



# STAKEHOLDER ENGAGEMENT PLAN

**Kingston Waterfront Improvement Project  
(P179642)**

April 2023

## List of Abbreviations

DVRP	Jamaica Disaster Vulnerability Reduction Project
ESF	Environmental and Social Framework
ESS	Environmental and Social Standard
FM	Financial Management
GM	Grievance Mechanism
ICBSP	Inner City Basic Services Project
ICDP	Integrated Community Development Project
JSIF	Jamaica Social Investment Fund
M&E	Monitoring and Evaluation
PDO	Project Development Objective
SEP	Stakeholder Engagement Plan
UDC	Urban Development Corporation

# 1 Introduction

This document is the Stakeholder Engagement Plan (SEP) for the World Bank financed Kingston Waterfront Improvement Series of Projects (SOP) (P179642). The Government of Jamaica has selected the SOP design for its multi-year, multi-phase, program with the overarching objective to improve the livability, economic inclusion, and enabling environment for private sector participation in the sustainable development of Downtown Kingston, which will require a time-series sequencing of actions. The first project of a series of two projects will support the development of the waterfront park's conceptual and detailed designs, fostering economic development in Downtown Kingston and community outreach, activation and inclusion, and enhancing the institutional capacity to enable future private sector-led redevelopment. This SEP addresses the first SOP (SOP 1: 2023 - 2026). It will focus on investment needs and lay the foundation for the second operation while also introducing critical aspects related to the overarching SOP. To ensure the sustainability of the SOP, activities under SOP 1, including the support provided to existing MSMEs in and around the project site, community outreach, programming, and park activation, as well as targeted technical assistance to strengthen public sector capacities for future private sector-led development, will continue under SOP 2. The second operation, not yet covered by this SEP (SOP 2: 2025 – 2028), will commence upon the GoJ's approval of the waterfront park's detailed design financed under the first project, will focus on the construction of the waterfront park and small-scale infrastructure works and urban upgrading in the commercial district, bordering the Kingston waterfront area.

The SEP establishes the methods and timing of the dissemination of project information and stakeholder engagement along with the project's grievance management process. It aims to ensure that stakeholder engagement is completed in both a meaningful and timely manner through the utilization of appropriate modes of communication. This is to facilitate the development of strong, constructive relationships with all project stakeholders.

Effective stakeholder engagement ensures that the lines of communication will be two-way between the project implementers and the project stakeholders so that the views of the latter are considered in the project design and incorporated where feasible. This is integral to the successful management of the project's environmental and social risks and overall project success.

The implementation of this SEP is the responsibility of the Jamaica Social Investment Fund (JSIF) being the lead executing entity for the Project. The scope of the SEP is proportionate to the nature and scale of the project's potential risks and impacts for the SOP1 activities. The SEP is a living document and will be updated, as necessary, throughout the project's life cycle.

## 1.1 Policy Requirements

Under the World Bank's Environmental and Social Framework (ESF), ESS10- Stakeholder Engagement and Information Disclosure, the borrower is required to engage with stakeholders as an integral part of the project's environmental and social assessment along with the project design and implementation. The nature, scope and frequency of the engagement should be proportionate to the nature and scale of the project. Consultations with stakeholders must be meaningful and be based on stakeholder identification, analysis, plans to engage stakeholders, disclosure of information, actual consultations and reporting back

to stakeholders. There must be a documented record of all stakeholder engagement activities, which includes the description of stakeholders consulted, a summary of feedback received and a brief explanation of how the feedback was incorporated in the project or the reasons why it was not.

ESS10 also requires that the borrower must have a project-level grievance mechanism (GM) to respond to concerns and grievances from project stakeholders in a timely manner. The GM should include different media through which grievances can be submitted and should be publicly disclosed and available. A grievance record or log must be maintained by the project as a database.

## 1.2 Objectives of the Stakeholder Engagement Plan

The specific objectives of the SEP are:

1. To build and maintain a constructive relationship with stakeholders.
2. To assess the level of stakeholders' interest and support for the project and to enable stakeholders' views to be considered throughout the project cycle.
3. To promote and provide means for effective and inclusive engagement with stakeholders throughout the project life cycle on issues that could potentially affect them.
4. To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format.

## 2 Project Description

The Kingston Waterfront Improvement Project will build on the successful activities completed under previous World Bank Projects. These include, most importantly, the Jamaica Disaster Vulnerability Reduction Project-DVRP (P146965), which (amongst other activities) supported the construction of a promenade and rock revetments along the Downtown Kingston waterfront and adjacent to the proposed Project site, with which the proposed Project will seek to connect in order to create a contiguous pedestrian waterfront corridor; the Integrated Community Development Project (ICDP, 2014 – 2021) and the Inner City Basic Services Project (ICBSP, 2005 – 2013), which together benefited 30 inner-city communities with a combination of infrastructure improvement and social interventions. The proposed Project will resume the urban regeneration effort along the Downtown Kingston waterfront and combine it with targeted interventions to maximize the benefits of the proposed Project for communities in the surrounding areas, building on interventions and activities that have proved successful in the previous Projects.

### 2.1 Project Development Objectives

20. The proposed project development objective for SOP1, is to develop high-quality designs for the improved waterfront area, expand economic development opportunities, and enhance the institutional capacity to enable future private sector-led redevelopment. The PDO for the overarching SOP is to

improve the livability, economic inclusion, and the enabling environment for private sector participation in the sustainable development of Downtown Kingston.

**The proposed SOP is designed to set in motion an urban regeneration process that will maximize benefits for local residents and businesses and serve poor communities in Downtown Kingston.** The design (SOP 1) and construction (SOP 2) of an iconic waterfront park and public space in Downtown Kingston will generate numerous benefits for local communities, including health, environmental and social benefits (see Box 1), and create a new destination for the city of Kingston that will draw local and international tourists. To ensure that the benefits derived from this investment serve the poor communities in Downtown Kingston, activities under Component 2 are specifically designed to create the conditions for existing local vendors and businesses in the area to take advantage of the new economic opportunities generated by the redevelopment and maximize economic spillovers in surrounding neighborhoods and communities. Finally, institutional strengthening activities under Component 3 will include targeted policy advice to improve the lives of low-income residents, including more job opportunities and improved access to services and amenities. Upon the request of the Government, SOP 1 will support the development of the conceptual and detailed designs of the waterfront park and public space in Downtown Kingston, while SOP 2 will finance the construction of the waterfront redevelopment upon Government approval of the final design. SOP 2 will be conditioned on the approval of the waterfront park detailed design by the Jamaican Public Investment Management Committee. To ensure sustainability, activities under Component 2 and Component 3 will continue into SOP 2.

**Component 1** will finance the design of a linear, multi-use park along Downtown Kingston’s waterfront between Port Authority to the west and where Gold street meets Port Royal Street to the east. Specifically, this component will finance the technical assistance to support the development of the conceptual design of the park, the delivery of the detailed design by the beginning of 2025, and hiring the waterfront park construction supervision firm. The park design will include, among others, recreational facilities, such as bike paths, playgrounds, and sport grounds; permeable and natural walkways; street furniture and landscaping; street lighting and signage; green infrastructure like retention pools and floodable park areas; the rehabilitation of the seawall; multi-purpose community centers; adaptable market and event spaces for art and entertainment that will generate income-generating opportunities for local entrepreneurs; and amenities such as police posts and public toilets.

**Component 2** will finance three sub-components: (i) designs for basic infrastructure upgrading; (ii) fostering economic development; and (iii) community outreach, activation, and inclusion. Activities under this component will continue into SOP 2.

**Component 3** will finance technical assistance (TA) to relevant government agencies to help attract private investors to develop blighted and underutilized sites within and adjacent to the waterfront. Real estate market demand has been rising in Kingston in recent years, and the private sector has expressed interest in investing in Downtown Kingston and the waterfront. This may include helping to upgrade technical knowledge among the primary public sector entities with formal responsibilities for development and urban management of this area, proposing adjustments to the regulatory framework and streamlining existing development plans for Downtown Kingston. Furthermore, this component will

finance technical advice to develop sustainable Operation and Maintenance (O&M) mechanisms for urban public spaces, including, most importantly, the waterfront park.

**Component 4**, will support the administrative management of the proposed SOP by JSIF and implementing partners through, but not limited to, (a) a project coordinator; (b) financial management (FM) and procurement specialists to carry out the fiduciary aspects of the project, including audits; (c) monitoring and evaluation (M&E) specialists; (d) technical experts needed for project preparation and implementation (including E&S management and social protection specialists); and (e) technical focal points, including project managers with expertise in real estate development and urban development and engineering in the UDC. JSIF will coordinate the provision of training and workshops and manage the financing of necessary goods, equipment, and operating costs, including costs associated with convening and reporting to different government stakeholders.

**Component 5. Contingent Emergency Response (zero allocation).** This component will allow for rapid reallocation of uncommitted project funds towards urgent needs in the event of a disaster (geophysical, climate-related, or man-made), or public health emergency. Such events may include hurricanes, floods, earthquakes, droughts, and disease outbreaks. There is flexibility in establishing the level of evidence needed to activate this component including, but not limited to, issuances such as the declaration of a State of Calamity by the mandated national or subnational authority, or a State of Public Health Emergency. The agreed trigger would enable reallocation of uncommitted project funds to support immediate response and recovery needs from other project components. Disbursements would be made against a positive list of critical goods, civil works, and consulting services required to support the immediate response and recovery needs. The potential CERC-financed activities would: (i) be aligned with the main project activities, (ii) follow the project's implementation arrangements, and (iii) be based on JSIF's mandate under the various emergency response and contingency plans.

## 2.2 Project Environmental and Social Risks

The **environmental risk** classification of the SOP 1 is **substantial** based on the location, type, sensitivity, and scale of project intervention, nature, and magnitude of potential E&S risks and impacts, and client capacity and ownership. It will support the detailed technical or engineering design of the green, resilient, and inclusive waterfront development and small-scale infrastructure works and urban upgrading in the commercial district, bordering the Kingston waterfront. An intended output of the SOP 1 is to prepare the required environmental and social instruments for the eventual investment (SOP 2). The project area is urbanized and may be considered a brownfield redevelopment. The possible project environmental risks related to waterfront development include negative effects typical of civil works associated with sea defense and road improvements (noise, dust, water quality, solid and liquid waste, storm water runoff, turbidity, and temporary disturbance of marine ecosystem) and worker health and safety. The Component 2 (Urban upgrading and economic development in Downtown Kingston) includes design of some small-scale infrastructure, which will be implemented under SOP 2. The Component 2 is also likely to enable vendors and entrepreneurs located at the waterfront and/or the commercial district to the North of the proposed Project site to benefit from the revitalization of the waterfront. These interventions will focus on creating social and economic development opportunities that can be leveraged by Component 1. These

activities are not likely to pose significant environmental and health risks and should be mitigated with the standard environmental management practices. The Component 5 is zero allocation under CERC and if activated, a CERC Manual to be prepared, which will include a description of the Environmental, Social, health and Safety (ESHS) assessment and management arrangements including a CERC ESMF Annex, in accordance with the ESSs.

The **social risk** classification of the SOP 1 is **substantial**. While the operation is expected to bring positive benefits to both the Kingston waterfront and the surrounding communities, there are social risks related to the implementation of the infrastructure, which will be designed under the SOP 1 and to be implemented under SOP 2. The physical works includes Kingston waterfront development and some small-scale infrastructure in downtown Kingston. In addition, the activities under Component 2 are designed to enable vendors and entrepreneurs located at the waterfront and/or the commercial district to the North of the proposed Project site, to benefit from the revitalization of the waterfront district and will support a deep community engagement process throughout the proposed Project cycle. Based on the project concept, , for SOP 2, safety and security, economic and physical displacement, interactions between the contractor(s) and the public, traffic management and risks related to chance findings of cultural heritage in the project area, which need to be designed and considered in the SOP 1.

### 3 Previous Stakeholder Engagement Activities

This table contains information related to consultations that have already taken place and consultations that will take place by the end of March 2023.

Stakeholder(s)	Date of Consultation	Topics Discussed	Feedback from Stakeholder(s)	Interest of/Impact
Community level actors in Parade Gardens, Hannah Town, Tivoli Gardens	January 31, 2023	- Project concept, -Geographic area of interest, -Environmental and Social Risks, -Community engagement, -Interaction between the proposed park and the communities/ corridors to the north of the park, -Impact of the redevelopment of the business district on residents and users of the space, -Awareness of other interventions in the area	Safety concerns related to gang violence and pollution (solid/liquid waste and smell).  Proposed solutions: Increased policing, installation of cameras/CCTV and proper street lighting, behavioral change and re-socialization for residents and people who work in the area, inclusion of residents and users of the space (i.e. having them working in the construction of the park), rely on political actors to interact with influential people in the communities to help guarantee no chaos or interruption to project activities.	Safety concerns related to gang violence and pollution (solid/liquid waste and smell).

Stakeholder(s)	Date of Consultation	Topics Discussed	Feedback from Stakeholder(s)	Interest of/Impact
			Vulnerable populations – mentally ill; homeless; drug addicts; LGBT youth (“gully men”); squatters in an area called ‘Settlement’ (Hanover St)	
Corporate Foundations: Grace Kennedy Foundation/ Grace Kennedy & Staff Foundation; Jamaica National Foundation, Project STAR, Digicel Foundation; Multi-Care Youth Foundation	January 31, 2023	Project concept, geographic area of interest Environmental and Social Risks, Interaction between the proposed park and the communities/corridors above the park, the impact of the redevelopment of the business district on residents and users of the space, Awareness of other interventions in the area	Request to justify the scope of the project and the choice of the geographic area.  Interest in knowing how this project fits into the wider Masterplan for Downtown Redevelopment; what is the masterplan and associated timelines  Need to sensitize the Government about psychological impact of construction projects on people. The usual focus on formal business spaces, CCTV etc. serve to keep community people at bay.  Concern about gentrification, the exiting levels of pollution and the odour at the waterfront and need for a waste management plan.  Need to manage people’s concern of being displaced.  Need to focus on quality rather than quantity of consultations  Need for behaviour change and need for the government to state their philosophy on how they see people engaging with public spaces.  Benefits include assets for the downtown space, the livability of the area and psychological boost of green space/park. Suggestion to encourage	Interest in knowing how this project fits into the wider Masterplan for Downtown Redevelopment; what is the masterplan and associated timelines



Stakeholder(s)	Date of Consultation	Topics Discussed	Feedback from Stakeholder(s)	Interest of/Impact
			<p>'the natural expressions of the people' in terms of entertainment spaces/opportunities; facilities that are economic by day and support recreation at night</p> <p>Remove barriers to informal economic activities within the space, include multipurpose facilities. Barriers include: warzones, time, money, bureaucracy, understanding of systems/rules. Ensure transportation is throughout the space, not just at waterfront &amp; Parade.</p> <p>Additional key stakeholders: Chinese wholesale operators, taxi operators &amp; bus drivers; bankers, attorneys, retailers</p>	
<p>Civil Society Entities that provide support to vulnerable groups:</p> <p>Missionaries of the Poor, Council of Voluntary Social Services (National Volunteer Center), KSAMC Poor Relief Dept for Marie Atkins Night Shelter, National Council for Drug Abuse, Open Arms Drop-in Center, Rise Life Management Services, Good Samaritan Inn, GSI Foundation</p>	<p>February 2, 2023</p>	<p>Project concept, Geographic area of interest Environmental and Social Risks, Impact on vulnerable groups, Influence and inclusion of vulnerable groups who live or use the area, Awareness of other interventions in the area.</p>	<p>Safety/security and pollution as a main concern to be addressed.</p> <p>The extent to which their views and ideas will be integrated to the project design and if they will be shared with decision makers (they were assured that the scope of consultation is to share their concerns and views with decision makers).</p> <p>Need for a map of residents that includes vulnerable groups such as homeless, mentally challenged, sex workers, people who occupy empty buildings, drug users (considering that drug users migrate based on location of dealers).</p> <p>Deal with the life of homeless and vulnerable as a first step before proceeding with economic</p>	<p>Safety/security and pollution as a main concern to be addressed.</p>

Stakeholder(s)	Date of Consultation	Topics Discussed	Feedback from Stakeholder(s)	Interest of/Impact
			<p>development. Ensure that "relocation is not transference of the problem".</p> <p>Shelters can accommodate the homeless in the area but would require upgrade of their structures.</p> <p>Concern about the fact that when the area is redeveloped the rent and the bus fares will increase.</p> <p>If the park has the objective of social integration there is a need to re-socialize people and promote behavioral change in the area.</p> <p>Other stakeholders suggested who have data: Violence Prevention Alliance, KSAMC Board of Supervision</p>	
<p>People who have an economic interest in the area (1): Vendors and small business Associations, SDC, LED, managers of big restaurants in the waterfront area ie. Glorias etc</p>	<p>TBC By end of March 2023</p>	<p>As representatives of people who will be mainly impacted by the project their awareness, inputs and collaborations are crucial</p>		<p>TBD after the consultations and that will be reflected in the updated SEP and in the timeframe of the Environmental and Social Commitment Plan.</p>
<p>People who have an economic interest in the area (2): Street vendors/businesses and fishermen in the waterfront area</p>	<p>TBC By end of March 2023</p>	<p>Vendors and fishermen are direct beneficiaries of the project and need to be informed, aware and active part</p>		<p>TBD after the consultations and that will be reflected in the updated SEP and in the timeframe of the Environmental and Social Commitment Plan.</p>
<p>NGOs: USAID/NIA, the Spotlight Initiative (EU/UN), National Council for Senior Citizens (not an NGO)</p>	<p>TBC Before the end of March 2023</p>	<p>Stakeholders implementing social and economic interventions in the space, who may also have connections to the business community and</p>		<p>TBD after the consultations and that will be reflected in the updated SEP and in the timeframe of the Environmental and Social Commitment Plan.</p>

Stakeholder(s)	Date of Consultation	Topics Discussed	Feedback from Stakeholder(s)	Interest of/Impact
but govt entity), Jamaica Council for Persons with Disabilities (not an NGO, but govt entity), Jamaica Society for the Blind, J-FLAG- LGBTQ, WE Change- LBT Women, Transwave- Trans persons		vulnerable groups (e.g., the homeless, addicts, etc.) are crucial		
Government actors: UDC, KSAMC (including Mayors and MPs), SDC, LED, PSOJ, MLSS, MLGRD	TBC By the end of March	Engagement needed for general awareness, collaboration/support, and management of expectations etc		TBD after the consultations and that will be reflected in the updated SEP and in the timeframe of the Environmental and Social Commitment Plan.
Private sector actors: Chamber of commerce, PSOJ, Digicel, MKPMG, ROK Hotel, Grace Kennedy, Scotiabank, NCB	TBC By the end of March	Engagement needed for general awareness, collaboration/support, management of expectations etc		TBD after the consultations and that will be reflected in the updated SEP and in the timeframe of the Environmental and Social Commitment Plan.
Vulnerable People who live in the waterfront area and the nearby communities: Homeless, LGBTQ, women/girls, people living with disabilities, at-risk-youth (males)	TBC By the end of March 2023	The waterfront area is home to several vulnerable groups who will be direct or indirect actors, directly or indirectly impacted by the projects, beneficiaries or victims of project benefits and risks		TBD after the consultations and that will be reflected in the updated SEP and in the timeframe of the Environmental and Social Commitment Plan.
Jamaica National Heritage Trust <a href="tel:+18769221288">+1 876-922-1288</a> <a href="mailto:jnht@jnht.com">jnht@jnht.com</a> 79 Duke St, Kingston, Jamaica Institute of Jamaica, Chinese Temple on Barry Street (Chinese Benevolent Society), National Gallery	TBC By the end of March 2023	When Digicel and MFAFT office were built in the waterfront area some artifacts were found; cultural and heritage sites/considerations within the proposed space; awareness of and concerns re proposed project.		TBD after the consultations and that will be reflected in the updated SEP and in the timeframe of the Environmental and Social Commitment Plan.
Community leaders and influential people in the targeted communities	TBC By the end of March 2023	It is fundamental to include and inform community leaders who are influential personality in their communities, to ensure inclusion and grant a smooth course of project activities		TBD after the consultations and that will be reflected in the updated SEP and in the timeframe of the Environmental and Social Commitment Plan.

## 4 Stakeholder Identification and Analysis

As required under ESS10, the Project Implementation Unit will engage with project stakeholders throughout the project cycle. The stakeholders with whom the project will engage are divided into two broad groups- **project affected parties** and **other interested parties**. Both categories of stakeholders are identified in the following sections.

### 4.1 Project Affected Parties

This refers to individuals, groups or organizations that will be directly impacted by the project. They are outlined in Table 4.1.

*Table 4.1-Project affected parties*

<b>Project Affected Party</b>	<b>Potential Impact</b>
Residents of the interested geographical area	Improved living conditions due to the construction of a green and inclusive park, infrastructure upgrade, economic inclusion, job opportunities (during and after the construction of the park) and access to a new inclusive green space, increased safety and cleanliness of the space.
Small vendors, local businesses and MSMEs.	Increased business capacity and infrastructures, increased business opportunities with more and new visitors in the area.
Vulnerable and disadvantaged groups	Provision of a more inclusive common space (for disabled people, women and children) and improvement in the provision of services (for homeless, mentally challenged, drug users).
GoJ, policymakers and private sector	Increasing technical capacity and knowledge, strengthening institutional capacity, increased private/public sector partnership

### 4.2 Other Interested Parties

This refers to individuals, groups or organizations that may not necessarily be impacted by the project but will have an interest in its implementation. They are outlined in Table 4.2.

*Table 4.2- Other interested parties*

<b>Other Interested Party</b>	<b>Project Interest</b>
Visitors and general public	The project will provide a green and inclusive space that will attract more visitors into the area, who will benefit from a safer and cleaner downtown area
People who commute to downtown to work	Safer and cleaner downtown area to linger after work

### 4.3 Vulnerable/Disadvantaged Groups

These are stakeholders who, by virtue of their circumstances are considered to face challenges in participation or in accessing project information, activities and or benefits. There are a variety of vulnerable groups relevant to the project. These include unemployed workers, informal workers, youth transitioning into the labor market, women, LGBT community, the homeless, drug addicts, sex workers and people with disabilities. In order to ensure that they are consulted about the project and its benefits, special considerations must be taken into account for them. These may include, inter alia, hosting separate consultations for some groups, providing childcare during meeting times, working through NGOs or community representatives to identify and mobilize members of vulnerable groups to participate in meetings and consultations, host in-person consultations for those who may not have access to technology or may be unable to use it effectively and use venues for in-person consultations that have access for persons with disabilities.

A description of the methods of engagement that will be undertaken by the project is provided in later sections of the document.

### 4.4 Summary of Stakeholder Needs

The specific needs of each type of stakeholder are included below.

*Table 4.3- Stakeholder needs*

Stakeholder	Array of preferred means of Communications	Consultation Considerations
<b>Project Affected Parties</b>		
Residents of the interested geographical area	Community walks or communication through community leaders, social media	The Social Development Commission (SDC) will provide us with an updated census which will help us identifying residents
Small vendors, local businesses and MSMEs.	Community walks or communication through community leaders, social media and focus groups	Meetings may be held in the evening time if vendors don't want to leave their post during the day in the middle of their vending activities
Vulnerable and disadvantaged groups	Community walks or communication through responsible entities	
GoJ/policy makers/private sector	Virtual and in person meetings, emails, reports, social media	No need for consultation considerations
<b>Other Interested Parties</b>		
General public	Press releases, social media, TV, radio	The project will prioritize a strong communication campaign
People who commute to downtown to work	Press releases, social media, TV, radio	The project will prioritize a strong communication campaign

Stakeholder	Array of preferred means of Communications	Consultation Considerations
Foundations	In person and virtual meetings, emails, social media, phone calls	No need for consultation considerations
Social Actors and community leaders	In person and virtual meetings, emails, social media, phone calls	Meetings will be held at a location proposed by the stakeholders, based on safety concerns
Political actors	In person and virtual meetings, emails, social media, phone calls	Meetings will be held at a location proposed by the stakeholders, based on safety concerns

## 5 Stakeholder Engagement Program

The project will utilize a multi-stakeholder engagement process that will be conducted throughout the project’s life cycle. Stakeholder engagement will be done using both public consultation and information disclosure throughout preparation and implementation.

### 5.1 Proposed Strategy for Information Disclosure

Different methods will be used to disclose information to project stakeholders. The information will be disclosed to allow stakeholders to understand the project’s risks and impacts and potential opportunities for their inclusion. Information will be disclosed on the websites of the Jamaica Social Investment Fund, the Urban Development Corporation, the Planning Institute of Jamaica and the World Bank, on social media and in the JSIF office (where the PIU will reside) in a manner that is accessible and, considering the needs of any vulnerable groups. Information disclosure as per Table 5.1. is the responsibility of JSIF.

Table 5.1 - Information disclosure strategy

Project Stage	Information to be disclosed	Method proposed	Timetable: Locations /dates	Target Stakeholders
Preparation, prior to effectiveness	Environmental and Social Commitment Plan (ESCP)	JSIF website and during consultations	During project preparation	All
	Stakeholder Engagement Plan (SEP) with			
Implementation	Disclosure of Grievance Mechanism	JSIF website	Continuous, during project implementation	All

Project Stage	Information to be disclosed	Method proposed	Timetable: Locations /dates	Target Stakeholders
	Project-related information (progress, activities etc). Semi-annual reporting of activities.	JSIF website, media, focus groups, social media and other channels used by the JSIF to inform project stakeholders	Bi-annually	
	Labour Management Procedures with Workers' Grievance Mechanism			

### 5.2 Proposed Strategy for Consultations

Consultations, in English, will take place through different channels and are not restricted to in person gatherings. They can take place through virtual means (platforms like Zoom or Teams, for instance as well as WhatsApp messaging, direct phone calls or the completion of surveys. The in-person meetings/focus groups will ensure that proper COVID-19 transmission prevention protocols are adhered to, in line with national guidelines. Consultations are the responsibility of JSIF, but can be carried out by co-implementing agencies such as UDC.

Table 5.2- Stakeholder consultation strategy

Project stage	Purpose of engagement activity	Method used	Timetable	Target Stakeholders
Preparation	Consult on project concept (including geographic area and proposed activities), environmental and social risks and GM and integration of feedback	Virtual or in person consultations including dedicated meetings with representatives of vulnerable groups.  Provision of a channel to receive feedback	During project preparation	All, but with special focus on integrating the views of representatives of vulnerable groups
Implementation	Consult on the implementation of the project activities and integration of feedback	Small focus groups  Satisfaction surveys  Virtual and in-person meetings	Focus groups will take place at least once a year  Satisfaction surveys will take place after the second year of	All, but with special focus on vulnerable groups

Project stage	Purpose of engagement activity	Method used	Timetable	Target Stakeholders
			implementation and twice a year Virtual and in person meetings will take place twice a year or on demand	
	Promoting greater inclusion of vulnerable groups	Public consultations Surveys One on one interviews	Every six months to evaluate and get feedback.	Vulnerable groups

### 5.3 Proposed Strategy to Incorporate Views of Vulnerable/Disadvantaged Groups

The project will ensure that all the vulnerable groups are participating in consultative processes and that their voices/views are not ignored. This may require specific meetings with some of the above identified vulnerable groups, in addition to general consultations. For example, persons with disabilities may require meetings that are closer to their homes. Further, it is important to rely on other consultation methods as well, which do not require physical participation in meetings, such as social media, SMS, or radio broadcasting, where feasible, to ensure that groups that cannot physically be present at meetings can participate. Where this is not possible, JSIF staff will visit households of vulnerable people, in particularly persons with disabilities. Given the specificities of the project, much of the inclusion of vulnerable groups will be managed by entities that represent them, which are listed above.

### 5.4 Stakeholder Feedback

Feedback from stakeholders will be solicited during preparation and implementation. For meetings/focus groups (whether virtual or in person), comments will be recorded through meeting minutes. Additionally, the JSIF will be responsible for receiving and recording any queries, concerns or complaints against the project. Comments and decisions made will be collated and reported 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 about the project through the Grievance Mechanism (GM) detailed in Section **Error! Reference source not found.** All records relating to this mechanism including, grievance forms, grievance log, notes, interviews, meeting minutes, release forms etc. will also be archived.



## 5.5 Timelines

The project will be implemented from August 2023<sup>1</sup> and close July 2028<sup>2</sup>. The stakeholder consultations shall be conducted throughout the project lifecycle. Information disclosure and consultations during project implementation will include regular visits and meetings.

Table 5.3- Project timelines

Project Stage	Timeline/Date
Preparation/Design	April 2023 (tentative)
Implementation	August 2023 onward (tentative)
Closure	July 2028 (tentative)

## 5.6 Resources and Responsibilities for Implementing Stakeholder Engagement Activities

### 5.6.1 Roles and Responsibilities:

Implementation and monitoring of the SEP and the other ESF instruments will be the responsibility of the JSIF. For this, the JSIF will designate an Environmental Officer and Social Officer (within one month of project effectiveness) as part of the Project Implementation Unit (PIU). The Social Officer and the Project Manager/Coordinator will be directly responsible for informing staff from the various entities involved in the project implementation of all of the procedures included in the SEP. Further, the Social Officer will be responsible for tracking and recording the implementation of the SEP and its grievance mechanism (GM).

Table of roles and responsibility

Project Manager/Coordinator	<ul style="list-style-type: none"> <li>• Manage and implement the Stakeholder Engagement Plan (SEP)</li> <li>• Dissemination of project information</li> </ul>
Social Officer	<ul style="list-style-type: none"> <li>• Collaborate with the Environmental Officer</li> <li>• Interface with stakeholders and respond to comments or questions about the project or consultation process.</li> <li>• Provide contact information if stakeholders have questions or comments about the project or consultation process.</li> <li>• Document any interactions with external stakeholders.</li> <li>• Maintain database, records for SEP</li> <li>• Leads public meetings, consultations, focus groups etc.</li> <li>• Makes sure the SEP is being adhered to and followed correctly.</li> <li>• Raise awareness of the SEP among PIU staff, employees contracted firms and relevant external stakeholders.</li> <li>• Manage and monitor the project GM and is the focal point for SEA/SH grievances.</li> </ul>

<sup>1</sup> Tentative

<sup>2</sup> Tentative – Information will be updated latest 90 days after project effectiveness

	<ul style="list-style-type: none"> <li>Report on SEP and GM implementation and prepare inputs for regular reporting to WB.</li> </ul>
Environmental Officer	<ul style="list-style-type: none"> <li>JSIF to complete</li> </ul>

### 5.6.2 Contact Information for Stakeholder Engagement:

During project preparation, those willing to request information on the project can write to [info@jsif.org](mailto:info@jsif.org) or call +1 (876) 968 4545

### 5.6.3 Resources for Stakeholder Engagement

Table 5.4 - Stakeholder engagement budget

#	Item	Amount <sup>3</sup> (\$USD) Yearly	Total (5 years)
1	GM implementation	5,000	25,000.00
3	Consultations	15,000	75,000.00
4	Information Production and Dissemination	20,000	100,000.00
	TOTAL	40,000.00	200,000.00

## 6 Grievance Mechanism:

The JSIF maintains an existing Grievance Mechanism as per the Grievance Redress Mechanism Policy (2021), which is a standardized system, however where possible, the process of handling grievances will be proportionate to the potential risks and impacts of the project and will be accessible and inclusive. The JSIF's GRM utilizes existing formal or informal grievance mechanisms, supplemented as needed with project-specific arrangements.

**Channels for grievance are reflected in the table below:**

<sup>3</sup> Tentative and will be updated latest 90 days after project effectiveness.

- Direct complaints to a JSIF officers assigned to the particular sub-project.
- Direct complaints to site supervisors or consultants.
- Calling JSIF's telephone lines (876-968-4545)
- JSIF's social media platforms (jsifja to access Instagram, Facebook and twitter);
- E-mails (feedback@jsif.org); and
- Fax complaints at 876-929-3784
- Additionally, representatives of line ministries and other government agencies can communicate grievances to JSIF on behalf of PAPs.
- Employees can report grievances directly to HR, senior management, or through the suggestion box.

The JSIF will address concerns promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all project-affected parties, at no cost and without retribution. The JSIF's GRM allows opportunities for access to judicial or administrative remedies for grievances expressed by project-affected parties. The JSIF will inform stakeholders and especially project-affected parties about the grievance process during community engagement activities and will make publicly available any records documenting the responses to all grievances received, if requested. The GM policy is attached below.

**If needed, the existing GRM of the SEP will be updated within the timeframe set in the ESCP -90 days after project effectiveness.**

Below is the link to JSIF Grievance Mechanism that the Project will use:

<https://www.jsif.org/sites/default/files/Grievance%20Redress%20Mechanism%20Policy.pdf>



**Grievance Redress  
Mechanism Policy\_2!**

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

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 GM will specify an individual who 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 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 on 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 on the Technical Note as shown below:

**Sexual Abuse (SA)** 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)** 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 considered as “High-profile grievances - that if not resolved promptly may represent significant risks to the environment or community”. A list of SEA/SH service providers will be kept available by the Project. 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<sup>4</sup>. 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 Manager and the E&S specialist learn about the complaint.

If a SEA/SH related incident occurs, it will be reported through the GM, as appropriate and keeping the survivor information confidential. Specifically, following steps will be taken once an incident occurs:

### **ACTION 1: COMPLAINT INTAKE AND REFERRAL**

If the survivor gives consent, the PIU Environmental and Social Specialist fills in a complaints form, excluding any information that can identify the survivor. The form will include:

- 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 consent can be verbally received. If needed or desired by the survivor, the PIU Environmental and Social Specialist refers her/him to relevant SEA/SH service providers, identified in the mapping of SEA/SH service providers and according to preestablished and confidential referral procedures. 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 PIU Environmental and Social Specialist will keep the survivor informed about any actions taken by the perpetrator 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 PIU Environmental and Social Specialist can close the case.

### **ACTION 2: INCIDENT REPORTING**

The PIU Environmental and Social Specialist needs to report the anonymized SEA/SH incident as soon as it becomes known, to the Project Manager who will in turn inform the World Bank Task Team Leader (TTL) or directly to the TTL.

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<sup>4</sup> 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.

Complaint Forms and other detailed information should be filed in a safe location by the PIU Safeguards Specialist. Neither the PIU Environmental and Social Specialist nor the Project Manager should seek additional information from the survivor.

SEA/SH incident reporting is not subject to survivors' consent but the PIU Environmental and Social 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 PIU 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 PIU Environmental and Social Specialist and/or Project Manager 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 SEA/SH responsible person in the PIU 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 the project<sup>5</sup>, the verification committee discusses appropriate actions to be recommended to the appropriate party—i.e., the employer of the perpetrator, which could be the PIU or a contractor. The PIU 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 labor 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 Country legal system, the PIU Environmental and Social Specialist should

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<sup>5</sup> 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).

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 PIU Environmental and Social 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

The GM will also immediately notify both the Implementing Agency and the World Bank of any SEA/SH complaints **WITH THE CONSENT OF THE SURVIVOR**.

## 7. Monitoring and Reporting on the GM

The Social Officer in the PIU will prepare Quarterly Reports on the grievance issues received by the project. Reports on the GM shall be included as part of the project's reporting to the World Bank.

## 8. Reporting to Stakeholders

Results of stakeholder engagements will be reported to them through bi-annual project reports produced by JSIF. The reporting will include feedback on how stakeholders' concerns are being addressed, and all stakeholders will be reminded of the availability of the GM in case of any issues arising from the reporting.