

STAKEHOLDER ENGAGEMENT PLAN

CARIBBEAN REGIONAL AIR TRANSPORT CONNECTIVITY PROJECT-
GRENADA (P172951)

Ministry of Infrastructure, Development, Public Utilities,
Energy, Transport and Implementation

1 Introduction

The purpose of the Stakeholder Engagement Plan (SEP) is to outline the timing and measures to be used for stakeholder engagement, project information dissemination and grievance management throughout the life cycle of the Caribbean Regional Air Transport Connectivity Project (CATCOP) in Grenada. This plan aims to ensure that there is appropriate communication with all the various stakeholders who may be impacted by, have special interest in or may influence the project. Implementation of this plan is the responsibility of the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation along with the Grenada Airport Authority.

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

For the World Bank, stakeholder engagement is a critical aspect of all stages of the life cycle of bank-funded projects. As a result, in the Bank's recently developed Environmental and Social Framework (ESF) with its associated Environmental and Social Standards (ESS), stakeholder engagement has been assigned as a stand-alone standard. Specifically, ESS 10 articulates that "...the importance of open and transparent engagement between the borrower and project stakeholders as an essential element of good international practice. 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 scope of this SEP seeks to be proportionate to the nature and scale of the project and its potential risks and impacts. The SEP will be updated as necessary throughout the project's life cycle.

1.1 Objectives of the Stakeholder Engagement Plan

The specific objectives of the SEP are as follows:

1. To identify the roles and responsibility of all stakeholders and ensure their participation in the complete project cycle;
2. To input the knowledge, experience, and skills of stakeholders to enhance the design and implementation of the project;
3. To specifically identify and engage potentially affected parties (PAPs) in all stages of the project cycle;

4. To devise a plan of action that clearly identifies the means and frequency of engagement of each stakeholder; and,
5. To allocate budgetary and other resources in the project design, project implementation, and Monitoring and Evaluation (M&E) for stakeholder engagement and participation.

2 PROJECT BACKGROUND

The economy of Grenada relies heavily on the tourism sector which in 2014 accounted for 24.2% of the country's GDP. The Maurice Bishop International Airport (MBIA) plays a significant role in tourism as the country's main point of entry. Grenada has two more airports, Lauriston Airport on the island of Carriacou, where the GoG seeks enhanced capacity and Pearls Airport which is located in the north-eastern section of the country but is currently non-operational and where the GoG is interested in establishing an Aviation Academy. Despite its significance, the MBIA is susceptible to extreme weather events, including tropical storms and their associated storm surges.

The proposed activities will directly improve Grenada's overall aircraft operational safety and resilience, contributing to the modernization of air navigation systems, implementing ICAO-required RESAs, and strengthening Grenada's capacity in civil aviation regulation and airport management. Resilience will be strengthened through infrastructure improvements and equipment installation, and through technical assistance (such as sea wall defense) and capacity building (climate resilience planning, maintenance, airport operations etc.). Technical assistance activities will also strengthen GAA and the Ministry of Tourism and Civil aviation capacity to manage the MBIA airport with a focus on safety and resilience.

3 PROJECT DESCRIPTION

The proposed project consists of four components:

Component 1: Operational Safety and Resilience Enhancement. This component would improve the aircraft operational safety at MBIA through new navigational aids and infrastructure improvements including:

- Runway End Safety Area (RESA)
- Instrument Landing System (ILS)
- Automatic Dependent Surveillance-Broadcast (ADS-B)
- Precision Approach Path Indicator (PAPI)
- Other equipment required to meet ICAO standards e.g. a Cold Storage Facility and second x-ray scanner as requested by the GoG

Component 2: Technical Assistance and Capacity Building. This component aims to strengthen the institutional capacity of GAA and Department of Civil Aviation through a combination of regional and Grenada-specific technical assistance activities. The focus would be on enhancing:

- (i) aircraft operational safety and associated air transport sector regulatory oversight;
- (ii) the quality of airport management and operations; and
- (iii) institutional skills and programs related to climate / disaster resilience and gender diversity

Component 3: Project Management: This component would finance the operating costs for the proposed project and trainings for the Department of Implementation (DOI), as necessary.

Component 4: Contingent Emergency Response: This component would finance the implementation of emergency works, rehabilitation and associated assessments, at the Government’s request in the event of a disaster. The component will be triggered and disbursed in accordance with an Emergency Action Plan prepared by the Government of Grenada and the CERC’s implementation modalities.

The environmental and social risk classification of the project is Moderate under the World Bank’s Environmental and Social Framework based on the fact that the project activities are centered on the purchase and installation of safety equipment, along with minor civil work activities which will take place within land that is already occupied by the airport and existing communications tower(s). There will be no temporary or permanent displacement of persons as a result of the project. The main environmental and social risks associated with the project are described in the draft Environmental and Social Assessment (ESA). Given the limited scope of physical works and their locations within existing airports and communications towers, the potential impacts are minor or negligible.

4 STAKEHOLDER IDENTIFICATION

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

- a) project-affected parties: those, who because of their circumstances, may be disadvantaged or vulnerable.
- b) other interested parties: local communities, national and local authorities, neighboring projects, and non-governmental organizations.

Most proposed project activities are very minor types of civil works that would only have the potential to negatively affect workers on the sites themselves. These are covered under separate procedures for Occupational Health and Safety, and Labor Management Procedures. The project will not result in negative impacts on persons (for example through the involuntary acquisition of lands or being exposed to environmental impacts) and therefore the preliminarily identified stakeholders discussed below fall into category (b) of “other interested parties”.

The main stakeholders for the project are discussed in the following sections.

4.1 Government Ministries, Departments and Agencies

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

4.1.1 Directly Involved Government Ministries

Ministry of Infrastructure, Development, Public Utilities, Energy, Transport and Implementation

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

Ministry of Ministry of Finance, Planning, Economic Development and Physical Development

The Ministry of Finance, Planning, Economic Development and Physical Development is responsible for the implementation of fiscal and economic policies as well as the facilitation of social and environmental policies in co-operation with other agencies, thereby providing and enabling sustainable growth. This Ministry will support project implementation through key fiduciary activities performed by the Accountant General's Department (AGD) and the Central Procurement Unit (CPU).

Ministry of Tourism and Civil Aviation

The Ministry of Tourism and Civil Aviation is responsible for the management and administration of tourism, civil aviation and creative industries. The Ministry collaborates with the Ministry of Finance and the Grenada Industrial Development Corporation (GIDC) to provide and enabling environment to facilitate private sector investment. The Grenada Airports Authority is a statutory body which falls under this Ministry.

4.1.2 Indirectly Involved Government Ministries

Ministry of Climate Resilience, the Environment, Forestry, Fisheries, Disaster Management and Information

This is the Ministry in Grenada with responsibility for Climate Resilience, environmental management including the management of Grenada's forestry and fisheries resources and disaster management and information. The Ministry acts as the focal point for several international conventions including the Rio Conventions. It also implements several programs and projects towards the conservation of Grenada's forestry and fisheries resources.

Ministry of Foreign Affairs

Grenada's Ministry of Foreign Affairs is responsible for promoting the country's interests with the Community of Nations in order to enhance its image and development. This Ministry formulates and executes Grenada's foreign policy as it relates to either bilateral or multilateral relations with other states and with regional and international organizations.

Ministry of Health, Social Security and International Business

The Ministry of Health, Social Security and International Business is mandated to promote and provide health services that are appropriate, accessible, equitable and sustainable by utilizing suitable, qualified and motivated staff committed to excellence and professionalism. The Ministry is also responsible for encouraging the improvement, protection, maintenance and preservation of Grenada's fragile ecosystems on a sustainable basis. Grenada's Ministry of Health, Social Security oversees the country's hospitals, community health services, environmental health and health promotion.

Ministry of Legal Affairs

The Ministry of Legal Affairs is responsible for providing quality and timely legal advice and representation to government ministries and departments thereby ensuring good and effective governance. The Ministry is mandated to ensure that all actions taken by the government and its ministries and departments are within the laws of the land and in conformity with Grenada's international obligations.

Ministry of Labor

The mission of the Ministry of Labor is to provide efficient and effective labor administration practices for sustained socio-economic development. Amongst other things, Grenada's Ministry of Labor's responsibilities include providing advisory services to trade unions, employees and employers, undertaking labor legislative reform and providing efficient conciliation and mediation services for dispute resolution.

Ministry of National Security, Public Administration, Home Affairs and Information Communication Technology

The Office of the Prime Minister is located on the Sixth Floor of the Ministerial Complex, Botanical Gardens in St. George's. The Office of the Prime Minister has three Ministries and six departments attached to it which all fall under the directorship of Prime Minister. The Ministry of Information and National Security are the Ministries located within the Prime Minister's Office. The Department of

Human Resources, the National Disaster Management Agency (NADMA), Home Affairs Department (which handles permanent residence and citizenship applications), Communications Information Management Agency are all departments located in the Prime Minister's Office. An integral part of the Prime Minister's Office is the Cabinet Secretariat, in addition to handling all matters related to the Cabinet of Ministers, the secretariat also processes Marriage Licenses for anyone wishing to get married in Grenada and Marriage Officers Licenses for clergy wishing to perform the rites of marriage. The Prime Minister's Office also handles applications for Alien Land Holding Licenses.

4.2 Statutory Bodies

Grenada Airports Authority

The Grenada Airports Authority (GAA) is a statutory corporation, established by the Parliament Act, CAP 12, Airports Authority Act, and Revised Laws of Grenada of 1990. There are three airports in Grenada: Maurice Bishop International Airport (MBIA), Lauriston Airport, and Pearls Airport. The Authority is responsible for the management, control and supervision of the operation of the airports in Grenada and for promoting their use in the national interest.

MBIA is Grenada's principal gateway to the world; hence, one of the GAA's main functions is to keep the airport in optimum operating condition for the provision of efficient services to passengers, tourists and the general public. It provides a wide range of services and facilities, which are divided into three distinct groups: essential operational services, traffic-handling and commercial activities.

The mission of the GAA is to provide safe, secure, efficient and profitable world-class airport facilities and services, consistent with international standards through a highly skilled and committed workforce in support of the economic development of Grenada.

Objectives of the GAA include:

- To provide adequate capacity for the aircraft and their passengers, air cargo and vehicle movements in a safe environment;
- To provide for and facilitate passengers, operators and staff convenience; and,
- To ensure continued financial viability; and to ensure that physical development plans are flexible allowing for future expansion.

Grenada Tourism Authority

The Grenada Tourism Authority (GTA) is the National Tourism Organization of Grenada, responsible for the development of the tourism sector of Grenada, Carriacou, and Petite Martinique through destination management and destination marketing. This statutory corporation of the Government of Grenada was established under the Grenada Tourism Authority Act, 2013. Day to day operations include product development, quality standardization and certification, research, planning, and marketing.

Through purposeful collaboration, the GTA consistently strives to develop Grenada, Carriacou, and Petite Martinique as premier tropical geo-tourism destinations, strategically promoting their niche offerings and

uniqueness. Their mission is to effectively collaborate with all Grenadians and their stakeholder partners to consistently achieve excellent visitor experiences, and to pursue and promote sustainable growth in an environmentally responsible manner that ensures economic, social and cultural benefits to the people of Grenada, Carriacou, and Petit Martinique.

Aviation Services of Grenada

Aviation Services of Grenada Ltd. is a wholly owned subsidiary of the Grenada Airports Authority. It was established in 1990 to provide professional ground handling services to all commercial, cargo and specialized private aircraft operating through MBIA. They have expertise in passenger services including passenger check-in and other related services, cargo and baggage handling and complete ramp handling. Major customers include British Airways, Virgin Atlantic Airways, Air Canada, American Airlines/American Eagle and Delta Airlines.

The Grenada National Trust

A body established by an act of Parliament in 1967, The Grenada National Trust has the mandate: “to protect Grenada’s cultural, architectural and natural heritage, to preserve chattels of prehistoric or artistic interest and the establishment of museums” (Grenada National Trust 2019). The organization has eight goals focused on conserving the country’s heritage, maintaining the country’s heritage to international standards and increasing awareness of national heritage’s assets. The organization is an important stakeholder of the project since there are some cultural heritage assets within the project area that must be considered in the planning of project activities.

4.3 Civil Society and Non-Governmental Organizations

Grenada Hotel and Tourism Association

This is the main representative organization of Grenada tourism private sector. The GHTA, addresses the development of industry workers, develops cultural activities, markets Grenada’s tourism sector and lobbies and advocates on behalf of its members.

Grenada Chamber of Industry and Commerce

The Grenada Chamber of Industry and Commerce is the representational organization of the private sector in Grenada. Established in 2012, the organization has several programs and activities focused on business development for its members who are drawn from large, small and medium enterprises in Grenada. Since many of its members are dependent on the services of the airport, the organization is considered a key stakeholder with both high interest in and high influence on the project.

Sandals Resort International

Sandals Resort International is an important stakeholder in the project. This is both as a result of it being located just to the north of the MBIA and also because a large proportion of its guests arrive in Grenada via the airport.

St. George's University

The St. George's University is located along the southern border of the MBIA and is therefore a direct neighbor to the airport. Additionally, the university is home to a large population of international students from approximately twenty countries in the world and are therefore users of the MBIA.

Other Educational Institutions

There are several educational institutes and centers of learning in Grenada. These will be important as both end users of the improved airport as well as being able to provide technological, scientific and other inputs. The main educational institute actors are the T.A. Marryshow Community College, and the University of the West Indies (UWI) open campus.

4.4 Regional Organizations

Eastern Caribbean Civil Aviation Authority

The Eastern Caribbean Civil Aviation Authority (ECCAA) was established in 2003 and enacted in each country by an act of Parliament, the ECCAA Act. This Organization of Eastern Caribbean States (OECS) institution is responsible for the regulation of air safety within member states in accordance with international regulations. The organization provides safety and security oversight with the main activities being inspection, investigation, monitoring and licensing for Members States consistent with International Civil Aviation Organization (ICAO) standards and recommended practices (SARPS).

4.5 Potentially Affected Parties

Communities surrounding the airport

These include the communities of Calliste, True Blue and the students at the St. George's University. Included in these surrounding communities is a primary school and a children's home along with some commercial entities.

Grenada Technical Allied Workers Union (GTAWU)

The GTAWU is the representative union of the airport workers. They will be integrally involved in the settlement of grievances involving airport workers.

Airport Users

Airport users can be broadly divided three categories: passengers, workers/employees and other airport users.

- **Passengers:** This refers to persons arriving and leaving Grenada through the MBIA.
- **Workers/Employees:** These include the persons employed with the GAA/MBIA as well as to the airport shops, Grenada customs, Grenada immigration, airline staff and staff employed to any other entity that operates at the MBIA.
- **Other airport users:** Other airport users include taxi operators, airport shop owners, persons picking up or dropping off passengers and the airlines that utilize the airport.

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

4.6 Vulnerable Groups

Most project's activities involve the purchase and installation of operational safety equipment, and construction activities associated with the project include minor civil works in areas already within the existing MBIA airport perimeter. From this perspective the project doesn't identify vulnerable groups, as to say project-affected parties (individuals or groups) who, because of their particular circumstances who may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits.

However, during the consultation and citizen engagement processes, the project will seek to also engage those individual/group in the neighborhoods and community, that are more likely to be excluded from/unable to participate these processes. E.g.

women, persons with disabilities, the elders.

4.7 Stakeholder Ranking

Table 4.1 represents the ranking of the project stakeholders based on their level of interest in and influence on the project.

Table 4.1-Stakeholder ranking

Stakeholder	Interest ¹	Influence ²
Government Ministries and Statutory Bodies		
Ministry of Finance	High	High
Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation,	High	High
Ministry of Tourism, Civil Aviation and Culture	High	High
Grenada Airport Authorities	High	High
Aviation Services of Grenada	High	Moderate
Grenada Tourism Authority	High	High
Department of Physical Planning	High	High
Ministry of Climate Resilience, the Environment, Forestry, Fisheries, Disaster Management and Information	Moderate	Moderate
Ministry of Foreign Affairs	Moderate	Moderate
Ministry of Health, Social Security and International Business	Moderate	High
Ministry of Legal Affairs	Moderate	High
Ministry of Labor	High	High
Ministry of National Security	High	High
Regional Organizations		
Eastern Caribbean Civil Aviation Authority (ECCAA)	High	High
Non-Governmental and Civil Society Organizations		
Grenada Hotel and Tourism Association	High	High
The Grenada National Trust	High	High
Grenada Chamber of Industry and Commerce	High	High
Sandals Resort International	High	Low
Educational Institutes and Centers of Learning		
St. George's University	High	Moderate
T.A. Marryshow Community College, and the University of the West Indies (UWI) Open Campus	Moderate	Low
Potentially Affected Parties		
Grenada Technical Allied Workers Union (GTAWU)	High	High
Airport Workers	High	High

¹ High, Medium, Low interest refers to the level to which the stakeholder will be affected by/benefit from the project output

² High, Medium, Low influence refers to the level of power the stakeholder has to affect project implementation

Stakeholder	Interest ¹	Influence ²
Airport Users	High	Low
Other airport stakeholders	High	Moderate
Surrounding communities	Moderate	Low
Vulnerable groups	Moderate	Low

5 STAKEHOLDER ENGAGEMENT PROGRAM

The project will utilize a multi-stakeholder engagement process that will be completed throughout the project’s life cycle. Stakeholder engagement will be completed using both public consultation and information disclosure throughout the three stages of the project: design, implementation and operations.

5.1 Proposed Strategy for Information Disclosure

A variety of methods will be utilized to disclose information to project stakeholders. These will include both traditional methods of communication such as newspapers, radio, posters, brochures and leaflets, project briefs, community meetings and newer methods such as social media and list services (Where possible and logical, the project will tap into the MBIA Facilities Team’s existing meeting arrangements with the surrounding communities.

Table 5.1). Where possible and logical, the project will tap into the MBIA Facilities Team’s existing meeting arrangements with the surrounding communities.

Table 5.1- Information disclosure strategy

Project Stage	List of information to be disclosed	Methods proposed	Timetable: Locations / dates	Target stakeholders	Responsibilities
Design Stage	-Project objectives - Environmental and Social Commitment Plan (ESCP) -Stakeholder Engagement Plan (SEP) -Grievance Redress Mechanism -Environmental and Social Assessment- project risks and	-Community Meetings -List Serv -Project brochures -Posters -Emails -Newspaper -Radio -Project Briefs -Map distinguishin g WB project from	Prior to start of project	Surrounding communities -Civil society and NGOs -Stakeholder ministries -Airport workers -St. George’s University -Sandals Resorts International -General public	E&S Specialist / Project Manager

Project Stage	List of information to be disclosed	Methods proposed	Timetable: Locations / dates	Target stakeholders	Responsibilities
	mitigation methods	repaving project			
Construction	-Environmental and Social Management Plan (ESMP) -Grievance Redress Mechanism (GRM) -Traffic Management Plan -Project Milestones	-Community meetings -Non-technical reports -List serv -Social Media -Newspaper -Radio -Brochures	-Prior to start of construction activities	- Surrounding communities -Civil society and NGOs -Stakeholder ministries -Airport users -St. George's University -Sandals Resorts International -General public	E&S Specialist / Project Manager
Closure/ Operations	-Completed project activities completed and project benefits	Community meetings -Non-technical reports -List serv -Social Media -Newspaper -Radio -Brochures	- Completion of project activities	Surrounding communities -Civil society and NGOs -Stakeholder ministries -Airport users -St. George's University -Sandals Resorts International -General public	E&S Specialist / Project Manager

5.2 Proposed Strategy for Consultation

Each of the identified stakeholder groups will be consulted on about various aspects of the project throughout the project life cycle. Methods of consultation will vary depending on the target audience and may include public meetings, surveys, focus groups and participatory methods. Table 5.2 outlines the proposed consultation strategy.

Table 5.2- Consultation strategy

Project Stage	Topic of Consultation	Method Used	Timetable: Locations/dates	Target Stakeholders	Responsibilities
Design	Project Objective Environmental and Social	-Meetings -Solicit feedback via email	-Prior to commencement of project activities	-Surrounding communities -Stakeholder Ministries	E&S Specialist / Project Manager

	Impact Assessment -Grievance Redress Mechanism			-Sandals Resort International -St. George's University	
Construction	Environmental and Social Management Plan	-Meetings -Solicit feedback via emails	Prior to commencement of project construction activities	-Surrounding community -Stakeholder Ministries -General Public	E&S Specialist / Project Manager
	Grievance Redress Mechanism	- Community meetings	- Prior to commencement of project construction activities	-Surrounding community -General Public	E&S Specialist / Project Manager
	Traffic Safety	-Meetings	-Prior to commencement of project construction activities	-Community -General Public -Parents and children in community	E&S Specialist / Project Manager

5.3 Proposed Strategy to Incorporate the View of Vulnerable Groups

While some vulnerable groups have been tentatively identified in the SEP, any additional groups will be identified throughout the consultation process. The project will include methods to remove obstacles to their participation e.g. having consultations in areas that are easily accessible to them and ensuring that they can access the project benefits. Additionally, if needed, a separate grievance mechanism will be made available to vulnerable groups.

5.4 Timelines

Table 5.3 outlines the timeline for project phases and key decisions.

Table 5.3- Project timelines

Project Stage	Timeline/Date(Calendar Year)
Design	First Quarter 2021
Construction	Calendar Year 2022
Commissioning	First Quarter 2023

5.5 Review of Stakeholder Comments

Feedback from stakeholders will be solicited at every stage of the project life cycle. For public meetings, workshops, focus groups, comments will be recorded through detailed meeting minutes. Additionally, the Environmental and Social Safeguards Specialist (E&S Specialist) at the DOI will be responsible for receiving and recording any queries, concerns or complaints against the project. Comments and decisions made on comments will be collated and reported back to stakeholders once the final decision on the course of action related to the comments has been made. Records will also be maintained on the methods used to inform stakeholders on dates and/or locations where they can gather project information and provide feedback.

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

5.6 Future Activities of the Project

As the project progresses, stakeholders, including the general public will continue to be informed about it milestones. This information includes disclosure on the project's environmental and social performance, the implementation of the stakeholder engagement plan and the status of the grievance redress mechanism. These reports will be completed on at least an annual basis but may increase in frequency during periods of increased activity etc. construction phases, when the public will experience more impacts or when project phases are changing. During periods of increased activity, reports may be provided on a quarterly basis.

5.7 Resources and Responsibilities for Implementing Stakeholder Engagement Plan

5.7.1 Roles and Responsibilities

The overarching implementation and monitoring of the stakeholder engagement plan will be the responsibility of the Environmental and Social Specialist (E&S Specialist) assigned to the project at the DOI. The implementation is the direct responsibility of the E&S Specialist of the project. The Project Manager will have oversight and ensure that the SEP is implemented as designed. These individuals will ensure that the objectives of the plans are met and that necessary resources are allocated for its implementation. Additionally, the E&S Specialist will be directly responsible for informing all staff from the various entities involved in the project implementation, including contractors and consultants along with project stakeholders all of the procedures included in the SEP. Further, the E&S Specialist will be responsible for tracking and recording the implementation of the SEP. He/she will be the primary point of contact for receiving and recording questions, queries and complaints through the GRM using the contact information provided below:

The Project Implementation Unit Office
Ministry of Infrastructure, Development, Public Utilities, Energy, Transport and Implementation (MOI)

Attn: Ms. Marina Jessamy
Telephone: (473) 440-2255
Email: mejessamy@gmail.com

5.7.2 Proposed Budget

Item	Cost / USD
Transportation	10,000.00
Consultation process	40,000.00
Information production and dissemination	10,000.00
TOTAL	60,000.00

6 GRIEVANCE REDRESS MECHANISM

Whilst the project has been classified as having a moderate social and environmental risk by the World ESF standards, the project and its associated activities may have some short term and reversible impacts. In order to ensure the implementation of the Project in a timely manner and effectively address any anticipated and unanticipated risks that would be encountered during implementation, including the development of the necessary actions of mitigation and avoidance, a robust Grievance Redressal Mechanism (GRM) was developed. The GRM will enable the Project Authorities to address any grievances against the Project. It must be noted that this GRM covers grievances that relate to the impacts that the project will have on its stakeholders as listed in Section 4. Grievances that relate to project workers will be handled by a separate mechanism, the Worker's Grievance Redress Mechanism, which is included as part of the project's Labor Management Procedures (LMP).

The Grenada Airports Authority already has an operational complaints mechanism. However, because there may be concurrent project implementation with the China Exim Bank funded runway rehabilitation project, the World Bank intends to distinguish its project from that, hence, a separate grievance redress mechanism will be implemented to specifically respond to complaints/concerns related **only** to the World Bank project. It is expected that any grievances received through the GAA's complaints mechanism about the World Bank project will be forwarded to the E&S Specialist in the DOI so that it can be handled by the project GRM.

6.1 Objectives of the Grievance Redress Mechanism

The objectives of the Grievance Redress Mechanism are as follows:

1. Ensure that the Government of Grenada and the World Bank Environmental and Social Standards are adhered to in all subprojects and activities;
2. Address any negative environmental and social impacts of all sub-projects and activities;
3. Resolve all grievances emanating from the project activities in a timely manner;
4. Establish relationships of trust between project staff and stakeholders;

5. Create transparency among stakeholders including affected persons through an established communication system; and,
6. Bolster the relationship trust amongst the project staff and the affected parties.

6.2 Responsibility for Grievance Redressal

The project will be implemented by the Department of Implementation (DOI) established within the Ministry of Infrastructure Development, Public Utilities, Energy, Transportation and Implementation (MOIID). For the civil aviation related activities, the DOI will closely collaborate with the Grenada Aviation Authority (GAA). The Government of Grenada has contracted an experienced Environmental and Social Consultant to lead project preparation and will recruit an Environmental and Social Specialist for the implementation phase. A project coordinator will also be recruited.

The Project Coordinator (PC) -TBD- and the E&S Specialist assigned to the project will be designated as the key officers in charge of Grievance Redressal. They will be tasked with the following:

- Establish the Grievance Redressal Mechanism (GRM) before the commencement of any project activities;
- Act as the Focal Point on Grievance Redressal issues and facilitate access at the level of the Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation;
- Create awareness of the Grievance Redressal Mechanism (GRM) amongst all the stakeholders through awareness activities;
- Receive and examine grievances;
- Assist in redressal of all grievances by coordinating with the concerned parties;
- Maintain a database/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; and,
- Prepare monthly/quarterly progress reports on grievances received.

6.3 Grievance Redressal Process

The key stages involved in the project's grievance redressal process are summarized in Figure 6.1 and described in the sections that follow.

Level One	<ol style="list-style-type: none"> 1. Receive grievance 2. Acknowledge grievance 3. Register/Log 4. Screen 5. Investigate 6. Resolution
Level Two	Grievance Redress Committee (GRC)
Level Three	Local Courts

Figure 6.1- Grievance redress process

6.3.1 First Level of Redress

Receive Grievance

All complaints will be received by the project manager or by the E&S Specialist or other to be determined and identified persons at the airport. Through the consultation process, stakeholders will be informed of various avenues through which the mechanism can be accessed. Complaints can be made in person, writing, verbally over the phone, by fax, emails or any other media. The point of receipt of complaints will reside within the DOI with the following contact information.

The Project Implementation Unit Office
Ministry of Infrastructure, Development, Public Utilities, Energy, Transport and Implementation (MOI)
Attn: Ms. Marina Jessamy
Telephone: (473) 440-2255
Email: mejessamy@gmail.com

The PC and E&S Specialist collect complaints made to the established points at the airport. All grievances should be forwarded within 24 hours of receipt from the referral points.

Modes of Receiving Grievances

Complaints can be made in person, writing, verbally over the phone, by fax, emails or any other media. It can also be anonymous. The person receiving the complaint will try to obtain relevant information regarding the grievance and the complainant and will immediately inform the PC or E&S Specialist in the format – Grievance Information Form (GIF) as given in Annex 1.

Acknowledge Grievance

All grievances will be acknowledged by telephone or in writing by the PC using the Grievance Acknowledgment Form (Annex2) within 24 hours of receipt and the complainant informed of the approximate timeline for addressing the complaint, if it can't be addressed immediately. The PM will work with the airport authorities or contractors to ensure the speedy resolution of the grievance. If the complaint cannot be resolved at this level it is taken to the next level.

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).

Screen

The E&S Specialist and PC 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 in order to come to a mutually acceptable resolution. The grievant owner will be given a specific timeline for resolving the claim. Meetings with grievant/complainant will be held, if necessary, to resolve the matter.

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.

Resolution

The resolution at the first tier should normally be completed within 15 working days of receipt of grievance and notified to the concerned party through the Disclosure 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 by the PC that progress is being made towards a resolution, the grievance will be retained at this first level. The complainant will be informed of this decision and an estimated time for the resolution of the matter will be given either verbally or in writing. If the issue cannot be resolved

within 25 working days, it will be transferred to the next level. Once a resolution has been agreed and accepted, the complainant's acceptance will be obtained on the Disclosure Form included as Annex 5. If the proposed resolution is not accepted the grievance will be escalated to level 2.

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

6.3.2 Second Level of Redress

A Grievance Redressal Committee (GRC) of 3 persons will be formed that will consist of a representative of the Ministry of Social Protection in Grenada, the Ministry of Implementation, and a civil society member. The GRC 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. The committee will be chaired by the Permanent Secretary of the Ministry of Implementation. The permanent secretaries of the participant ministries will assign their respective representative to the GRC. The way in which the representative of the civil society will be defined is still TBD, but line ministry or the PIU can invite active NGOs to nominate a representative.

Terms of Reference for GRC:

The functions of the GRC are as follows are to:

1. Provide relief and support to the affected persons in a timely manner;
2. Prioritize grievances and resolve them at the earliest reasonable time;
3. Provide information to PMU 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; and,
5. Study the normally occurring grievances and advise the PC and E&S Specialist as to their scale and scope.

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

The GRC will hold the necessary meetings with the affected party / complainant and the concerned officers and attempt to find a solution acceptable at all levels. GRC will record the minutes of the meeting in the format using the same format detailed in 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 disclosure format as in Annex 5.

If the complainant does not accept the solution offered by the GRC, then the complaint is passed on to the next level / or the complainant can activate the next level. It is expected that the complaint will be resolved at this level within 35 working days of receipt of the original complaint. However, if both parties

agree that meaningful progress is being made to resolve the matter may be retained at this level for a maximum of 60 working days.

6.3.3 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 involves the complainant taking legal recourse within the local courts.

6.3.4 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 this GRS should ideally only be accessed once the project's grievance mechanism has first been utilized without an acceptable resolution.** World Bank Procedures requires the complainant to express their grievances in writing to World Bank office in Washington DC by completing the bank's [GRS complaint form](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 10-1018NW,
Washington, DC 20433, USA**

6.4 Addressing Gender-Based Violence

The GRM will specify an individual who will be responsible for dealing with any gender-based violence (GBV) issues, should they arise. A list of GBV service providers will be kept available by the project. Additionally, if an incident occurs, it will be reported through the GRM, as appropriate and keeping the survivor information confidential. Any cases of GBV brought through the GRM will be documented but remain closed/sealed to maintain the confidentiality of the survivor.

6.5 Grievance Redress Mechanism Budget

Item	Cost/ USD
Publishing of GRM (various formats)	3,500.00
Consultation process	2,500.00
Information production and dissemination	10,000.00
TOTAL	16,000.00

6.6 Building Awareness of the Grievance Redress Mechanism

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

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

Awareness campaigns will be conducted targeting the project staff, PSC and Ministry of Infrastructure Development, Public Utilities, Energy, Transport and Implementation staff, and at communities near the project location, to inform the people on the availability of the mechanism; various mediums will be used, as detailed in previous sections of the SEP. The GRM will also be published on the Government of Grenada website and the project website or Facebook page. A project site board will be erected on the sites of civil works indicating the existence of the mechanism and a phone number, email and address for further information. The GRM will be translated into local and colloquial expressions if determined to be needed.

6.7 Monitoring and Reporting

The E&S Specialist would prepare the Monthly and Quarterly Report on the Grievance Redressal issues of the Project for addition into reports.

The DOI will report at least annually to stakeholders, but often will report more frequently during particularly active periods, when the public may experience more impacts or when phases are changing (for example, quarterly reports during construction, then annual reports during implementation).

6.8 Periodic Review by Grievance Redress Committee

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

6.9 Grievance Redress Mechanism Jurisdiction

This is a project-specific GRM, which is applicable to solve the concerns of the stakeholders of the Project. This is however not intended to bypass the Government's own redress process; rather, the project-specific GRM 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.

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 (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)

Signature- Project personnel(to confirm receipt only)

Date (dd-mm-yyyy)

For DOI use only:

Grievance No: _____

Grievance Category:

Problems during material transport Smell

Blocked road access Problem with project staff

Dust Other (specify): _____

Noise

Grievance Owner/ Department: _____

Annex2- Grievance Acknowledgement Form (GAF)

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

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

Annex 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 DOI	Resolution Accepted or Not Accepted and Date of Acceptance/Non-acceptance
1.							
2.							
3.							
4.							

Annex 4 -Meeting Record Form

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

Venue of meeting:

Details of Participants:

Complainant	Project/Government

Summary of Grievance:.....

.....
.....
.....

Meeting Notes:

.....
.....
.....

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

.....
.....
.....

Issue Resolved / Unresolved:.....

Signature of Chairperson of the meeting:

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

Annex 5- Disclosure/Release Form

Result of Grievance Redressal

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

Signature of Complainant in acceptance of the suggested grievance resolution:

.....

Name:

ID number: **Type of ID:**

Date (DD/MM/YYYY):

Signature of Social Development Specialist and Project Coordinator:

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

1.Name:

Place:

Date:(dd –mm – yyyy):

2.Name:.....

Place:

Date:(dd –mm – yyyy):