

**Saint Lucia Urban Resilient Flood Investment Project
(P504998)**

Stakeholder Engagement Plan (SEP)

July 18, 2025

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1. Introduction/Project Description

The **Saint Lucia Urban Resilient Flood Investment Project** –aims to facilitate the preparation of a project designed to enhance the Government of Saint Lucia’s capacities to prepare and respond to disaster and climate events and to strengthen the resilience of infrastructure in Castries and Anse La Raye to flood risk management.

The Project Development Objective is “To enhance institutional capacities and infrastructure resilience to flood risk in the target areas of Castries and Anse La Raye.” The project comprises the following components:

Component 1. Institutional and system strengthening for flood resilience and preparedness: This component will finance the detailed engineering designs and construction supervision for selected flood mitigation investments within the Castries and Anse La Raye areas, while also strengthening the Government of Saint Lucia’s capacity to prepare for and manage the impacts of natural hazards and climate change.

Component 2. Enhancement of critical flood-risk reduction infrastructure: The primary objective of this component is to support the construction of prioritized infrastructure investments that will increase the resilience of communities to flood and climate change-induced hazards in Castries and Anse La Raye. The component will support the implementation of prioritized activities designed under component 1, which will support an integrated river basin approach toward urban flood risk management and reduction.

Component 3: Project Management: This component will support essential positions for effective project management by a Project Coordination Unit (PCU) under the leadership of the Ministry of Finance, Economic Development and Youth Economy (MoF). These include the staffing of a Project Coordinator, an FM Specialist and an FM Officer, a Procurement and Contract Management Specialist and a Procurement Analyst, an E&S Specialist, and a Project Engineer.

2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement inclusive of public information disclosure and consultation throughout the entire project cycle.

The SEP outlines the ways in which the project 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. Stakeholder engagement will be undertaken continuously throughout the process of development, preparation and implementation of the project

This stakeholder engagement plan has been designed with the following specific objectives in mind, namely to:

- (i) Inform stakeholders about the project, including the project purpose and scope;
- (ii) assess the level of stakeholder interest and support and allow for stakeholders’ views to be considered throughout the project development and implementation process;

- (iii) promote and provide means for effective and inclusive engagement with stakeholders on issues that could potentially affect them - including stakeholders who may be disadvantaged and vulnerable - throughout the entire project development and implementation process;
- (iv) ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and culturally appropriate manner and format;
- (v) ensure there are opportunities for stakeholders to provide feedback, ask questions and raise concerns which will contribute to the fostering of strong project-stakeholder relationships,
- (vi) ensure the existence of a culturally appropriate and gender sensitive mechanism for filing complaints and grievances
- (vii) communicate the benefits of the project at different governance levels and with different stakeholders at the national and community level to ensure meaningful consultation and promote social acceptability of the project.
- (viii) gather feedback and information from stakeholders to project parameters
- (ix) work constructively with stakeholders to successfully manage their varied interests and ensure any issues raised by stakeholders are properly considered and managed.
- (x) respond to stakeholders' feedback, including concerns about the various issues which should be addressed and an indication of how they could be handled in the design of the project.

ESS 10 recognizes the importance of open and transparent engagement between project implementer and project stakeholders as an essential good 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.

The engagement with Stakeholders will take place as an inclusive process to be conducted throughout the project life cycle. The SEP is intended to support the development of a strong, constructive, and responsive relationship that is critical to the successful management of the project's environmental and social risks.

It is acknowledged and accepted within this plan that engagement with stakeholders is most effective when initiated at an early stage in the project development process and should be an integral part of early project assessment and decision making, management, and monitoring of environmental and social risks and impacts.

This stakeholder consultation plan identifies the major stakeholders for the SURF-IN project and highlights the roles and responsibilities of each major stakeholder or grouping. It identifies critical project activities, the most suitable or appropriate methods of consultation for engaging the various stakeholders, and presents proposed timelines and the parties who will be responsible for undertaking key activities

The stakeholder consultation process will serve as a fundamental mechanism for collecting information, perspectives, and feedback from individuals involved in the project. This is critical in ensuring the proper alignment of the project with the needs, expectations, and concerns of all relevant stakeholders.

The plan is a living document and will be updated as the specific dates for undertaking the activities are set. Consequently, it may be updated to include any additional stakeholders who are identified through the process of project development and implementation.

3. General Principles to Guide the Engagement Procedures

General principles guiding the design and conduct of the engagement process:

- **STAKEHOLDER ENGAGEMENT** is vital to **ALL CHANGE-RELATED PROCESSES**, particularly in relation to projects that aim to generate long-term transformational change across different sectors of the society;
- **PROCEDURES MUST BE DOCUMENTED AND FORMALISED**, this should be made compulsory whenever possible;
- **THERE IS NO PRE-DETERMINED “PREFERRED” APPROACH OR METHOD** in the type and form of stakeholder engagement to be employed which will vary depending on the specific circumstances. While in some instances all that is needed is the sharing of information, in others it may be necessary to use more elaborate and iterative participatory processes;
- the **METHODS OF CONSULTATION** will also vary, and may involve workshops, focus groups, interviews (particularly with key informants) and surveys (including questionnaires delivered in person or online);
- **ENGAGEMENT IS A PROCESS THAT MUST BE SUPPORTED AND FACILITATED BY ADEQUATE COMMUNICATION** prior to, during and following specific events. Participants must be provided with the information they need to contribute meaningfully (background to the issues, how they can/may contribute, expectations from other stakeholders, etc.). In most cases, information should be provided well in advance;
- in the design and execution of engagement processes, it is useful to make **A DISTINCTION BETWEEN “REPRESENTATION” AND “REPRESENTATIVENESS”**, i.e. it is important to ensure that the processes are representative of the main stakeholder categories, even if some are not formally represented (in other words, there is always a danger of giving a stronger voice to organised groups and sectors, at the expense of those that do not have a representative organisation);
- regardless of the purpose sought and the methods used, it is critical to ensure that the consultation **PROCESS IS EQUITABLE** (see Section **Error! Reference source not found.** below);
- **ENGAGEMENT IS NOT A ONE-OFF EXERCISE**, it requires sustained dialogue and follow-up, including keeping stakeholders informed at the implementation stage of the project; and
- effective and equitable engagement of stakeholders requires human, technical and financial resources, therefore institutions responsible for the engagement processes and activities must ensure the availability of the requisite **CAPACITY AND ADEQUATE BUDGET**.

4. Stakeholder identification and analysis

4.1 Stakeholder Overview

It is foreseen that stakeholders of this initiative will come from the following main groups that is representative of all major groups and institutions that have an interest in the project (whether as executing and co-executing agencies, beneficiaries or impacted sectors or communities):

Policymakers and Regulators: This group includes the Ministries responsible for economic development, Infrastructure, agriculture, environment and forestry, water resources, sustainable

development and others. This group accommodates the project, ensuring that it aligns with national priorities.

Project proponents: This group includes the Department of Economic Development and the Government agencies responsible for oversight of infrastructure development and others. These agencies are all involved in any or a combination of the oversight, execution or funding of project activities.

Technical Agencies/Units: These are technical agencies such as the Ministry of Agriculture, Forestry Dept, and the Water Resource Management Agency.

Community members or households: this category includes residents of the Castries and Anse La Raye communities, inclusive of youth, women, farmers and community leaders such as teachers and heads of churches or other faith-based organizations.

The Private Sector and Community governance entities including but not limited to St Lucia Chamber of Commerce, the Castries City Council, The Anse La Raye Village Council, Southeast Castries Constituency Council

4.2 Methodology

To satisfy 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. In so far as is feasible and possible all stakeholders will be encouraged to participate in the consultation process. Equal access to information will be 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 marginalized particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.
- **Flexibility:** In addition to traditional forms of face-to-face engagement, the methodology adopted shall involve other forms of engagement, including various forms of internet or phone-based communication.

4.3 Affected parties and other interested parties ¹

Affected parties include local communities, community members, and other parties that may be impacted by the Project. Specifically, the following individuals and groups fall within this category (not exhaustive): households, business owners and their employees in the central business district and the farmers in rural communities, street vendors, fisherfolk, entities and individuals in the social services sector -health, education, emergency services, the agriculture sector, sports, the utilities (water electricity and telecommunications), and the transportation sector

Other Parties

Generally, the project has the potential to have an impact on all aspects of society in the participating communities. Therefore, other interest groups and interested parties may include NGOs, CSOs or similar professional bodies such as the Association of professional engineers, drivers, boat owners, minibus associations operating in Castries and Anse La Raye, fisher folks, particularly in Anse La Raye, service providers such as the water, electricity and cable companies, government agencies and departments not directly involved in project implementation, but because of their mandate may have interest in the project, such as the Ministry of Social Transformation and the Ministry of Education.

The list is not exhaustive, and as stakeholder consultations commence in earnest any new stakeholders who are identified will be included

4.4 Disadvantaged/ vulnerable individuals or groups²

Within the Project, vulnerable or disadvantaged groups may include but are not limited to the elderly, persons with disabilities and their caretakers, women-headed households and the unemployed. The project will seek to identify representative organizations and leaders for these groups who can be partners in the stakeholder engagement process. Vulnerable groups within the communities affected by the Project may be added, further confirmed, and consulted through dedicated means, as appropriate.

¹ 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.

² 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.

Description of the methods of engagement that will be undertaken by the project is provided in Table 1 below.

DISABILITY: people living with disabilities have limited opportunities to participate in formal processes, yet they are the most directly affected by environmental degradation and natural disasters and should be among the primary beneficiaries of interventions designed to address negative impacts of these natural phenomena.

LANGUAGE: while English is St Lucia’s only official language a large proportion of the population is bilingual with *Kweyol* being the preferred language especially among the elderly and rural populace. Consequently, a large measure of interactions will have to be conducted using the native lingua franca.

Gender: Special consideration must be given to the circumstances of two essential gender-based groups viz:

- Poor, single female heads of households, who are particularly vulnerable and have very limited opportunities to contribute to decisions and actions that affect them; and
- Unemployed young men who are increasingly marginalized and rarely participate in the development process.

Table 1: Methods and instruments applicable to specific groups or sectors

GROUP OR SECTOR	METHODS AND INSTRUMENTS
<p>Policymakers and Regulators: This group includes the Ministries responsible for economic development, Infrastructure, agriculture, environment and forestry, water resources, sustainable development and others. This group accommodates the project, ensuring that it aligns with national priorities.</p>	<ul style="list-style-type: none"> - Meetings and site visits - Workshops and presentations - Formal correspondence - Electronic correspondence
<p>Project proponents: This group includes the Department of Economic Development and the Government agencies responsible for oversight of infrastructure development and others. These agencies are all involved in any or a combination of the oversight, execution or funding of project activities.</p>	<ul style="list-style-type: none"> - Meetings and site visits - Workshops and presentations - Formal correspondence - Electronic correspondence

GROUP OR SECTOR	METHODS AND INSTRUMENTS
<p>The Private Sector and Community governance entities including but not limited to St Lucia Chamber of Commerce, the Castries City Council, The Anse-La -Raye Village Council, Southeast Castries Constituency Council</p>	<ul style="list-style-type: none"> - Meetings and site visits - Workshops and presentations - Formal correspondence - Electronic correspondence
<p>Local communities potentially impacted (positively or negatively) by the project</p>	<ul style="list-style-type: none"> - Community consultations, through meetings, and site visits. - Focus groups and individual interviews with community leaders and key informants. - Use of both Creole and English in community consultations and other communications and activities. - Ensuring that all consultations with affected communities are conducted in a manner that is transparent, inclusive and responsive. - Ensuring that consultations are conducted free of coercion and of any undue political or other form of influence.
<p>Women</p>	<ul style="list-style-type: none"> - Ensuring that an equitable number of males and females are engaged at all stages of the project cycle whenever possible (design, inception, implementation, monitoring, evaluation and reporting). - Developing project-level action plans that cater to the specific needs of this group including scheduling consultations and other activities at times that are most convenient for women and allow for their full participation.
<p>Men</p>	<ul style="list-style-type: none"> - Ensuring that an equitable number of males and females are engaged at all stages of the project cycle (design, inception, implementation, monitoring, evaluation and reporting). - Developing project-level action plans to cater to the needs and requirements of this specific group.
<p>Youth (15-35 years)</p>	<ul style="list-style-type: none"> - Involving relevant national and community-based youth organizations in all consultation processes, including seeking nominations from the Council to participate in workshops and other events that have to do with project design and implementation.
<p>People living with disabilities</p>	<ul style="list-style-type: none"> - Involving relevant organizations, notably the National Council of and for Persons with Disabilities, in the design of consultation activities that facilitate the participation of persons living with disabilities.

GROUP OR SECTOR	METHODS AND INSTRUMENTS
Elderly- persons over the age of 65	<ul style="list-style-type: none"> - Including people of all ages, including the elderly in consultations and other activities. - Scheduling consultations and other activities at times that are more convenient for the elderly and facilitating their access to these events (e.g. free transportation). - Providing information in a culturally appropriate manner
Farmers	<ul style="list-style-type: none"> - Ensuring that meetings are held during hours that will allow the participation of farmers, preferably in the afternoon between 3:00 to 5:00 pm. - Liaising with Agricultural Extension Officers of the Ministry of Agriculture who can transmit information to farmers, and are key players in the valuation of crops when payment of crop compensation is required. - Providing information in a culturally appropriate manner.
Women farmers	<ul style="list-style-type: none"> - Ensuring that meetings are scheduled at times that will facilitate their participation. - Engaging groups which represent women farmers. - Liaising with Agricultural Extension Officers of the Ministry of Agriculture who can transmit information to farmers, and are key players in the valuation of crops when payment of crop compensation is required. - Providing information in a culturally appropriate manner.

5. Stakeholder Engagement Program

5.1. Summary of stakeholder engagement during project preparation

As part of the process of project development, and preparation, consultations were conducted during the Bank Mission from June 23 to 27. The stakeholders were mainly representatives from government ministries, departments and agencies. Among the stakeholders who were engaged were representatives from the Ministry of Finance (MoF), the Ministry of Agriculture (MoA) and its Forestry Division, Department of Infrastructure, National Integrated Programme and Planning Unit (NIPP), Water Resources Management Agency (WRMA), Saint Lucia Meteorological Services (SLMS), Ministry of Local Government, Castries City Council, Constituency Development Program (CDP) and Anse La Raye Constituency Council.

The engagements were mainly for fact finding, geared at identifying and analyzing the causes and potential interventions needed to mitigate flooding in the most at-risk areas of Castries and Anse La Raye. The four main causes of flooding in Castries and the two main causes of flooding in Anse La Raye were identified.

From 7th to 11th July the Consultant undertaking the prefeasibility and feasibility studies participated in a mission where once again stakeholders as mentioned above but including new stakeholders such as the Ministry of Tourism, the Chamber of Commerce, the Statistics Department and Global Port Holdings

were engaged in meetings as well as on the ground site visits. The objective of the engagements was as follows:

1. To obtain information from local stakeholders on the extent, timing and depth of past flood events, including annotating flooded areas on maps and noting down past flood levels and locations which can be used to validate the flood models.
2. To obtain information on any previous flood alleviation interventions and their effectiveness (noting works completed following the Halcrow study in 2004.
3. To obtain available data as it pertains to flooding in the two districts.
4. To discuss with stakeholders the framework and criteria and metrics for appraising flood alleviation measures (for example: feasibility, effectiveness, ecosystem services benefits, amenity benefits) and their weightings
5. To obtain feedback on flood alleviation solutions which are considered to be promising, or conversely are likely to not be feasible.

The stakeholders highlighted what in their view and experience contributes to the flooding challenges in the two districts, citing the lack of maintenance of drains and rivers (desilting) and indiscriminate garbage disposal as the main contributors to flooding. All stakeholders, agreed that the intervention was necessary, but also recommended that the need for regular maintenance of drains and rivers and measures for the control of indiscriminate dumping of garbage, be strongly proposed as measures for increasing resilience to flood risk in the Consultant’s report.

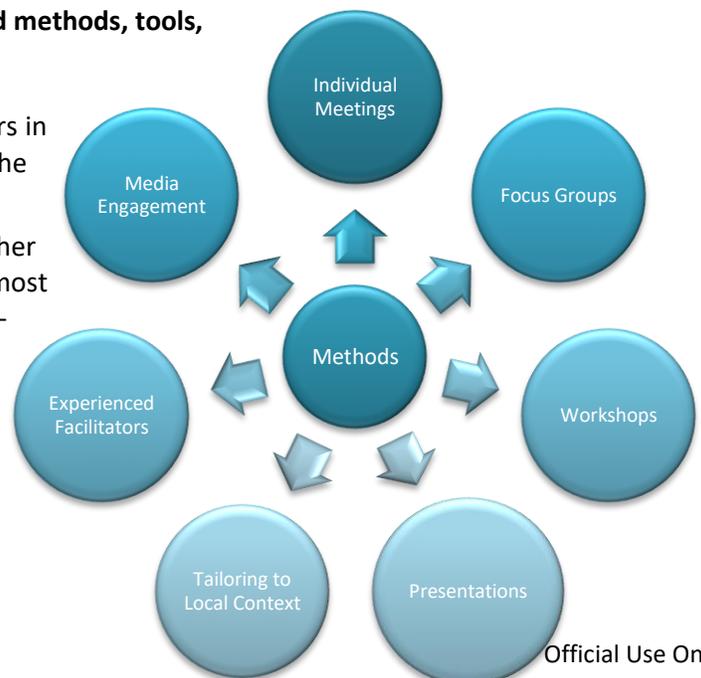
Feedback received from the stakeholders centered mainly on the need for continued engagement during preparation of the project to ensure that all parties are kept informed of the project stages thereby creating interest and buy

Careful attention will be paid to ensuring that future stakeholder engagement sessions are carefully planned, organized and executed to derive optimal value from these engagements which should lead to better project design and implementation.

5.2. Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement

DIFFERENT METHODS will be used to engage stakeholders in decision-making and other processes related to the project including:

- *individual meetings*: while workshops and other forms of group consultation are the methods most commonly used, individual and preferably face-to-face meetings are important for many reasons, namely to elicit views from key informants, to fill information gaps, and to give individuals or groups an opportunity to



raise issues or receive guidance

- *workshops, focus groups and other group discussions*: these enable the “high quality conversations” that allow people to interact, share views and ideas, and develop an understanding of the issue at hand, and therefore contribute meaningfully to project formulation;
- when presentations are made in workshops and other gatherings, the information should be made available in varied ways to *accommodate the range of learning styles and needs of the audience*. Complex or difficult information should be presented in plain language and face-to-face, and participants must have the opportunity to make inputs into decisions (as opposed to just being told what to do or just being asked to identify issues);
- all participants in the engagement process should respect one another’s viewpoint and inputs, and should gain a *sense of personal responsibility* towards the issue and the programme /project under consideration. This helps to increase participant motivation, promote changes in behaviour, and raise external recognition and impact;
- whenever possible, *experienced facilitators* who are neutral (and are perceived as neutral by participants) should be used;
- *other methods and media* can be used, including popular theatre (for example, if role playing can assist a particular community, institution or target group to develop a scenario for a desired intervention) and performances by local artists (to encourage participation and illustrate issues); and
- there are a number of *practical ways to facilitate the engagement* of local stakeholders, including the presentation of handouts and tokens, the provision of refreshments at and transportation to meetings and events, the scheduling of meetings at times most convenient to target groups, and making arrangements for parents to attend in the company of young children.
- Consideration will be given to the adoption of approaches that are specifically tailored to **THE PRIVATE SECTOR**. In particular: (i) communication activities that illustrate how companies and businesses, including small and micro enterprises, can incorporate responses to flood mitigation and other natural disasters, climate change and other weather phenomenon in their ethos and practices, and benefit from such; and
 (ii) youth entrepreneurs must be considered as a very important group in engagement and communication because of their role in innovation and the challenges they face in accessing finance.

All engagement activities will be supported by adequate communication and suitable knowledge products.

5.3. Stakeholder engagement plan

Project Stage	Estimated Date/Time Period	Information to be Disclosed or Shared	Method Used	Target Stakeholders	Responsibilities
Preparation Pre-feasibility	July 2025	ESCP GRM	Disclosure on website of Government and	General Populace	PIU

and feasibility studies		SEP Project objectives and components Project designs	Department of Economic Development Posted in community Human Resource Centres and other municipal buildings such as the Office of the Anse La Raye Constituency Council and the Castries Constituency Council Office / Town Hall. Meetings Presentations and site visits	with access to internet services Public servants	
Implementation		Consultancy reports Training Plans Monitoring and maintenance plans Grievance Reporting Procedures	Meetings Presentations Project signs Training workshops Progress meetings Posted in community centres and other municipal buildings. Meeting discussion held in local language / kweyol for persons who are more comfortable with this language.	Government Ministries, Department and Agencies NGOs and CBOs Residents	PIU Consultants
Closure		Project completion report	Closing ceremony press releases documentaries	Government ministries department and agencies NGOS and CBO residents	PIU

Vulnerable groups such as poor women, male and female farmers, persons with disabilities, and the elderly³ will be engaged separately to ensure that their views are captured and adequately addressed.

Project documents such as this SEP, the ESCP, and the Grievance Redress Mechanism (GRM), project pre-feasibility and feasibility reports, ESIA/ ESMPs and other environmental and social documentation, as required will be disclosed on the websites of the Government of St. Lucia and the Department of Economic Development. Regular updates on project developments will be provided via the Government Information Service (GIS) news updates and programs, and through press releases via mass media organisations; Periodic stakeholder consultation meetings will be held with key stakeholders to provide project updates and to listen to stakeholder concerns and feedback; Project information will be shared through leaflets and brochures which will be placed at strategic locations in government offices and in the communities; Separate focus group meetings will take place with vulnerable groups. Pertinent information will be disclosed in English and *Kwéyòl* as appropriate.

5.4. Reporting back to stakeholders

Stakeholders will be kept informed as project preparation and implementation unfolds. Reports will be presented on project environmental and social performance; implementation of the stakeholder engagement plan and Grievance Mechanism, and on the project’s overall implementation progress.

Communication with stakeholders should be done through several modes, as described in the table below:

Table 2: Information Dissemination Method

Information Dissemination Method	Use
Phone/text/instant messages	Inform stakeholders of Consultations and meetings
Email	Inform Stakeholders of Consultations and meetings and confirm attendance; Provide attachments such as prepared reports and communication materials; Provide updates on initiatives or reports of related meetings and working sessions.
Print Media	Develop and disseminate brochures or reports to provide background or update on initiatives, implementation progress and results. Placement can be at strategic location, such as government

³ Examples may include (i) Women: ensure that community engagement teams are gender-balanced and promote women’s leadership within these, design online and in-person surveys and other engagement activities so that women in unpaid care work can participate; consider provisions for childcare, transport, and safety for any in-person community engagement activities; there may also be women who face multiple challenges, for example, indigenous women, women with disabilities, etc. (ii) Elderly and people with existing medical conditions: develop information on specific needs and explain why they are at more risk and what measures to take to care for them; tailor messages and make them actionable for particular living conditions (including assisted living facilities), and health status; target family members; (iii) People with disabilities: provide information in accessible formats, such as braille or large print; offer multiple forms of communication, such as text captioning or signed videos, text captioning for the hearing impaired, and online materials for people who use assistive technology; and (iv)

	and public utility, city, town and village council offices.
Radio and Television	Disseminate information on initiatives, implementation progress and results; Engage facilitators and audience in Q&A.
Social media	Provide regular updates on implementation progress and related developments for key stakeholders, that are as prepared and approved for release on the various popular.
Website	Develop a web portal for <i>the initiative that ought to be</i> updated periodically. The websites of the GoSL and the Department of Economic Development.
Interviews	Illicit and record direct input from stakeholders; establish connection and rapport.
Focus Group Meetings	Provide background and update on the initiative; use a structured approach to engage participants and encourage dialogue; record participants inputs; provide feedback where possible.
Roundtable	Present and review update on <i>the project</i> ; Identify and discuss key issues that would affect implementation or output; present reports on issues relevant to the project that are within the purview of participants and which have been previously identified for inquiry, research and study. Record key discussions and findings.
Public Consultations	Present background and update on the project; engage in Q&A; record participants input and feedback.
Workshops	Present background and update on the project; use participatory activities to facilitate dialogue, brainstorming, feedback, analyses and recommendation; record outputs
Formal Meetings	Provide background and update on the project; distribute or exchange technical material and data; Record key issues and inputs

6. Resources and Responsibilities for implementing stakeholder engagement activities

6.1. Resources

The Department of Economic Development and the Youth Economy which is spearheading the implementation of the project will oversee stakeholder engagement activities.

The budget for the SEP is as shown in Table below:

Budget Category	Quantity	Unit Costs	Times/Years	Total Costs XCD	Remarks
1. Events					
1a. E.g., organization of focus groups	4	500		2000	Provision for refreshment venue transportation if required
2. Communication campaigns					
2a. E.g., posters, flyers	100	10		1000	
2b. E.g., social media campaign	5	150		750	
3. Trainings					
3a. E.g., training on social/environmental issues for PIU and contractor staff	4	200		800	
3b. E.g., training on gender-based violence (GBV) for Project Implementing Unit (PIU) and contractor staff	4	200		800	
4. Beneficiary surveys					
4a. E.g., mid-project perception survey	1	1000		1000	
4b. E.g., end-of-project perception survey	1	1000		1000	
5. Grievance Mechanism					
5a. E.g., training of GM committees	1	150		150	
5b. E.g., suggestion boxes in villages					
5c. E.g., GM communication materials	500	5		2500	
6. Other expenses					
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:				10,000	

6.2. Management functions and responsibilities

The entity responsible for carrying out stakeholder engagement activities is the PIU under the Department of Economic Development with support from partner agencies such as the Castries and

Anse La Raye Constituency Councils. The ESS attached to the project will have specific responsibility for overseeing the stakeholder engagement process.

The stakeholder engagement activities will be documented through reports, and Audio-visual documentaries.

7. Grievance Redress Mechanism [GRM]

A GRM has been defined for the project; the principal aim of the GRM is to provide an avenue through which grievances from the communities, groups, individuals, local authorities, NGOs, and any other affected parties can be resolved amicably in an effective and efficient manner that satisfies all parties involved.

7.1. Description of GM

Specifics of the structure and administration of the GRM, its objectives, purpose, processes, operation, responsible parties and other pertinent information is outlined in detail in the attached GRM document; Please refer to GRM document for a detailed description of the Grievance Redress Mechanism that will be used

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	The Grievance Redress Mechanism (GRM) is consistent with the requirements of the World Bank’s Environmental and Social Framework (ESS10- Stakeholder Engagement). The GRM is a means for affected parties to submit complaints, where project beneficiaries or other stakeholders may have a concern/grievance about the SURF-In Project. The issue could relate to an activity that has or is likely to render an adverse effect(s) on them as individuals, the community and/or surrounding environments. Through the GRM, Project affected parties or general members of the public have the freedom to express concerns, raise issues and seek satisfactory resolution to grievances relevant to Project activities. This mechanism allows for the minimisation of reputational risk and financial risk(s) via early identification and resolution of problems by the PIU.	Throughout project preparation and implementation	PIU
Grievance uptake	Grievances can be submitted via the following channels: <ul style="list-style-type: none"> Grievances can be made verbally to the Environmental and Social Specialist (E&S Specialist) in person at stakeholder engagement meetings. 	Throughout implementation	

Step	Description of Process	Time Frame	Responsibility
	<ul style="list-style-type: none"> • Additionally, the complaint can be made to the PCU by <u>telephone</u>, and the person receiving the call will guide the complainant toward the proper channel. • Complaints can be anonymous; <p>The GRM would include appropriate channels for receiving GBV related complaints. All GBV complaints will be handled directly by the E&S Specialist who has been trained in the handling of these cases, consistent with the WB guidance notes.</p> <p>The GRM would also incorporate channels to address worker related complaints that are transmitted by the contractors and sub-contractors. All project workers will be trained on the use of the GRM and its SEA/SH aspects.</p> <ul style="list-style-type: none"> • By letter addressed to: Project Coordinator Urban Resilient Flood Investment Project Project Coordination Unit (PCU) Department of Economic Development 2nd Floor, Finance Administrative Centre Pointe Seraphine Castries • By email to the following addresses: Email: madonna.monrose@govt.lc vincent.peter@govt.lc • By phone at telephone number: 758 468 2413 		
Sorting, processing	<p>The PIU, through the Administrative Secretary/E&S Specialist, will receive a complaint or advise complainants on the appropriate procedure for filing a complaint. All grievances will be recorded in a general Grievance Office Log.</p> <p>In circumstances where a stakeholder's grievance lies directly with the Project Manager, the Administrative Secretary/E&S Specialist will direct the stakeholder to submit their complaint to the office of the Permanent Secretary.</p>	Upon receipt of complaint	PIU Administrative Secretary ESS
Acknowledgment and follow-up	Receipt of the grievance is acknowledged by the PIU Administrative Secretary and a response communicated to the complainant via a Grievance Acknowledgement Form	Within 2 days of receipt	PIU Administrative Secretary ESS

Step	Description of Process	Time Frame	Responsibility
Verification, investigation, action	Investigation of the complaint is led by the ESS and if necessary, assistance will be requested from government agencies with interest or authority over the grievance subject. A proposed resolution is formulated by the PM and communicated to the complainant by the ESS. For level 2 grievances the GRC will spearhead the investigation and propose a resolution, which will be communicated by the ESS to the complainant.	Within 10 working days	PM ESS Grievance Redress Committee comprising representatives from partnering government implementing agencies
Monitoring and evaluation	Data on complaints are collected in the Grievance Log and reported to the Project Coordinator monthly and quarterly, as part of progress reports, to the Bank. Complaints with serious implications that may lead to reputational or financial risks will be reported immediately to the Bank	Monthly , quarterly As required	ESS PM
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected by the ESS and recorded in the Grievance Closure Form	As required	ESS
Training	Training needs for staff/consultants in the PIU, Contractors, and Supervision Consultants are as follows: - Sensitisation for staff of the PIU - General induction for the PIU, contractors and consultants -Role of the GRC for members	As required	ESS
If relevant, payment of reparations following complaint resolution	Where applicable, appropriate payment of compensation made in accordance with national regulations and /or the ESF requirements.	As required	PM GRC Department of Physical Planning Department of Infrastructure Ministry of Agriculture

The GRM provides an appeals process if (see the detailed GRM in Annex 3 for additional information) 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, they should be advised of their right to legal recourse.

Addressing Sexual Exploitation and Abuse and Sexual Harassment

The specific nature of sexual exploitation and abuse and of sexual harassment (SEA/SH) requires tailored measures for the reporting, and safe and ethical handling of such allegations. The GRM promotes the use of the survivor-centered approach which aims (the process is described in detail in Section 6 in the GRM in Annex 3) to ensure that anyone who has been the target of SEA/SH is treated with dignity, and

that the person's rights, privacy, needs and wishes are respected and prioritized in any and all interactions.

The project's E&S Specialist will be responsible for dealing with any SEA/SH issues, should they arise. A list of SEA/SH service providers will be kept available by the project. The GM would assist SEA/SH survivors by referring them to 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". The GRM will follow the official WB definitions and procedures described in the Technical Note

Grievances from project staff, contractors and consultants will be managed in keeping with ESS2 Labour and Working Conditions. The Project would ensure that contractors and sub-contractors put in place a GRM that would serve the needs of workers to report on grievances. The contractors' employee who serves as the ESHS officer or the supervisor /foreman will be responsible for recording and reporting on complaints from the contractors' workers.

The World Bank and the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects. This would be reinforced during stakeholder engagements throughout the project's life cycle.

8. Monitoring and Reporting

8.1. Summary of how SEP implementation will be monitored and reported

Stakeholder engagement shall be monitored and reported on by the PIU throughout the entire project cycle/life in numerous ways including but not limited to the following:

- ❖ Monitoring of the objectives defined in the SEP and specifically indicators defined for those objectives
- ❖ Records of all consultations held during a reporting period;
- ❖ Records of all grievances received and dealt with via the Grievance Redress Mechanism
- ❖ Updates of the stakeholder list as merited.
- ❖ Feedback gathered from the engagements whether in the form of surveys, posted comments, emails and conversations looking at standard questions such as (a) how do you feel about the project or engagement? (b) what is going well, what is not going well, (c) if there's anything you will change about the project and or engagement what would it be? Etc.
- ❖ Overall tracking of the Engagement Process will be done by collecting information on: Who were the stakeholders, their location, level of impact, influence and interest in the project, specific stakeholder interests, relationships between stakeholders, stakeholder sentiments (how they feel about the project, the organization, whether positive negative or neutral)
- ❖ Modes of interaction and feedback: Form and survey responses, Emails (sent and received), Comments, Conversations, Complaints, Events/meetings, Any other interactions
- ❖ Through the semi-annual and annual participatory reviews of the project ascertain progress made and results obtained in the implementation of the project

- ❖ Through the M & E Framework to be established for the project- e.g since stakeholder engagement is a critical component of the project development process, it will be valuable for the M&E process to include an evaluation of the stakeholder engagement process in addition to the more conventional project evaluation criteria that is commonly used such as relevance, impact, effectiveness, efficiency and sustainability.
- ❖ The Role of the Project Steering Committee (PSC)- a review of the status of stakeholder engagement should be an integral part of the remit of the PSC.

INFORMATION MANAGEMENT

Every meeting and interaction relating to the project and specifically in relation to stakeholder engagement should be recorded by the PIU through the following means:

- Stakeholder lists;
- Grievance Mechanism Log;
- Minutes of all meetings; and
- Meeting attendance registers.

The ESSS officer shall have specific responsibility for stakeholder engagement monitoring and recording

8.2. Reporting back to stakeholder groups

The SEP will be periodically revised and updated as necessary during project implementation. Quarterly or other 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 PIU staff and referred to the senior management of the project and the Ministry. The summary documents 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 including but not limited to:

- Through the website of the GoSI and the Department of Economic Development
- The Production of at least two short Television Promotional pieces/documentaries;
- Dissemination of Information via Social Media Platforms with the view of sensitizing the Youth, targeting, in particular, the 15 to 35 age group.
- Articles in the local print media;
- Promotion of the initiative at community events e.g. Fish Fry Friday, cultural events, song, art etc.

9. Conclusion

This SEP will be used to engage and consult with all major stakeholders in the project development, preparation process and during implementation. The plan is a living document and will be updated as the specific dates for undertaking the activities are set. It will be updated to include any additional stakeholders identified in the process of project development and implementation, and any additional activities that are included as part of the project scope.

10. 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)
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Annex 2.

Table 3: Information Flow

Stakeholder	Information to be Exchanged	Engagement method	Timing	Other comments
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ANNEX 3

*Ministry of Finance, Economic Development and Youth Economy
Financial Administrative Centre, Pointe Seraphine, Castries,
St. Lucia*

For the

**Saint Lucia Urban Resilient Flood Investment
Project (SURF-IN)**

Project GRM

June 2025

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Acronyms and Abbreviations

ALRVC – Anse La Raye Village Council

APESL– Association of Professional Engineers in St. Lucia

CCC- Castries City Council

CC – Chamber of Commerce

ESS- Environmental and Social Standard

EU- European Union

GBV- Gender Based Violence

GCF – Grievance Closure Form

GoSL – Government of Saint Lucia

GRC- Grievance Redress Committee

GRM- Grievance Mechanism

GRRMS - The Grievance Redressal Registration and Monitoring Sheet

MIF – Ministry of Infrastructure

MoFEDYE - Ministry of Finance, Economic Development and Youth Economy

NEMO – National Emergency Management Organization

NIPPU - National Integrated Program and Planning Unit

PAI- Project Area of Influence

PAP(s)- Project Affected Persons

PC – Project Coordinator

PDO- Project Development Objective

PCU- Project Implementation Unit

PPG – Project Planning Grant

PSC- Project Steering Committee

SEA- Sexual Exploitation and Abuse

SH- Sexual Harassment

SLU- Saint Lucia

SST- Social Safeguards Team

SLURFIP – Saint Lucia Urban Resilient Flood Investment Project

WB – World Bank

Table 1 provides definitions of key terms used throughout the grievance process.

Term	Definition
Grievance	A grievance refers to an issue, concern, problem or claim, whether actual or perceived, that affects the physical, social and economic conditions of individuals and or communities in the project area of influence. They can occur at different stages of the project cycle. The project activity often determines the nature of the grievance
Grievance Redress Mechanism	A Grievance Redress Mechanism (GRM) refers to methods and processes by which a redressal to a grievance is sought and provided. The GRM can be designed specifically and separately for a project or it can be built on existing institutions and processes, whether they are formal or informal. GRMs are designed to benefit both the project and the project affected persons (PAPs).
Grievance Owner	A member of the PIU who is assigned to coordinate, investigate and develop an action plan for a particular logged grievance
Grievant	a grievant can be any stakeholder affected by the project (such as natural persons in Saint Lucia, partners, workers or other).

<p>Internal Stakeholders</p>	<p>Internal Stakeholders are those directly involved in the project work, such as the PCU Coordinator, PCU team, IST, Beneficiaries, Consultants, Contracted Entities, MoH and the World Bank.</p>
<p>External Stakeholders</p>	<p>Individuals or community groups who are not directly linked to the project’s implementation but who can influence the activities of the project in various ways. This includes NGOs, the government, political groups, local councils, and the surrounding communities</p>
<p>Recipient</p>	<p>Staff member of the PIU , particularly the Project Coordinator, E & S Specialist and the Project Administrative Assistant who receive grievances via email, telephone, the online Grievance and Complaints Logging System or in person.</p>

1. Project Background and Description

The districts of Castries and Anse La Raye are affected yearly by flooding which results in damage to public infrastructure and private homes. To find solutions to this perennial problem the government has sought the assistance of international partners, who have responded positively. As such the Government of Saint Lucia (GoSL) has embarked on the implementation of an Urban Resilient Flood Investment Project (URFIP) hereinafter referred to as “the Project” spearheaded by the Department of Economic Development, of the Ministry of Finance, Economic Development and Youth Economy. The Government of Saint Lucia requested and has obtained a Project Preparation Grant (PPG) from The International Bank for Reconstruction and Development/International Development Association which will be applied to finance project preparation activities relating to the Project.

The project will be implemented in keeping with the World Bank’s Environmental and Social Standards (ESS), inclusive of ESS 10 Stakeholder Engagement and Information Disclosure.

Project Components

- **Component 1:** Identification of Prioritized Investments for Flood Risk Reduction: This component will identify and prioritize effective flood risk reduction investments by first developing comprehensive models and databases to assess flood hazards and risks under current and future climate scenarios. This includes determining baseline risk conditions and conducting a pre-feasibility study to evaluate potential mitigation measures—particularly nature-based solutions—through cost-benefit analyses, environmental and social impact assessments, and stakeholder input. Following this, the feasibility of these measures is further examined through economic, technical, environmental, and sensitivity analyses, with the aim of selecting the most suitable and sustainable interventions for investment.
- **Component 2: Training and Capacity Building for Implementation Readiness:** This component will enhance the capacity of key government agencies to ensure they are ready to implement the proposed project effectively. This includes strengthening skills in project management, meeting social, environmental, and fiduciary requirements, and providing on-the-job training for staff in flood risk analysis, designing interventions, and carrying out maintenance activities.

2. Introduction

The purpose of this document is to define/outline a formal grievances redress mechanism (GRM) that will register, track, address and resolve any complaints raised by individuals or groups or communities affected by the project and other stakeholders. Grievances resulting from the implementation of SURF-IN project activities (including environmental and social) will be reviewed and addressed by the Project Coordination Unit (PCU) of the DOEDYE). The grievance redress process and procedures defined in this document, provides an avenue for stakeholders to voice their concerns, and outlines a transparent process for how grievances will be managed by the PIU. The procedures aim to provide an avenue for resolving grievances, reduce conflict and strengthen and enhance the relationship between the project and its stakeholders (internal and external).

The World Bank’s Environmental and Social Framework (ESF) mandates that Persons Affected by Projects (PAPs) must be meaningfully consulted and given the opportunities to participate in planning and implementing the project. ESS2 [Labour and Working Conditions], ESS10 [Stakeholder Engagement and Information disclosure] recommends that a Grievance Redress Mechanism (GRM) be created to address all concerns of the PAPs and other stakeholders.

The GRM is an effective tool for early identification, assessment and resolution of complaints and provides project affected persons (PAPs), an opportunity to voice complaints or concerns, and clarify and resolve misconceptions about the project activities. It provides a simple, transparent, costless and timely manner to express their opinion or grievance related to the execution of project activities.

This document presents the Grievance Redress Mechanism for the Saint Lucia Urban Resilient Flood Investment Project (hereinafter referred to as the SURF-IN project).

3. Purpose of the Grievance Redress Mechanism

The project and its associated activities may have some short term, reversible impacts on the community and project affected persons. To ensure the implementation of the Project in a timely manner and effectively address concerns and complaints of beneficiary communities and people that may be encountered during implementation, a robust GRM has been developed. It must be noted that this GRM covers grievances that relate to the impacts that the project may have on the community and people particularly those identified in the Stakeholder Engagement Plan.

Grievances that relate to project workers will be handled by a separate Workers Grievance Redress Mechanism. The GRM also specifies the Environmental and Social Specialist (ESS) as the individual who is responsible for dealing with any gender-based violence (GBV) issues, should they arise.

4. Objectives of the Grievance Redress Mechanism

The objectives of the Grievance Redress Mechanism are to:

- provide an avenue through which grievances from communities, groups, individuals, local authorities, NGOs and other local stakeholders can be addressed efficiently, and constructively. The aim is to manage and resolve grievances amicably and in a timely manner without resort to other recourse including legal.

- offer individuals and community groups a way to express their grievances and problems in a rational and transparent manner and demonstrate the important role of stakeholders in programme design and implementation.
- institutionalize a system for grievance redress and remedy.
- be responsive to the concerns of people adversely affected by the SURF-IN project ;
- ensure that all World Bank Environmental and Social Standards are adhered to
- establish a mechanism that will contribute to the building of trust and mutual respect between project staff and local communities and stakeholders.
- resolve environmental and social grievances in the project areas

5. GRM Principles

The GRM aims to ensure and will embrace the application of the following principles in project actions:

- Protect the rights and interests of the participants, beneficiaries, and stakeholders (hereafter, “stakeholders”) of the Project;
- Adequately and promptly address grievances that arise during implementation.
- Ensure consistency with the WB ESF requirements.

The GRM pertains to grievances emanating from the SURF-IN Project which will be managed by the PIU operating under the auspices of DOED&YE and must follow applicable provisions of the project’s Environmental and Social Commitment Plan (ESCP). It is recognized that Grievances can occur at various stages in the project cycle:

- Inception – these are complaints about the perceived macro impact (social, economic, environmental) of the project
- Implementation – these are complaints about the micro context of the project emerging from its specific activities. For example, complaints related to construction noise or dust, displacement or land acquisition, compensation etc.
- Close – these are complaints on the non-fulfilment of project activities.

5.1 Types of Grievances

Aggrieved persons can file different types of complaints depending on the specific issue or concern. Grievances can be related to a number of issues including provision of service, environmental impact, social impact, health and safety or project execution. The table 4.2 below identifies potential grievances for this project. These may include but are not limited to the following categories:

Table 5.1 *Categories and potential factors which may lead to grievances*

Category	Potential factors which may result in a grievance
Environmental	Noise Poor garbage disposal practices Dust or chemical pollution waste management issues
Social	Lack of engagement Restriction to access Infringement of privacy Violence (Physical or sexual) from workers Job opportunities, SEA/SH (GBV)
Health and Safety	Risks to public health from improper handling of waste Traffic related impacts Labour influx
Project Execution	Lack of stakeholder engagement Failure to implement the project scope Encroachment on private property

Types of Complaints/Grievances

The following general categories of complaints/grievances will be within the scope of the Project’s GRM:

- Communications, Consultations and Stakeholder Engagement – grievances related to information disclosure on the project or consultation related issues and overall engagement process with the project beneficiaries.
- Project Implementation and process – any grievance related to the project description, or implementation process (**e.g. registration, project performance, failure to implement as promised or commitments and changes in design or scope of the project**).
- Procurement – matters related to **eligibility criteria, Request for Bids, Call for Expressions of Interest, award of contracts etc.**
- Staff performance- This includes matters pertaining to the behavior of staff directly linked to the project, including bullying, mistreatment, discrimination, harassment, sexual harassment, Sexual exploitation and abuse perpetrated by staff/workers linked to the project.

- Legal – grievances accusing the project or its personnel of breaking the law or government regulations.
- Environment, Health, Safety, Social or Community (HSEC) – complaints related to non-compliance with any of the safeguard standards.

Complainants will be required to complete the Complaint Form Annex 1.

5.2 The main actors for the GRM/Responsibility for Grievance Redressal

Listed below are the main actors responsible for grievance redress under the project:

a. The Permanent Secretary of the Department of Economic Development and head of the Grievance Redress Committee.

b. Project Implementation Unit (PIU) is the governing agency tasked with the responsibility of project execution, including the fiduciary and safeguard aspects of the project.

c. Project Coordinator (PC): The PC is responsible for managing the project’s implementation. The PC will receive all complaints and select a grievance owner who will be responsible for liaising with the complainant.

d. The Environmental and Social Specialist: Responsible for overseeing/administering, monitoring and evaluating the grievance redress process that includes responsibility for sexual harassment, sexual abuse and sexual exploitation and abuse related complaints.

e. Project Steering Committee (PSC): The PSC comprises various stakeholders that provide guidance and direction of the project activities, as designated in the project’s operations manual.

f. Grievance Redress Committee (GRC): comprising representatives of the PSC will be called into place when a first-tier resolution is not found, but it could also meet on a quarterly basis to evaluate the performance of the project level GRM. From this perspective it is a standing body.

Responsibility for Grievance Redressal

The Permanent Secretary, of the Department of Economic Development and the youth economy has overall responsibility for the GRM. The Project Coordinator of SURF-IN project is designated as the key officer in charge of Grievance Redressal. He/ she will set up a Safeguard

Team to advise and support on the grievance mechanism. The team will be tasked with the following:

- Coordinate Grievance Redressal Mechanism (GRM of project activities to resolve issues in general).
- Act as the Focal Point on Grievance Redressal issues and facilitate access at the PS 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.

The Interim Project Coordinator (IPC) may set up a safeguard team to process the grievance in accordance with the tier approach outlined below.

In case of the need for the second tier of Redressal, the Project Coordinator will involve the national Grievance Redressal Committee (GRC), which consists of members of the Ministry of Equity and the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation and civic leaders and representatives from the project locations. This committee will be chaired by the Permanent Secretary of the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation or the Minister.

The terms of Reference of the GRC are as follows:

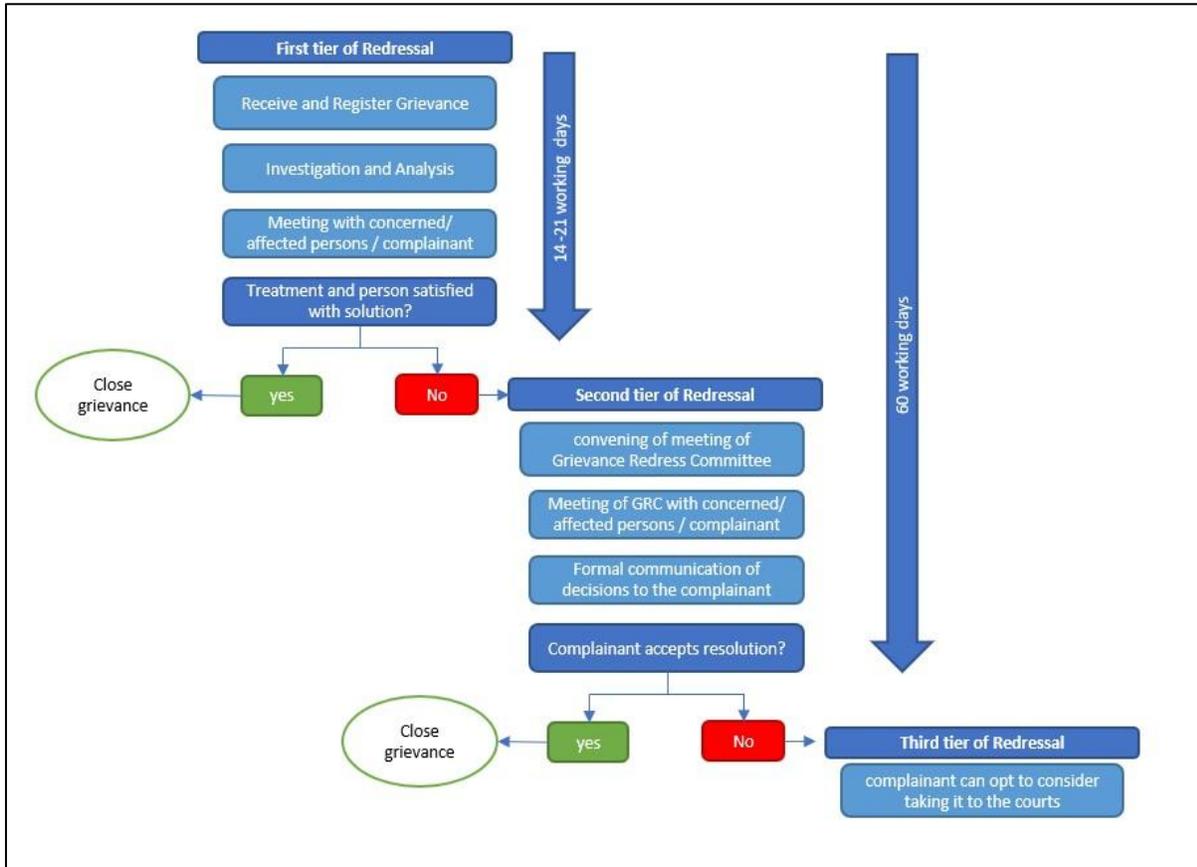
- a) Provide relief and support to the affected persons;
- b) Prioritize grievances and resolve them at the earliest;
- c) Provide information to Project Coordinator and Environmental and Social Specialist on serious cases at the earliest.
- d) Coordinate on the affected person getting proper and timely information on the solution worked out for his/her grievance.
- e) Study the grievances and advise the Project Coordinator and Environmental and Social Specialist.

Note: The Chair may invite other technical personnel to advise the Committee as required.

6. Grievance Redressal Process

The key stages involved in the project’s grievance redressal process are presented in Fig 6 below and summarized in the sections that follow.

Fig. 6 - The Grievance Redress Process



1. **Receive** – The Grievance is received through one of the uptake channels.
2. **Record in Grievance Log** – The grievance is recorded in the grievance log and the complainant is informed of approximate timeline for resolution.

3. **Acknowledge receipt of Grievance** – the Grievance Acknowledgement Form is completed signed by the Interim Project Coordinator and forwarded to the complainant.
4. **Screen and Investigate**
PC will screen, and assign a grievance owner. The grievance owner will investigate and verify Information. If necessary, meet with complainant. Meetings notes and deliberations will be recorded in the meeting record form.
5. **Feedback**
Provide feedback to complainant. Monitor and evaluate the process.
6. **Resolution and Closure**
If the grievance is resolved the grievance closure form is signed.
7. **Appeal if no Resolution**
Complainant may escalate to the GRC if dissatisfied with the timeframe or proposed resolution. If unresolved at GRC, the complainant can move to the local court or access the World Bank’s redressal service.

6.1 Levels of Grievance Redress

Table 6.1 below presents three levels of grievance redress

<i>Redress Level</i>	<i>Process</i>
Level One – PCU	<ul style="list-style-type: none"> • <i>Grievance dealt with by the PCU in accordance with the steps listed above</i> • <i>The Interim Project Coordinator takes responsibility for grievance redress and assigns a grievance owner.</i> • <i>Acknowledgement of receipt of grievance from grievant within 48 hours.</i> • <i>The grievance is screened, and logged.</i> • <i>Complainant informed of approximate timeline for addressing the grievance.</i> • <i>The grievance is investigated. During the investigation a meeting or meetings may be held with the complainant to discuss the complaint.</i> • <i>Ideally Resolution should occur within 10 to 14 working days of receipt of a complaint.</i> • <i>If the grievance is resolved the complainant signs the grievance closure form (GCF).</i>

<i>Redress Level</i>	<i>Process</i>
Level Two- GCF	<ul style="list-style-type: none"> • <i>If no resolution at Level One, the grievance is escalated to level 2, for the consideration of the Grievance Redress Committee (GRC).</i> • <i>The Chair of the GRC assumes responsibility for redress at this stage</i> • <i>The Chair will call a meeting of all parties in an effort to reach a resolution.</i> • <i>If the GRC lacks the expertise required to address the grievance, the GRC can seek assistance / advice from technical officers outside of the GRC.</i> • <i>Ideally resolution within 35 working days can be extended to 60 working days with consent of the complainant.</i> • <i>If the grievance is resolved, the complainant signs the GCF.</i> • <i>If no resolution at this level the grievance is escalated to level three.</i>
Level Three- AG office	<ul style="list-style-type: none"> • <i>If there is no resolution at the GRC level the grievance can be brought to the Local Courts.</i> • <i>The Office of the Attorney General will take responsibility at this level.</i> • Note: <i>While complainants are encouraged to use the project level GM, they maintain the right to access the local courts at any time that they may wish to.</i>
<p><i>The complainant has the option of approaching the World Bank, if they find the established GRM cannot resolve the issue. It must be noted that this GRS should ideally only be accessed once the project's grievance mechanism has first been utilized without an acceptable resolution.</i></p>	

6.1.1 First Level of Redress

Receipt of Grievance

All complaints will be received by the Project Coordinator and or the Environmental and Social Specialist of the PCU. Via the consultation process, stakeholders will be informed of various avenues through which the GRM can be accessed. Complaints can be made in person, writing, verbally over the phone, by fax, emails or anonymously. The point of receipt of complaints is listed in Table 5.1.1.

Table 6.1. 1 Contacts Information for Submission of Grievances

Receiving grievances affected parties Grievances can be made verbally to the Environmental and Social Specialist (E&S from Specialist) in person at stakeholder engagement meetings.

Additionally, the complaint can be made to the PCU by telephone, and the person receiving the call will guide the complainant toward the proper channel.

Complaints can be anonymous;

All GBV complaints will be handled directly by the E&S Specialist who has been trained in the handling of these cases, consistent with the WB guidance notes, hence, all project workers will be trained on the use of the GRM and its SEA/SH aspects.

By email to the following address: madonna.monrose@govt.lc

By letter addressed to:

Interim Project Coordinator

Urban Resilient Flood Investment Project
Project Coordination Unit (PCU)

Department of Economic Development

2nd Floor, Finance Administrative Centre

Pointe Seraphine

Castries

Email: vincent.peter@govt.lc

By phone at telephone number: 758 468 2413

Grievances related to the Project Coordinator can be addressed to:

The Permanent Secretary

Department of Economic Department

2nd Floor, Finance Administrative Centre

Pointe Seraphine

Castries

Email: paul.hilaire@govt.lc

Other Points of contact at the district level would be as follows:
Receipt of
Complaints (a). Elected representative
(b). Social Transformation Officers for the district
(c) Chairpersons of Environmental Organizations
(d). Designated Representative of Contractor

All grievances received by the established points of contact should be forwarded to the Project Coordinator of the PCU within 24 hours of receipt.

If anonymous complaints are received all information required to complete the form will be recorded except the name of the complainant.

STEP 1: Receive and Acknowledge Grievances

Modes of Receiving

Complaints can be made in person, writing, verbally over the phone, by fax, emails or any other media. The person receiving the complaint will try to obtain relevant information regarding the grievance and the complainant and will immediately inform the Project Coordinator (PC) at the PIU using the approved format for receipt of complaints – Grievance Information Form (GIF) as given in Annex 1.

Acknowledge Grievance

All grievances will be acknowledged by telephone or in writing by the PCU using the Grievance Acknowledgment Form (Annex 2) within 48 hours of receipt and the complainant informed of the approximate timeline for addressing the complaint, if it can't be addressed immediately. The PCU will work with the grievant and to ensure the speedy resolution of the grievance. If the complaint cannot be resolved at this level, it is taken to the next level.

STEP 2 : Register/Log Grievance

After receiving and recording the grievance on the GIF, it will be registered in the Grievance Redressal Registration and Monitoring Sheet (GRRMS) (Annex 3).

STEP 3: Screen

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

STEP 4: Investigate

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

STEP 5: Resolution

The resolution at the first tier should normally be completed within 14 working days of receipt of grievance and notified to the concerned party through the Grievance Closure Form (Annex 5). If the grievance is not resolved within this period, it can be referred to the next level of the Grievance Redressal system. However, once it is determined that progress is being made towards a resolution, the grievance will be retained at this first level. The complainant will be informed of this decision and an estimated time for the resolution of the matter will be given either verbally or in writing. Once a resolution has been agreed and accepted, the complainant's acceptance will be obtained in the form of acceptance and signature on the Grievance Closure Form included as Annex 5. If the proposed resolution is not accepted the grievance will be escalated to level 2.

NB The complainant may request that the issue be transferred to the next level if he or she does not feel that the grievance is being adequately addressed by the PC.

6.1.2 Second Level of Redress

A Grievance Redressal Committee (GRC) of relevant representatives will be constituted/activated to serve as a standing body to review the project level GRM and to consider/review grievances that were unable to be resolved at level 1.

This committee will be chaired by the Permanent Secretary of the Department of Economic Development who also chairs the Project Steering Committee. The permanent secretaries of the participant ministries represented on the PSC will assign designated representatives to serve on the GRC. The Chair of the GRC may choose to invite an active NGO to select a representative to serve on the GRC. When required the GRC can request assistance and advice from technical experts.

Terms of Reference for the GRC:

1. Provide relief and support to the affected persons in a timely manner;
2. Prioritize grievances and resolve them at the earliest reasonable time;
3. Provide information to the PCU on serious cases at the earliest plausible time;
4. Coordinate the process of the Affected Persons getting proper and timely information on the solution worked out for his/her grievance;
5. Study the normally occurring grievances and advise the PCU as to their scale and scope.

The PC will coordinate the convening of meetings of the GRC. The PC is also responsible for briefing the GRC on the deliberations/outcomes of the first level of Redressal and on the views of both parties. (Complainant and the Project).

In the execution of its function, the GRC will hold meetings with the affected party /complainant and the concerned officers and attempt to find a solution acceptable at all levels. GRC will record the minutes of the meeting in the approved format Annex 4. The decisions of the GRC will be communicated to the complainant formally and if she/he accepts the resolutions, the complainant's acceptance will be obtained on the grievance closure form Annex 5.

If the complainant does not accept the resolution offered by the GRC, then the complaint is passed on to the next level / or the complainant can activate the next level in the process. Complaints that reach level are expected to be resolved within 35 working days of receipt of the original complaint. However, if both parties agree that meaningful progress is being made towards a resolution, the matter may be retained at this level for a maximum of 60 working days.

6.1.3 Third Level of Redress

If the affected party / complainant does not agree with the resolution at the 2nd level, or there is a time delay of more than 60 working days in resolving the issue, the complainant can opt to consider taking it to the third level. This level may involve resort to legal recourse.

6.2 World Bank Grievance Redressal Service (GRS)

The complainant has the option of approaching the World Bank, if they find the established GRM cannot resolve the issue. **It must be noted that the World Bank’s GRS should ideally only be accessed if the project’s grievance mechanism has failed to deliver a satisfactory resolution.** World Bank Procedures requires the complainant to express their grievances in writing to World Bank office in Washington DC by completing the bank’s [GRS complaint form](http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service#5) which can be found at the following URL link: <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service#5> . Completed forms 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
7. Addressing Sexual Exploitation and Abuse and Sexual Harassment**

The specific nature of sexual exploitation and abuse and of sexual harassment (SEA/SH) requires tailored measures for the reporting, and safe and ethical handling of such allegations. A survivor-centered approach aims to ensure that anyone who has been the target of SEA/SH is treated with dignity, and that the person’s rights, privacy, needs and wishes are respected and prioritized in any and all interactions.

The project’s E&S Specialist will be responsible for dealing with any SEA/SH issues, should they arise. A list of SEA/SH service providers will be retained by the project. The PCU should assist SEA/SH survivors by referring them to 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 in the World Bank Technical Note “Addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) in Investment Project Financing Involving Civil Works”. This GM will follow the official WB definitions described in the Technical Note as shown below:

Sexual Abuse (SEA) is an actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

Sexual Exploitation (SE) refers to any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.

Sexual harassment (SH)

Sexual Harassment (SH) is any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) service provider

An organization offering specific services for SEA/SH survivors, such as health services, psychosocial support, shelter, legal aid, safety/security services, etc.

Survivor-centered approach

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

SEA/SH grievances can be received through any of the available channels and will be treated as a level 3 grievance to be investigated and addressed by the GRC. Additionally, if an incident occurs, it will be reported as appropriate, keeping the anonymity and confidentiality of the complainant and applying the survivor-centered approach. Any cases of SEA/SH brought through the GM will be documented but remain closed/sealed to maintain the confidentiality of the survivor. The WB will be notified as soon as the Project Coordinator and the E&S specialist learn about the complaint.

If a SEA/SH related incident occurs, it will be reported through the GRM, with the survivor information being kept confidential. The following course of action will be taken once an incident of this nature occurs:

ACTION 1: COMPLAINT INTAKE AND REFERRAL

If the survivor gives consent, the E&S specialist fills in a complaints form excluding any information that can identify the survivor:

- The nature of the allegation (what the complainant says in her/his own words without direct questioning)
- If the alleged perpetrator was/is, to the survivor’s best knowledge, associated with the project (yes/no)
- The survivor’s age and/or sex (if disclosed); and,
- If the survivor was referred to services

If the survivor does not want to provide written consent, her/his consent can be obtained verbally. If needed or desired by the survivor, the E&S Specialist refers her/him to relevant SEA/SH service providers, in accordance with pre-established and confidential referral procedures (See Appendix 4 for Referral Pathway). The survivor's consent must be documented even if it is received verbally. The service providers will be able to direct survivors to other service providers in case the survivor wishes to access other services. The ESS specialist will keep the survivor informed of any actions taken by the perpetrator's employer. If the survivor has been referred to the relevant SEA/SH service providers, received adequate assistance, and no longer requires support; and if appropriate actions have been taken against the perpetrator or if the survivor does not wish to submit an official grievance with the employer, the ESS Specialist can close the case.

ACTION 2: INCIDENT REPORTING

The ESS Specialist must report the anonymized SEA/SH incident as soon as it becomes known, to the Project Coordinator who will in turn inform the World Bank Task Team Leader (TTL). Complaint Forms and other detailed information should be filed in a safe location by the ESS Specialist. Neither the ESS specialist nor the Project Coordinator should seek additional information from the complainant.

SEA/SH incident reporting is not subject to survivors' consent but the ESS Specialist needs to provide ongoing feedback to the survivor at several points in time: (1) when the grievance is received; (2) when the case is reported to PCU and WB; (3) when the verification commences or when a determination is made that there is an insufficient basis to proceed; and (4) when the verification concludes or when any outcomes are achieved or disciplinary action taken.

As long as the SEA/SH remains open the ESS Specialist and/or Project Coordinator should update the World Bank TTL on the measures taken to close the incident.

ACTION 3: GRIEVANCE VERIFICATION AND INVESTIGATION

Each SEA/SH incident should be verified to determine if it was related to the WB financed project. The ESS specialist should form a SEA/SH verification committee comprised of her/him, one member of the PCU, one member of a local service provider and a representative of the contractor (if relevant). The ESS Specialist should notify the SEA/SH Committee of the incident within 24 hours of its creation. The SEA/SH verification committee will consider the SEA/SH allegation to determine the likelihood that the grievance is related to the project.

If after the committee review, SEA/SH allegation is confirmed and it is determined that it is linked to a project⁴⁸, the verification committee discusses suitable actions to be recommended to the appropriate party—i.e., the employer of the perpetrator, which could be the PCU or a contractor. The PCU will ask contractors to take appropriate action. The committee reports the incident to the perpetrator’s employers to implement the remedy/disciplinary action in accordance with local labour legislation, the employment contract of the perpetrator, and their codes of conduct as per the standard procurement documents.

For SEA/SH incidents where the survivor did not consent to an investigation, the appropriate steps should be taken to ensure the survivor is referred to/made aware of available services and that the project mitigation measures are reviewed to determine if they remain adequate and appropriate or if they require strengthening.

If the survivor is interested in seeking redress and wishes to submit an official complaint with the employer, or with entities in the St. Lucian legal system, the ESS Specialist should provide linkages to the relevant institutions. Ensuring due legal process is up to the police and the courts, not the SEA/SH verification committee. Unlike other types of issues, the ESS Specialist does not conduct investigations, make any announcements, or judge the veracity of an allegation.

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

- Refer complainants to the SEA/SH Services Provider; and
 - Record the resolution of the complaint

8. Building Awareness of the Grievance Redress Mechanism

The ESS will initially brief all staff of the project office, the Project Steering Committee (PSC), the sub-projects including consultants, on the Grievance Redressal Mechanism of the Project and explain to them the procedures and formats to be used including the reporting procedures.

The ESS will brief all project stakeholders on the Grievance Redressal Mechanism and explain the procedures and formats to be used including the reporting procedures.

⁴ Project actors are: (a) people employed or engaged directly by the Borrower (including the project proponent and the project implementing agencies) to work specifically in relation to the project (direct workers); (b) people employed or engaged through third parties (Project staff, subcontractors, brokers, agents or intermediaries) to perform work related to core functions of the project, regardless of location (contracted workers); (c) people employed or engaged by the Borrower’s primary suppliers (primary supply workers); and (d) people employed or engaged in providing community labor such as voluntary services or participation in project activities and processes (community workers).

Awareness campaigns will be conducted targeting project stakeholders to inform them of the availability/existence of the mechanism; various mediums will be used- as detailed in the Stakeholder Consultation Plan. The GRM will also be published on the website of the GoSL and the Department of Economic Development as well as the project's website or Facebook. The GRM will also be promoted through a public awareness and publicity campaign utilising the mass media. Local and colloquial expressions will be used to publicize the existence, objectives and the modes of access to the GRM if this is deemed necessary.

9. Monitoring and Reporting

The Environmental Safeguards Specialist and/or Social Specialist/s at the PCU will prepare Quarterly Reports on the Grievance Redress issues of the project. This report will provide information on the number of grievance reports received, the types of issues or concerns being reported, the number of cases resolved and the number still outstanding during the reporting period.

Reporting on the GCF

The Project is committed to transparency and accountability concerning complaints, while at the same time protecting the confidentiality of those involved. To this end, PCU reports will include a brief section documenting the number and nature of complaints received and how they were resolved. The identity of individuals will not be disclosed.

GRM Jurisdiction.

This is a project specific GRM that is applicable to addressing and resolving the concerns and grievances of the stakeholders of this Project. It is not intended to bypass Governments own redress process; Its jurisdiction does not extend beyond the scope of this project; 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

Access to Information, Confidentiality and Disclosure

The GRM recognizes and respects a complainant's right to confidentiality (which extends to the confidentiality of an authorized representative when requested by the complainant, but subject to the Project Coordinator and the Safeguards Team's consideration of the justification) including confidentiality of identities and information provided to the Project Coordinator and Safeguards Team.

In situations where the name and identity of a complainant or representative may need to be disclosed to process the grievance or complaint or to provide redress, the Project Coordinator and Safeguards Team will proactively consult with the complainant and/or the representative

and will only disclose such information with their consent. Pending consultations with the complainant and/or the representative regarding confidentiality, the Project Coordinator and Safeguards Team shall keep the identities of the complainant and the representative, and the information provided by them to the Team, confidential.

10. Periodic Review by Grievance Redress Committee

The Grievance Redressal Committee may periodically review grievances presented to the Committee and if there is repetition, may recommend suitable and commensurate changes in implementation procedures and processes to the PCU for implementation.

11. Annexes

Annex 1- Grievance Information Form [GIF]

Date/Time received:	Date: (dd-mm-yyyy) Time: <input type="checkbox"/> am <input type="checkbox"/> pm	
Name of Grievant:		<input type="checkbox"/> You can use my name, but do not use it in public. <input type="checkbox"/> You can use my name when talking about this concern in public. <input type="checkbox"/> You cannot use my name at all.
Company applicable) (if applicable)		<input type="checkbox"/> You can use my company name, but do not use it in public. <input type="checkbox"/> You can use my company name when talking about this concern in public. <input type="checkbox"/> You cannot use my company name at all
Contact Information:	Phone: Email address: Address:	

	(Kindly indicate the preferred method of communication)
Details of grievance: (Who, what, when, where)	<input type="checkbox"/> One-time incident/complaint <input type="checkbox"/> Happened more than once (indicate how many times): _____ <input type="checkbox"/> Ongoing (a currently existing problem)
How would you like to see issue resolved?	
Attachments to the grievance/complaint : (e.g. pictures, reports etc.)	List here:

Grievant/Complainant Signature (if applicable)

Date (dd-mm-yyyy)

For PCU use only:

Grievance No: _____

Grievance Category:

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

Grievance Owner/ Department: _____

**Signature-
Project
personnel (to
confirm receipt
only)**

**Date (dd-mm-
yyyy)**

Annex 2- Grievance Acknowledgement Form (GAF)

The project acknowledges receipt of your complaint and will contact you within 10 working days.

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

Annex 3 - Grievance Redressal Registration Monitoring Sheet

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

Annex 4: Grievance Meeting Record Form

Date of the Meeting: **Grievance No:**

Venue of meeting:

Details of Participants:

Complainant	Project/Government/OECS

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

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

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

Issue Resolved / Unresolved:

Signature of Chairperson of the meeting:

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

Annex 5 - Grievance Closure/Release Form

Result of Grievance Redressal

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

Signature of Complainant in acceptance of the suggested grievance resolution:

.....

Name:

ID number: **Type of ID:**

Date (DD/MM/YYYY):

Signature of Environmental and Social Specialist and Project Coordinator:

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

1.Name.....

Place.....

Date:(dd –mm – yyyy):

2.Name.....

Place.....

Date:(dd –mm – yyyy):

Annex 6 Grievance Redress Mechanism Checklist

Process	Description	Time frame	Responsibility & remarks
Establish composition of Grievance Committee (GC) members & procedures	Set up Grievance Committee (GC); Publish article in newspaper and on PMU website: start date of project and contact information for complainants	Before start of project implementation	Grievance Committee (GC) comprises the Project Coordinator, ESS Specialist, other members as endorsed by the PS DOED&YE
Identification of grievance	Complaints can be filed anonymous, face to face, via phone, via letter, or via e-mail, or recorded during public/community	Receipt date of complaint	Complainant information: Address, Email and phone number

Process	Description	Time frame	Responsibility & remarks
	interaction		
Grievance received, acknowledged, assessed and registered	<ul style="list-style-type: none"> Acknowledgement of grievance to complainant Significance assessed and grievance recorded or logged (i.e. in Grievance Register or Log Book) 	5 – 10 days upon receipt complaint	<p>GC confirms receipt of the complaint to the complainant via e-mail or letter</p> <p>Significance criteria: Level 1 – A complaint that can be answered immediately; Level 2 - One off or repeated grievance that requires measured response and actions/commitments to resolve complaint; Level 3- any complaint (one off or repeated) that indicates breach of law or applicable policy/regulation</p>
Development of response	<ul style="list-style-type: none"> Grievance assigned to appropriate party for resolution Proposal response with input from PMU and Grievance Committee 	<p>5-10 Days upon receipt complaint</p> <p>10 - 14 Days upon receipt complaint</p>	Project Coordinator and Project Officer /Project Assistant and Grievance Committee
Response signed off	Redress action approved at appropriate levels	10 - 14 Days upon receipt complaint	Project Coordinator and Project Officer /Project Assistant and Grievance Committee
Implementation and communication of response	Redress action implemented and update of progress on resolution communicated to complainant Redress action recorded in grievance logbook	10 - 14 Days upon receipt complaint	<p>Project Coordinator, Project Officer/Project Assistant to implement redress action</p> <p>Project Coordinator, Project Officer/Project Assistant to communicate resolution to complainant</p>

Annex 7: List of GBV Service Providers in Saint Lucia

GBV Service Providers in St. Lucia

Service Providers	Service Provided	Address	Telephone	Other
Attorney General	Case Management	2 nd Floor Francis Compton Building, Waterfront, Castries	468-3202	
Office of the Director of Public Prosecution	Case Management		452-3636 468-3185 468-3017	slucps@gmail.com
Family Court	Case Management	Peynier Street, Castries	468-3308	familycourt.slu@gmail.com
Criminal Investigations Department	Case Management	Castries Vieux Fort	456-3770 456-3817 456-3926	
Vulnerable Persons Unit	Case Management Investigates sexual offences against minors, women and men.	Vulnerable Persons Team South North	456-3908 456-4050 4051 4052	
St. Lucia Against Human Trafficking	Provides human trafficking victims and survivors with access to critical support and services to get help and stay safe.	Ministry of Home Affairs, Justice and National Security 1 st Floor Sir Stanislaus Bldg. Waterfront Castries	468-3754	police@antitraffickingslu.org

Service Providers	Service Provided	Address	Telephone	Other
Department of Gender Affairs	Psychosocial Support Livelihood Support	Ground Floor Georgian Court Bldg. John Compton Highway, Castries	716-3123	gender.relations@govt.lc
Abuse Hotline	Psychosocial Support		202	
St. Lucia Crisis Centre	Psychological Support Livelihood Support Assistance with basic needs such as food and shelter	107 Chausee Road, Castries	453-1521 712-7574	stluciacrisis@gmail.com
Women's Support Centre	Legal Aid Psychological Support Livelihood Support Assistance with basic needs such as food and shelter		458-4470	WSCCENTER2001@GMAIL.COM
Raise your Voice St. Lucia Inc	Psychological Support Livelihood Support	Manoel Street, Castries	726-0473 487-2329	raiseyourvoiceslu@gmail.com https://ryvslu.org/
Positive Reactions Over Secrets And Fears (PROSAF)	Psychological Support	PO Box 973 Castries	724-9991	info@prosafe.org https://prosaf.org
United and Strong	Assistance for LGBTI persons	P.O. BOX 772 Castries,	450-0976	unitedandstrongstlucia@yahoo.com www.facebook.com/Unitedandstrongstlucia/

Service Providers	Service Provided	Address	Telephone	Other
St. Lucia Planned Parenthood Association	Sex education counselling, Sexual and reproductive health services	52 John Compton Highway	452-4335 Hotline: 459-7933 Whatsapp 722-1234	slppa758@gmail.com
OKEU Hospital	Medical Health Services	Castries	458-6500	
St. Jude Hospital	Medical Health Services	Vieux Fort	454- 6041	
Castries Health Centre	Medical Health Services	Chaussee Road Castries	452-4416	
Gros Islet Polyclinic	Medical Health Services	Gros Islet	450-9661	
Babonneau Wellness Centre	Medical Health Services	Babonneau		
National Mental Wellness Centre	Psychological Support	Castries	458-2713 453-0069	

Annex 8 The Survivor Centered Approach

1

A SURVIVOR DISCLOSES GENDER-BASED VIOLENCE TO SOMEONE TRUSTED

The survivor tells a trusted family, friend, or a community member OR The survivor self-reports to any service provider

IMMEDIATE RESPONSE

- Respect the confidentiality and wishes of the survivor
- Provide reliable and comprehensive information on the available services and support to survivors of GBV
- Obtain and document informed consent.
- When family/guardians make decision on behalf of the child, ensure the best interest of the child is given priority. Preferably, the accompanying adult should be selected by the child
- Support survivors of rape to access medical care within 72 hours (but it is their choice).

DO

- DO believe the survivor. Reassure the survivor that this was not his /her fault.
- DO make sure that both the survivor and you are safe from immediate danger.
- DO provide practical care and support (e.g. offer water, somewhere to sit, etc.)
- DO listen to the person without asking questions.
- DO be aware of and set aside your own judgments.
- DO respect the right of the survivors to make their own decision.
- Inform, do not give advice.
- DO limit the number of people informed about the case (refer the case confidentially to appropriate GBV focal point, and only with the informed consent of the survivor).

DO NOT

- DO NOT force help on people, be intrusive or pushy.
- DO NOT pressure the survivor into providing information or further details.
- DO NOT doubt or contradict the survivor.
- DO NOT investigate the situation or provide advice
- DO NOT mediate between the survivor and the perpetrator or a third person (e.g. family).
- DO NOT write down or share details of the incident or personal details of the survivor
- DO NOT assume you know what a survivor wants or needs. Some actions may put the survivor at further risk of stigma, retaliation, or harm.
- Once a GBV referral has been made, DO NOT ask for extra information or contact the survivor directly.

ALWAYS PRACTICE THE SURVIVOR CENTERED APPROACH

- PRIORITY the needs, wishes, and decisions the survivor expresses
- ENSURE the survivor makes ALL decisions about accessing services and sharing information regarding her case
- DO NOT TELL THE SURVIVOR WHAT TO DO
- NEVER blame the survivor
- Be patient, be a GOOD LISTENER, and be NON- JUDGEMENTAL

2

IF THE SURVIVOR HAS GIVEN INFORMED CONSENT, THE IMMEDIATE RESPONSE SHOULD BE:

PRIORITIZE URGENT HEALTH CARE!

PRIORITIZE SAFETY AND SECURITY!

SEXUAL VIOLENCE

If the survivor needs it - ensure immediate access to available medical care (within 3 days /72 hours for emergency HIV treatment; within 5 days for emergency contraceptives and prevention of sexually transmitted infection).

PHYSICAL VIOLENCE

If the survivor needs it - seek medical care if he/she is experiencing severe pain, bleeding, or for the treatment of non-sexual violence related injuries

IF THERE IS AN IMMEDIATE RISK OF SAFETY FOR THE SURVIVOR/THERE IS A LIFE-THREATENING CONCERN

Contact competent authorities (police,) or other appropriate emergency support.

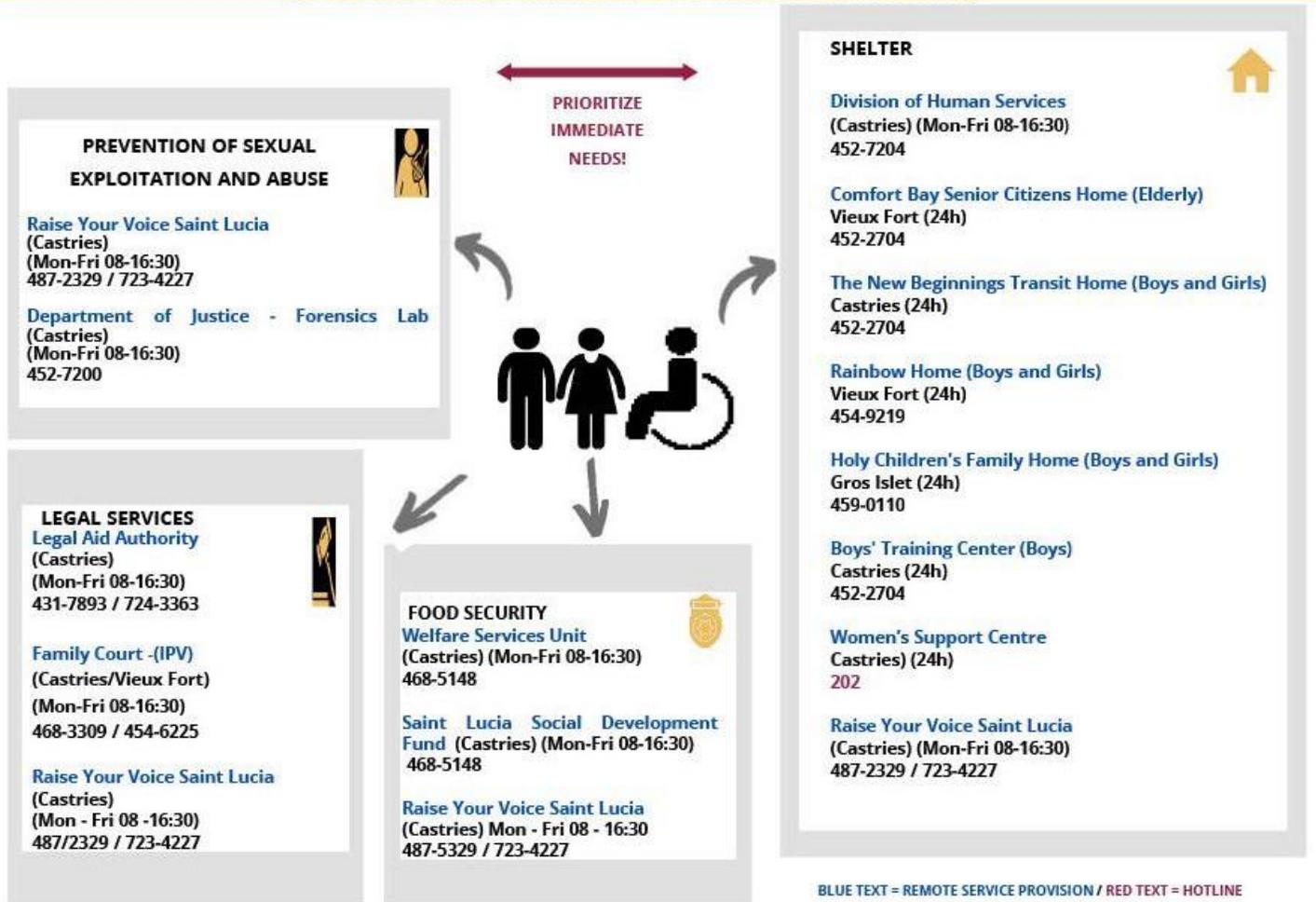
3

IF THERE ARE NO URGENT HEALTH OR SAFETY & SECURITY NEEDS, RESPOND TO OTHER SERVICE NEEDS

These can include Mental Health Services, Shelter, Non-food Items, Food, or Legal Information & Advice.

GBV REFERRAL PATHWAYS - SAINT LUCIA

(TO BE USED ONLY BY TRAINED CASE WORKERS/SOCIAL WORKERS)



BLUE TEXT = REMOTE SERVICE PROVISION / RED TEXT = HOTLINE

GBV REFERRAL PATHWAYS - ST LUCIA

(TO BE USED ONLY BY TRAINED CASE WORKERS/SOCIAL WORKERS)

MEDICAL & SECURITY SERVICES - DIRECTORY OF OTHER CENTRES NOT LISTED ON PATHWAYS



FAMILY PLANNING SERVICES

Ansa La Raye - (Mon- Fri- 08.00-16.30)

Anse La Raye Health Centre - 451-4225

Jacmel Health Centre - 451-4004

Babonneau - (Mon- Fri- 08.00-16.30)

Fond Assau Health Centre - 450-5939

La Guerre Health Centre 458-9222

Canaries - (Mon- Fri- 08.00-16.30)

Canaries Health Centre - 459-4430

Castries - (Mon- Fri- 08.00-16.30)

Castries Health Centre - 452-4416

Babonneau Health Centre - 450-5858

Bexon Health Centre - 452-1261

Ciceron Health Centre - 453-7934

Antrepot Health Centre - 452-1873

La Clery Health Centre - 452-4303

La Crois Maingot Health Centre- 451-4248

Ti Rocher Health Centre - 452-3529

Vanard Health Center - 451-4247

Choiseul - (Mon- Fri- 08.00-16.30)

La Fargue Health Centre -459-3238

Mongouge Health Centre - 459-3123

Saltibus Health Centre - 455-1589

Delcer Health Centre - 459-3971

Dennery - (Mon- Fri- 08.00-16.30)

La Ressource Health Centre - 453-3312

Richford Health Centre - 453-3355

Gros Islet - (Mon- Fri- 08.00-16.30)

Grand Riviere Health Centre - 450-1651

Monchy Health Centre - 450-1319

Micoud - (Mon- Fri- 08.00-16.30)

Desruisseaux Health CentreD - 455-0449

Micoud Health Centre - 454-4230

Mon Repos Health Centre - 455-3229

Ti Rocher Health Centre - 455-4520

FAMILY PLANNING SERVICES

Soufriere - (Mon- Fri- 08.00-16.30)

Etangs Health Centre - 459-7582

Fond St Jacques Health Centre - 459-7595

Vieux-Fort - (Mon- Fri- 08.00-16.30)

Laborie Health Centre - 454-6930

Grace Health Centre - 454-8357

Vieux-Fort Health Centre - 454-6337

Belle Vue Health Centre - 454-8001

SPECIALIZED SEXUAL AND REPRODUCTIVE HEALTH SERVICES

Castries - (Mon- Fri- 08.00-16.30)

Adolescent Health Clinic

Castries Health Centre - 452-4417

Vieux-Fort - (Mon- Fri- 08.00-16.30)

Vieux-Fort Health Centre - 454-6338

**SEE AMPHSS DIRECTORY FOR
LICENSED MENTAL HEALTH &
PSYCHO-SOCIAL SUPPORT
(private)**

COMMUNITY POLICE STATIONS

Ansa La Raye - (24/7)

Anse La Raye Police Station - 456-3600

Canaries - (24/7)

Canaries Police Station - 456-3610

Castries - (24/7)

Babonneau Police Station - 4506-4120

Marchand Police Station- 456-3885

Choiseul - (24/7)

Choiseul Police Station - 456-3635

Dennery 24/7)

Dennery Police Station - 456-4090

Richford Police Station - 456-3690

Gros Islet - (24/7)

Gros Islet Police Station - 456-3839

Rodney bay Police Station - 456-4062

Marigot - (24/7)

Marigot Police Station - 456-3829

Micoud - (24/7)

Micoud Police Station - 456-3670

Soufriere - (24/7)

Soufriere Police Station - 456-3620

Vieux-Fort - (24/7)

Laborie Health Police Station - 456-3645

Vieux-Fort Police Station - 456-3905

BLUE TEXT = REMOTE SERVICE PROVISION / RED TEXT = HOTLINE

