of Emergency Management, NGO – Non Governmental Organization.

### 3.3. Disadvantaged/Vulnerable Individuals or Groups<sup>ii</sup>

Within the context of the Project, vulnerable or disadvantaged groups may include but are not limited to the following:

- **Poor households/fishers**, especially those whose vessels are not covered by insurance as they may be disproportionately impacted by the destruction brought about by the hurricane or future severe weather events. The Project will prioritize the most vulnerable through the implementation of selection criteria to be defined in the Project Operations Manual.
- **Elderly people:** Among Caribbean Countries, Barbados now has one of the highest proportions of older persons<sup>1</sup>, with 17 percent of the population aged 55 and over and nearly 11 percent having reached or sur-passed age 65. Elderly people are considered a vulnerable group because they often face specific challenges that can affect their well-being and ability to benefit from development projects. These challenges include, but are not limited to, potential physical frailty, social isolation, economic insecurity, etc. Additionally, elderly individuals may have reduced mobility or cognitive function, making it harder for them to adapt to changes and advocate for their needs. Recognizing these vulnerabilities, the Project will aim to ensure that the needs of elderly people are considered in project planning and implementation to prevent exacerbation of their vulnerability and to promote inclusive benefits from development efforts.
- **Persons with disabilities and their caretakers:** Most recent estimations <sup>2</sup> for Barbados approximate the number of persons with disabilities at around 20,000. Persons with disabilities may face barriers to accessing physical environments, services, and information, which can limit their participation in society and the economy. Disabilities can also lead to social exclusion and discrimination, reducing opportunities for education, employment, and social interaction. Furthermore, persons with disabilities might have additional health care needs and may require specialized services or support.
- **Women-headed households:** 75% of all vulnerable families are female-headed households. In Barbados<sup>3</sup>, the proportion of female-headed households is high at 44%; such households tend to be less able to confront climate change as they are more likely to be poor households. Poor rural households are also most affected by climate-related risks and spend much more of their total household expenditures on risk reduction than other households.
- **Sexual and gender minorities:** In December 2022, the Barbados High Court made a landmark oral ruling to decriminalize consensual same-sex relations. Despite this progress, pervasive prejudice and discrimination based on gender identity and expression, as well as sexual orientation, persist<sup>4</sup>. These societal challenges can lead to the discrimination and exclusion of sexual and gender minorities from various development processes.
- **Youth:** in 2016, youth (aged 15-24) made up 13.5% of Barbados' population. That same year, 26% of youth were unemployed and 29% were not in education, employment, or training (NEET). Male youth had a higher NEET rate at 32% than females (26%). In 2022, the youth unemployment rate

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<sup>1</sup> <https://www.census.gov/library/publications/1989/demo/aging-bb.html#:~:text=Among%20developing%20countries%2C%20Barbados%20now,reached%20or%20surpassed%20age%2065>

<sup>2</sup> [https://www.ohchr.org/sites/default/files/lib\\_docs/HRBodies/UPR/Documents/Session15/BB/UNCT\\_UPR\\_BRB\\_S15\\_UNCT%28UNDP%2CUNFPA%2CUN\\_Women%29\\_E.pdf](https://www.ohchr.org/sites/default/files/lib_docs/HRBodies/UPR/Documents/Session15/BB/UNCT_UPR_BRB_S15_UNCT%28UNDP%2CUNFPA%2CUN_Women%29_E.pdf)

<sup>3</sup> [2023/12/08/gender-inequality-cc-drr-barbadosf.pdf \(unwomen.org\)](https://unwomen.org/2023/12/08/gender-inequality-cc-drr-barbadosf.pdf)

<sup>4</sup> [undp-barbados.lgbti-survey-report-1.pdf](https://undp-barbados.lgbti-survey-report-1.pdf)

was estimated to be 24.5%, with higher rates of unemployment among male youth (27.7%) than female youth (20.8%) (UN Women, 2023).

Recognizing the challenges for vulnerable groups (for example, based on their economic status (e.g. informal workers), or their geographical location (e.g. coastal communities)), the Project will prioritize their inclusion in the stakeholder engagement process, ensuring their voices are heard and considered during the planning and decision-making stages of initiatives that may impact their lives. The Project will identify representative organizations and leaders for vulnerable groups to partner with in stakeholder engagement. These partnerships will be defined in the Stakeholder Engagement Plan (SEP), which is to be finalized after the project becomes effective, consistent with the timeframe of the Environmental and Social Commitment Plan (ESCP). As deemed necessary, vulnerable groups within the communities affected by the Project may be added, further confirmed, and consulted through dedicated means.

Section 4.2.2 of this SEP, titled 'Methodology of Communication,' highlights the engagement methods to be used when interacting with vulnerable groups.

## **4. Stakeholder Engagement Program**

### **4.1. Summary of Stakeholder Engagement in Project Preparation**

To date, the following public consultation meetings were conducted during the project preparation and implementation phases:

Stakeholder (Group or Individual)	Venue	Dates of Consultations	Discussion Points	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
Fisherfolk (30 persons)	Barbados Fisheries Division	October 8 <sup>th</sup> 2024	Introduction to the project:  <a href="#">Link to Presentation</a>	Documentation not available	Documentation not available	Documentation not available	No indicated date
Fisherfolk (40 persons)	Barbados Fisheries Division	November 19 <sup>th</sup> , 2024	Project overview and updates following the October 8 <sup>th</sup> meeting	Documentation not available	Documentation not available	Documentation not available	No indicated date
Fisherfolk (43 persons)	Barbados Fisheries Division	March 12 <sup>th</sup> , 2025	Update on the breakwater at the Bridgetown Fishers Complex.	Participants expressed concerns regarding the timeline for completion.  Persons also had queries on the height and width of the breakwater	Documentation not available	Documentation not available	No indicated date
Fisherfolk (90 persons)	Barbados Fisheries Division	June 2 <sup>nd</sup> 2025	Status of the fishing industry,  Vessel repair rebates,  Boat replacement project	Fishers sought clarification on the boat replacement program, specifically timelines for loan distribution and requirements for loan qualification  Insurance for new fishing vessels was raised as a concern by fishers. While fishers understood the importance of insurance, they stated that the high cost of insurance was a challenge and many stated that they could not afford it.	The role of the Fiduciary Agent (FA) under the project was explained. Fishers were informed that a FA was selected, and contractual arrangements were being arranged.  Regarding vessel insurance, BARNUFO indicated that they were in discussions with several insurance companies and they were currently considering group insurance as an option for fishers.	Documentation not available	No indicated date

				When informed that there was a possibility of out-sourcing vessel repairs, fishers were unanimously against the idea stating that Barbados has the skills required to rebuild all of the damaged vessels.			
Fisherfolk (27 persons)	Barbados Fisheries Division	June 26 <sup>th</sup> 2025	Update on Repairs to Breakwater at the Bridgetown Fisheries Complex	<p>Participants expressed concern about the timeline for completion, noting that delays could prolong challenges they currently face with safe mooring of vessels. Timely completion was highlighted as critical for livelihood security.</p> <p>Participants also sought more detailed information on the design specifications of the breakwater, particularly its height and width. These dimensions were seen as essential for assessing how effective the structure would be in reducing wave action and protecting vessels.</p>	<p>The contractor explained that site conditions and construction methodologies resulted in the need for a design change to the toe of the breakwater which caused a project delay.</p> <p>To support understanding, the contractor presented design drawings within the meeting's PowerPoint, illustrating the proposed dimensions and layout. The contractor emphasized that the structure has been engineered to effectively reduce wave energy at the landing site.</p>	Documentation not available	No indicated date
Fisherfolk (48 persons)	Barbados Fisheries Division	August 28 <sup>th</sup> 2025	<p>Update on breakwater and jetty repairs</p> <p>Update on vessel haul-up facility</p>	Participants expressed concern about the project timeline for completion, particularly noting that the active part of the hurricane season is approaching.	In response, the contractor explained that delays in the original construction timeline were due to challenges encountered with the armour stone installation. These issues have since been resolved, and the contractor	Documentation not available	No indicated date

			<p>Hurricane Simulation Exercise Quick</p> <p>Update on Fisheries Insurance Scheme Working Group</p>	<p>Participants enquired about the possibility of extending the breakwater further seaward to provide wider access into and out of the harbour and improve maneuverability for vessels.</p>	<p>reassured participants that work on the harborside face is scheduled to commence by mid-August, with completion now estimated by mid-September.</p> <p>The contractor explained that extending the breakwater further seaward would not be feasible, since the seabed in that area has a steep drop-off, making construction technically challenging and significantly more costly. Such an extension would fall outside the current project's budget and timeline.</p>		
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The environmental and social reports and plans were disclosed on the Barbados Fisheries Division website: <https://www.fisheries.gov.bb/barbados-beryl-emergency-response-and-recovery-project/>. Feedback received during consultations was considered by the Government of Barbados formulation team who informed the project design. A summary of the main recommendations received and integrated into the Stakeholder Engagement Plan is provided in Annex table 1.

## **4.2. Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement**

### **4.2.1 Description of Engagement Methods**

Various methods of engagement will be employed as part of the project's interaction with the stakeholders, to ensure that different stakeholder groups are successfully reached and are involved in project design. Stakeholder consultation will be undertaken throughout the life cycle of the project; they will be accessible to all and will be accompanied by the timely provision of relevant and understandable information. To fulfil this requirement, a range of consultation methods are applied that specifically focus on this approach.

Information that is communicated in advance of public consultations primarily includes an announcement thereof in the public media –national, and the distribution of invitations and full details of the forthcoming meeting well in advance; it may also include the agenda. The information will be widely available, readily accessible, and clearly outlined, to ensure that it reaches all areas and segments of the target community.

### **4.2.2 Advance public notification of an upcoming consultation will be made available.**

- Via publicly accessible locations and channels. The primary means of notification may include mass media and the dissemination of flyers/posters in public places. The project will keep proof of the publication (e.g. a copy of the newspaper announcement) for the accountability and reporting purposes.
- Targeted invitations to identified stakeholders can be an option once stakeholder contact information (telephone or email) is available; and
- Use of community-based networks and trusted intermediaries (e.g. local leaders, fisherfolk associations, faith-based groups) to disseminate consultation information.

#### *i) Methodology of communication*

- Consideration for literacy levels, persons with disabilities and any other aspects, particularly related to vulnerable groups. To the extent possible, the project will seek to ensure that consultation venues are physically accessible to persons with disabilities. This includes providing ramps, accessible restrooms, and ensuring that meeting rooms are navigable for individuals using wheelchairs or other mobility aids
- Oral communication is most effective via radio or television and making direct calls (in case fixed line or mobile phone communication is available).
- Provide a safe space when consulting with LGBTI people or groups.
- Selected day and time for project updates and

- Select a communication liaison officer who provides all relevant details, including date, time, location/venue and contact persons.
- Where possible, consultations will strive to use participatory and interactive formats to ensure that information is both accessible and engaging, particularly for stakeholders with limited literacy or formal education.

*ii) Grievance / project concerns /suggestions/comments*

- Provide a box at project sign board to receive all grievances. This can be used by any member of the affected community and general public to provide their written feedback on the contents of the presented materials.
- Provide a register to note all grievance and suggestions – transferred to an excel file.
- Where necessary, a community liaison officer should be made available to receive and record any verbal feedback in case some stakeholders experience a difficulty with providing comments in the written form.
- Grievances can also be received via telephone, or email (see section on Grievance Redress)

*iii) Beneficiary feedback*

At the end of the public meeting, provide evaluation forms to participants. The objective is to capture individual feedback from persons who may have refrained from expressing their views or concerns in public. Questions provided in the evaluation form may cover the following aspects:

- Participant's name and affiliation (these items are not mandatory if the participant prefers to keep the form confidential).
- How did they learn about the Project and the consultation meeting?
- Are they generally in favour of the Project?
- What are their main concerns or expectations/hopes associated with the Project or the activity discussed at the meeting?
- Do they think the Project will bring some advantages to their community?
- Is there anything in the Project and its design solutions that they would like to change or improve?
- Do they think that the consultation meeting has been useful in understanding the specific activities of the Project, as well as associated impacts and mitigation measures?
- What aspects of the meeting they particularly appreciated or would recommend for improvement?

*iv) Methods and Tools for Engagement*

The project will utilize a variety of stakeholder-specific mediums in the stakeholder engagement process such as national-level public consultations, focus groups and information disclosure throughout design, implementation, and operational phases of the project. Initial consultations will outline the Project's objectives and activities, the grievance management process, and potential impacts and risks related to the proposed project activities. These first consultations will serve as an opportunity to gather feedback on other potential impacts and risks not yet identified. All public consultations that take place during the



implementation phase of the project will be logged using the template for consultation minutes outlined in **Annex 1**.

#### **4.3. Stakeholder engagement Plan**

The table below is the proposed engagement plan during project preparation, the mechanism which will be used for facilitating input from stakeholders will include press releases and announcements in the media, notifications of the aforementioned disclosed materials to local, regional and national NGOs as well as other interested parties.

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Preparation	September 2024	Consult the Project (The purpose, nature, and scale of the project; duration of project's activities; Potential risks and impacts of the project on the natural environment, cultural heritage, local communities, and the proposed mitigation measures.	Correspondence by phone/email; one-on-one interviews; formal meetings; and roundtable discussions.	Government entities:	Project Executing Agency (PECU)
			Letters to community leaders, traditional notifications; disclosure of Project documentation in a culturally appropriate and accessible manner; community meetings; focus group discussions, including the using of safe spaces <sup>5</sup> ; outreach activities	Local communities/vulnerable groups, CSOs, Academia.	
	September 2024	Consult the SEP on the identification of stakeholders and the proposals for future engagement, and Grievance Mechanism, etc.	Formal meetings	Government entities	PECU
			Community meetings, group assemblies - in a culturally appropriate and accessible manner.	Local communities/vulnerable groups, CSOs, Academia:	

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<sup>5</sup> A place or environment in which individuals can feel confident that they will not be exposed to discrimination, criticism, harassment, or any other emotional or physical harm. It's about creating a supportive, non-threatening environment, where individuals can express themselves freely

Implementation	To start within one month of Project effectiveness and through the life of the Project.	Consult the Environmental and Social Standard (ESS) instruments, as indicated in the ESCP, including Grievance Mechanism.	Correspondence by phone/email; one-on-one interviews; formal meetings; and roundtable discussions.	Government entities.	PECU
			Letters to community leaders, traditional notifications; disclosure of Project documentation in a culturally appropriate and accessible manner; community meetings; focus group discussions; outreach activities	Local communities/vulnerable groups, CSOs, Academia.	
		Project implementation progress,	Formal meetings; and roundtable discussions  Community meetings; focus group discussions; outreach activities	- Government entities.  - Local communities/vulnerable groups, CSOs, Academia.	PECU
		Grievance mechanism process, issues of concern, status and compliance reports	Formal meetings; and roundtable discussions Community meetings; focus group discussions; outreach activities	- Government entities.  - Local communities/vulnerable groups, CSOs, Academia.	
Closure	Within the last semester prior to Project Closure.	Project progress including its Environmental and Social Performance, and Grievance Mechanism	Formal meetings; and roundtable discussions  Community meetings; focus group discussions; outreach activities.	- Government entities. - local communities/vulnerable groups, CSOs, Academia	PECU

The SEP will be released in the public domain simultaneously and will be available for stakeholder review during the same period of time.

Electronic copies of the draft SEP will be placed on the Barbados Fisheries Division website: <https://www.fisheries.gov.bb/barbados-beryl-emergency-response-and-recovery-project/> and will be equipped with an online feedback feature that will enable readers to leave their comments about the disclosed materials.

General information to be provided to stakeholder include: (a) The purpose, nature, and scale of the project; (b) The duration of proposed project activities; (c) Potential risks and impacts of the project on local communities, and the proposals for mitigating these, highlighting potential risks and impacts that might disproportionately affect vulnerable and disadvantaged groups, and describing the differentiated measures taken to avoid and minimize these; (d) The proposed stakeholder engagement process highlighting the ways in which stakeholders can participate; (e) The time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported; and (f) The process and means by which grievances can be raised and will be addressed.

#### 4.4. Reporting to Stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism, and on the project's overall implementation progress.

## 5. Resources and Responsibilities for Implementing Stakeholder Engagement Activities

Project Management will be implemented by the Project Executing Agency of the Ministry of Environment and National Beautification (MENB) housed at Regus, One Welches, St. Thomas. The PECU will assume responsibilities of project coordinator, M&E and reporting, technical oversight including E&S, and fiduciary aspects including financial management and procurement.

#### 5.1. Resources

The PECU will be in charge of stakeholder engagement activities. The budget for the SEP is USD 547,000.00 and is included in component 4: "Project management" of the project.

Budget Category	Quantity	Unit Costs (USD)	Times/Years	Total Costs	Remarks
<b>1. Estimated staff salaries* and related expenses</b>					
1a. Social Development Specialist.	1	65,000.00	5	325,000.00	Unit cost per year.

1b. Travel costs for staff	1	10,000.00	5	50,000.00	Unit cost per year
<b>2. Events</b>					
2a. Organization of focus groups and public meetings	N/A	8,000.00	5	40,000.00	Unit cost per year.
<b>3. Communication campaigns</b>					
3a. Social media campaign, including posters and flyers.	NA	8,000.00	5	40,000.00	Unit cost per year.
<b>4. Trainings</b>					
4a. Training on social/environmental issues for PECU and contractor staff, including on the Grievance Mechanism.	NA	8,000.00	5	40,000.00	Unit cost per year.
<b>5. Beneficiary surveys</b>					
5a. Mid-project perception survey]	1	5,000.00	1	5,000.00	Unit cost per year.
5b. End-of-project perception survey]	1	5,000.00	1	5,000.00	Unit cost per year.
<b>6. Grievance Mechanism</b>					
6a. GM communication materials	NA	2,400.00	5	12,000.00	Unit cost per year
<b>7. Other expenses</b>					
7a. contingency funds				30,000.00	
<b>TOTAL STAKEHOLDER ENGAGEMENT BUDGET:</b>				547,000.00	

## 5.2. Management Functions and Responsibilities

The management, coordination and implementation of the SEP will be the responsibility of the Social and Environmental Specialists of the PECU. All contractors responsible for certain project activities will also be expected to apply the relevant provisions of the SEP. The Grievance Mechanism (GM) requirements will be regulated in tender documentation and contracts signed with contractors. The stakeholder engagement activities will be documented by the Project Executing Unit.

Contact information where people can reach if they have comments or questions about the project or the consultation process are:

- **Phone number:** (246) 289-2494
- **Address:** Regus, One Welches, St. Thomas, Barbados, BB22025
- **e-mail address:** berrpbarbados@gmail.com
- **Title of responsible person:** Social Specialist of the PECU

## 6. Grievance Mechanism (GM)

Handling of grievances should be objective, prompt and responsive to the needs and concerns of the aggrieved workers. Different ways in which workers can submit their grievances should be allowed, such as submissions in person, by phone, text message, mail, anonymous, and email. The grievance raised should be recorded and acknowledged within one day. While the timeframe for redress will depend on the nature of

the grievance, health and safety concerns in work environment or any other urgent issues should be addressed immediately. Where the grievance cannot be addressed within a reasonable timeframe, the aggrieved worker should be informed in writing, so that the worker can consider proceeding to the next level for redress. The mechanism will also allow for anonymous complaints to be raised and addressed. Individuals who submit their comments or grievances may request that their name be kept confidential.

**Direct workers.** Each unit engaging direct workers (PECU and the construction and supervision consultants) will hold periodic team meetings to discuss any workplace concerns. The grievance raised by workers will be recorded with the actions taken by each unit. The summary of grievance cases will be reported to the World Bank as part of the regular report. Where the aggrieved direct worker wishes to escalate their issue or raise their concerns anonymously and/or to a person other than their immediate supervisor/hiring unit, the worker may raise the issue with responsible local authorities (e.g. Department of Labour), where relevant. Where the construction and supervision consultants have an existing grievance system, their direct workers should use such mechanism.

**Contracted workers.** The site manager and the OHS officer (or any other appropriate officers) of the contractor will hold a daily team meeting with all present contracted workers at site at the end of the daily work to discuss any workplace grievances if they feel comfortable doing so. Other methods can be utilized as well. The grievance raised will be recorded with the actions taken by the contractor. The summary of grievance cases will be reported to the PECU and the construction and supervision consultant as part of contractor's periodic report. Where appropriate and available, the contracted workers should be allowed to utilize an existing grievance mechanism within the contractor. Where the aggrieved workers wish to escalate their issue or raise their concerns anonymously and/or to a person other than their immediate supervisor, the workers may raise their issue with the PECU and/or the construction supervision consultant. The contracted workers will be informed of the grievance mechanism prior to the commencement of work. The contact information of the PECU and/or the construction supervision consultants will be shared with contracted workers.

## 6.1. Description of GM

The Grievance Mechanism (GM) will be comprehensively detailed in the updated Stakeholder Engagement Plan (SEP), which will be finalized within 60 days following project effectiveness. The Table below describes the different levels of grievances. Steps to resolve grievances will be done in adherence to the structure outlined in in Annex 5: "Description of the Grievance Mechanism".

### Levels of grievances

Grievance Category	Description	Internal response	Responsibility
Level 1 Low risk	When an answer can be provided immediately. E.g., issues with the communication of information regarding the project.	Respond immediately to complainant. Record and report. It does not require internal consultation	Social Specialist or assigned specialist

Grievance Category	Description	Internal response	Responsibility
Level 2 moderate risk	One-off grievance that requires measured response and actions/ commitments to resolve complaint. E.g., dissatisfaction with response received at level 1; reports of health and safety concerns, complaints about project timeline issues, field staff or civil works.	<p>Social specialist or assigned specialist, will review, and classify the complaint. If it is classified as a level 2 grievance, the PM will investigate and respond in coordination with the E&amp;S Specialists.</p> <p>Where the Project Manager is the subject of the grievance, the complaint should be directed to a contact in the Ministry responsible for the project.</p>	<p>Project Manager</p> <p>Representative from the MENB (Permanent Secretary)</p>
Level 3 High risk	Legal violations on the part of project staff or beneficiaries; Repeated, extensive and high-profile grievances that may jeopardize the reputation of the project. E.g., cases of Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH), reports of fraudulent disbursement funds, failure to deliver promised inputs.	<p>Social specialist or assigned specialist, will review and classify the complaint. If it is classified as a level 3 grievance, the PM will form a Grievance Committee (GC) that will be in charge of addressing this level complaint. The GC will provide advice on how to solve complaints within this level.</p> <p>For SEAH cases, a list of Gender Based Violence (GBV) service providers will be kept available by the project. If an incident is reported through the GM, a survivor-centered approach will be used. Any cases of GBV brought through the GM will be documented but remain closed/sealed to maintain the confidentiality of the survivor.</p>	Grievance Committee

The Grievance Committee (GC) would include representatives from the MENB, affected communities, civil society organizations (CSOs), government officials, and potentially a World Bank designated representative. The composition of the GC should ensure a balanced composition with diverse perspectives to effectively address grievances from project-affected people. The Key functions of the Grievance Committee include:

- Receive and review grievances from project-affected people
- Investigate complaints and gather necessary information
- Facilitate dialogue between complainants and project implementing agency
- Recommend appropriate actions to resolve grievances
- Monitor implementation of redress measures
- Report on grievance trends and patterns to project management and stakeholders

The GM will provide an appeals process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied, then they could be advised of their right to legal recourse. It should be noted that although not a part of the GM, affected persons can always invoke their right to legal recourse.

The project will have other measures in place to handle sensitive and confidential complaints, including those related to Sexual Exploitation and Abuse/Harassment (SEA/SH).

The World Bank and the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

## 6.2. The Grievance Procedure

The Project will have a single Grievance Mechanism system that will manage grievance to address public, workers and SEAH-related issues (see Figure 1). This GM will provide a single point of contact for both workers and the public to submit complaints regarding the Project, allowing them to raise concerns about potential adverse impacts on themselves, their communities, or the environment; this system aims to ensure accountability and responsiveness to project-affected parties.

All grievances submitted shall be logged and filed by the PECU Social Specialist/ Project Manager (see **Annex 2 and 3**). In the case of issues with project management staff the Project Manager may be required to exclude herself or himself if the complaint directly involves him or her. Where the Project Manager is the subject of the grievance, the complaint should be directed to a contact in the Ministry responsible for the project.

The point of contact will attempt to address grievance within established time frame of 7 – 14 days upon receipt. In cases of timely or urgent matters a period of a minimum of 24 hours and a maximum of 15 calendar days will be allotted for addressing and resolving the grievance. Grievances can be made in person, telephone call or writing. Grievances can be made anonymously. A dedicated email and a telephone number will be provided for all grievances. Grievances made via telephone or in person will be recorded at a later date and the complainant asked to sign same if in agreement to disclose their name.



## Grievance Process: Barbados - Beryl Emergency Response and Recovery Project

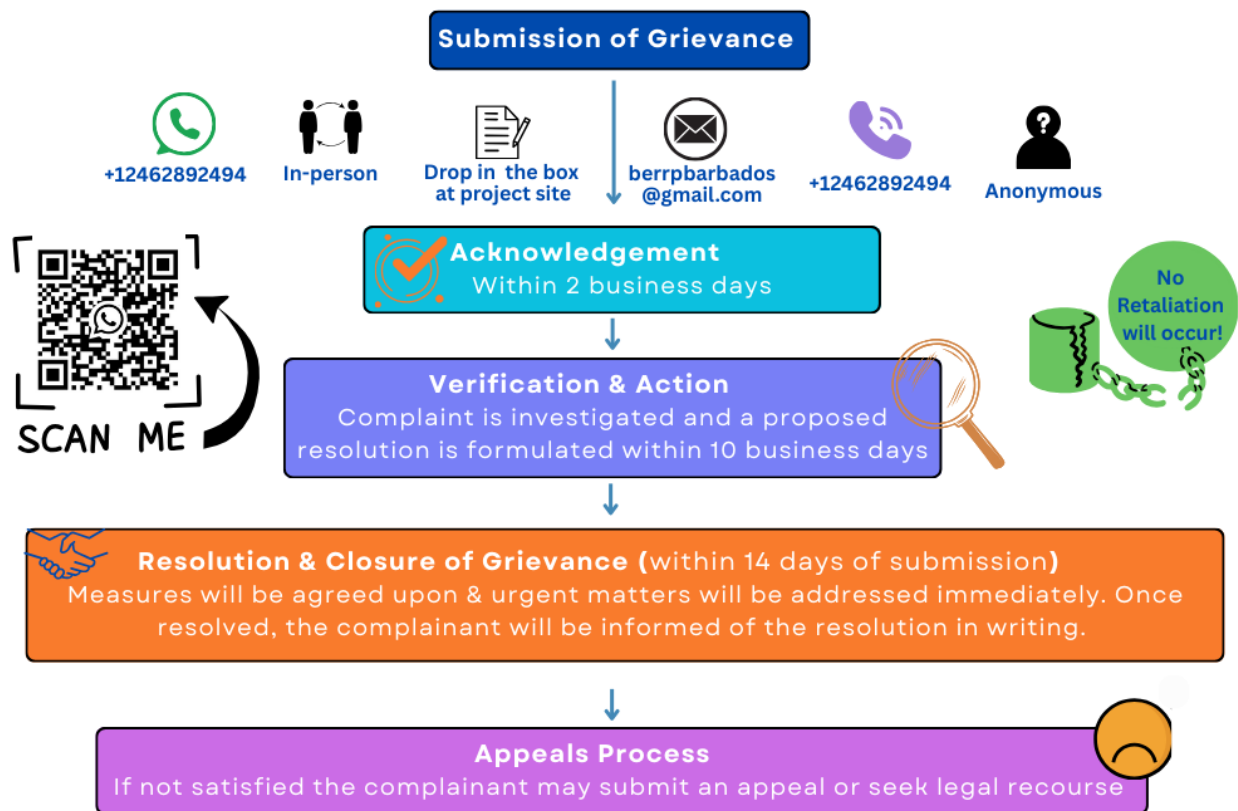


Figure 1. Overview of the grievance process.

Submission of complaint to

- Email: **berrpbarbados@gmail.com**
- Reference: GM Barbados – Beryl Emergency Response and Recovery Project (P507190)  
Address: **Regus, One Welches, Barbados, BB22025**
- Mobile Number + 1 (246) 289-2494

Grievances can be submitted orally to the PECU using the reference provided above

### Resolution of Grievance

All grievances submitted under the project will be addressed promptly, transparently, and in a manner appropriate to their nature and severity. Upon resolution, the Project Execution and Coordination Unit (PECU) will notify the complainant in writing, outlining the actions taken to address the issue. If the grievance cannot be resolved at the initial level, it will be escalated to the PECU Project Manager and the Environmental and Social (E&S) specialists, who will engage directly with the relevant parties to seek resolution.

In cases where the grievance involves PECU staff, the matter will be referred to the Permanent Secretary of the Ministry hosting the national PECU for further handling. If a resolution still cannot be reached, the grievance will be referred to the Ministry of Labour for final review and determination, whose decision will represent the final tier of the grievance mechanism.

### **Anonymity**

Grievances may be submitted anonymously, without providing the complainant's name or contact details with the understanding that, in some cases.

### **Freedom from Retaliation**

There will be no retaliation towards individuals seeking to resolve a grievance by means of the grievance redress mechanism. The World Bank and the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

### **Addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH)**

The GM will identify and train the social specialist who will be responsible for dealing with any Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) issues, should they arise. The Project will also have a Labor Grievance Mechanism that workers can use and that will be described in detail in the Labor Management Procedures to be formulated after Project effectiveness and within the timeframe established in the ESCP.

A list of SEA/SH service providers will be kept available to the Social Specialist and the PECU Project Manager. The GRM should assist SEA/SH survivors by referring them to SEA/SH Services Provider(s) for support immediately after receiving a complaint directly from a survivor. To address SEA/SH, the project will follow the guidance provided on the World Bank Technical Note "Addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) in Investment Project Financing Involving Civil Works".

If a SEA/SH-related incident is reported through the GM, it will be processed keeping the survivor information confidential. Specifically, the GM will only record the following information related to the SEA/SH 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 SEA/SH brought through the GM will be documented but remain closed/sealed to maintain the confidentiality of the survivor. The Project Manager will also immediately notify both the Implementing Agency and the World Bank of any SEA/SH complaints with the consent of the survivor.

## **7. Monitoring and Reporting**

### **7.1. Monitoring and Reporting of SEP Implementation Summary**

The SEP will be periodically revised and updated as necessary during project implementation. Bi-yearly reports summaries on stakeholder engagement activities and reports on public suggestions and grievances, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the senior management of the project.

**The following indicators** will be reported on, and as described in **detailed with timeframe in annex 4:**

- Beneficiary satisfaction with project's stakeholder engagement process, of which are women and youth (%).
- Number of community meetings held to discuss project progress, disaggregated by participation rate, of which women and youth (%)
- Number of community meetings held to discuss project progress.

Biannual reports will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year will be conveyed to stakeholders through publication of a standalone annual report on the project's interaction with the stakeholders. The Social Specialist/s and or Environmental Specialist of the PECU will prepare the Bi-annual Reports on the Grievance Redress issues of the project periodic review by Grievance Committee.

### **7.2. Reporting Feedback to Stakeholders**

The SEP will be periodically revised and updated as necessary in the course of project implementation. Bimonthly summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions, will be collated by responsible staff and referred to the senior management of the project. The bi-annual summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in various ways through virtual and physical bulleting, during public meetings and assemblies, workshops, etc.

## Annexes

### Annex 1: Table 1- Template to Capture Consultation Minutes

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)

### Annex 2 Grievance form

Grievance No.:

#### REGISTRATION OF GRIEVANCE

Please use capitals:

**Personal Details are optional, providing these details may help resolve the grievance, please provide the information below:**

Name: \_\_\_\_\_

Contact No: \_\_\_\_\_

Address: \_\_\_\_\_  
(Detail where to find you)

E-mail Address: \_\_\_\_\_

Gender:

Age Group:

Name of Project Site: \_\_\_\_\_

I register my grievance as detailed:

#### Details of Grievance

(a) Outline reasons why and how you are affected by the project. (overleaf if necessary)

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(b) If land or other properties are being affected e.g. (agriculture) include copies of relevant documentation you have, to support your claim.

List documents:

A: \_\_\_\_\_

B: \_\_\_\_\_

C: \_\_\_\_\_

D: \_\_\_\_\_

**Undertaking:**

I hereby certify that statements made in my Grievance and documentation enclosed are true and complete to the best of my knowledge. If at any time any part of the Grievance or the documentation is found to be false, I will be liable for any legal action that the Government of Barbados may deem necessary.

**Date:**

**Signature of aggrieved person:** (optional)

**Name of recording Officer:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

(Please print)

(continue overleaf if necessary)

### Annex 3 Grievance Register

- **Note:** It could be useful to consider adding some demographic information as additional columns in the grievance register to be able to have a better picture of the complainants throughout the project's timeframe, for e.g. gender, disability (yes/no), community the complaint originated from.

#### Notes:

- 1 Complainants should be provided with acknowledgement of grievance within 7 days from the date of receipt *(the Social Specialist should insert the number of days that the project has allocated for acknowledgement of grievance, which should vary from 2-7 days. For simple issues, complaints /queries should be responded to within this allocated number of days).*
- 2 Expected time of redress should be entered in this register.
- 3 Records of Grievances should always be entered in the GR Register and updated as needed, until the grievance is settled.
- 4 Grievances should normally be settled within 4 weeks of initial receipt. If not, reasons for delay should be communicated to the complainant and entered in the Register. *(The Social Specialist should insert the number of weeks allocated for settling grievances under the project, which should vary from 2 weeks to one month. The same approach as detailed above in Note 1 should be followed).*

#### Grievance Details

Claim Number	Name of sub project Site	Date Complaint Received	Name & Contact Information of Person Making Complaint (optional if the complainant wishes to be anonymous)	Date of Acknowledgement of Receipt of Complaint (Issue involve) (informing complainant of response time) / Response to Complaint for Simple Issues	Actions Taken to Resolve Complaint	How Complaint Resolved	Date Complaint Resolved	If Not Resolved, Date Sent for Appeal	Status of Appeal	Date Resolved	Level of Grievance

#### Annex 4: Stakeholder engagement indicators:

Indicator name	Definition description.	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Beneficiary satisfaction with project's stakeholder engagement process, of which are women and youth (%)	<p>This indicator will measure the average citizen satisfaction rate with the project's stakeholder engagement process.</p> <p>This indicator aims to report on the effectiveness of the stakeholder engagement processes in the project. The planned project surveys will be extended to obtain feedback from community members on their satisfaction with: (i) access to project information and awareness of decisions taken, (ii) their opportunities to provide feedback and participate in the dialogue; and (iii) the responsiveness of the implementing entity to feedback provided. These criteria will be rated on a 1-5 scale and will be equally weighted. In addition, qualitative feedback will be collected as well to improve the stakeholder engagement processes, if needed. For</p>	Annually. The PECU will start reporting from year 2 of the project	Perception survey	Perception survey. Measurement methodology will be defined by the PECU during year 1 of the Project and prior to launching the surveys.	M&S specialists with the support of the E&S specialists of the PECU.

	example, what is working well? How can the project improve its information dissemination strategy? etc. The PECU will oversee this survey and report annually (PECU will start reporting from year 3 of the project). Results will be gender disaggregated. Detailed mechanisms for collecting this data will be developed in year 1 of the Project by the PECU M&E section, with the support of the Bank,				
Grievances responded to in the stipulated time.	The indicator will measure the proportion of grievances responded to in the stipulated time, as defined in the SEP.	Semi-annual	Progress Reports (PECU). Measurement methodology will be defined by the PECU.	Progress Reports prepared by the PECU	M&S specialists with the support of the E&S specialists of the PECU.
Number of community meetings held to discuss project progress, disaggregated by participation rate, of which women and youth (%)	The indicator tracks the frequency of organized community meetings aimed at discussing the progress of the project and related topics. It measures the level of community engagement by recording the number of such meetings and the participation rate, with a specific focus on the inclusion of women and youth.	Semi-annual	Progress Reports (PECU). Measurement methodology will be defined by the PECU.	Progress Reports prepared by the PECU	M&S specialists with the support of the E&S specialists of the PECU.



## Annex 5: Description of the Grievance Mechanism

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	Describe the GM structure at national, and local levels (if any). This will include the description of the composition of the Grievance Committee (GC) with the role of redressing grievances where relevant and facilitating all appeals.		
Grievance uptake	Grievances can be submitted via the following channels: <ul style="list-style-type: none"> <li>• Telephone hotline/Short Message Service (SMS) line.</li> <li>• E-mail</li> <li>• Letter to Grievance focal points at local facilities</li> <li>• Complaint form to be lodged via any of the above channels.</li> <li>• Walk-ins may register a complaint in a grievance logbook at a facility or suggestion box.</li> </ul>		
Sorting, processing	Any complaint received is forwarded to [the Social Specialist of the PECU], logged in [the Grievance Register], and categorized according to the following complaint types: [low risk/moderate risk/high risk]. The grievance level can be considered as indicated in the following table.	Upon receipt of complaint	Local grievance focal points
Acknowledgment and follow-up	Receipt of the grievance is acknowledged to the complainant by [the Social Specialist of the PECU]	Within 2 days of receipt	Local grievance focal points
Verification, investigation, action	Investigation of the complaint is led by [the Social Specialist and the Project Manager of the PECU] A proposed resolution is formulated by [the Social Specialist and the Project Manager of the PECU (and if necessary, the MENB)] and communicated to the complainant by [the Project Manager of the PECU]	Within 10 working days	Complaint Committee composed of ..., ... and ...

Step	Description of Process	Time Frame	Responsibility
Monitoring and evaluation	Data on complaints are collected in [insert] and reported to [insert] every [insert]		
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected [insert]		
Training	Training needs for staff/consultants in the PIU, Contractors, and Supervision Consultants are as follows: []		
If relevant, payment of reparations following complaint resolution	[Describe how reparations will be handled including amounts, recipients, etc.]		

## Endnotes

<sup>i</sup> For the purposes of effective and tailored engagement, stakeholders of the proposed project(s) can be divided into the following core categories:

- **Affected Parties:** Persons, groups, and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.
- **Other Interested Parties:** Individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.
- **Vulnerable Groups:** Persons who may be disproportionately impacted or further disadvantaged by the project(s) compared with any other groups due to their vulnerable status and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.
- It is important to note that sometimes projects have different components with very different sets of stakeholders for each component. Those different stakeholders should be considered in preparing the SEP.

<sup>ii</sup> It is particularly important to understand whether project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project, and to ensure that awareness raising and stakeholder engagement be adapted to take into account such groups' or individuals' particular sensitivities, concerns, and cultural sensitivities and to ensure a full understanding of project activities and benefits. Engagement with vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input into the overall process are commensurate with those of other stakeholders.