



**Government of Saint Lucia**

**SAINT LUCIA - OECS SKILLS AND INNOVATION PROJECT**

**IDA Credit 7483-LC**

**LABOUR MANAGEMENT PROCEDURES**



March 10, 2025

## ACRONYMS

CERC	Contingent Emergency Response Component
CoC	Code of Conduct
ESF	Environmental and Social Framework
ESS	Environmental and Social Standards
E&S	Environmental and Social Specialist
FA	Financing Agreement
GBV	Gender-Based Violence
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
ILO	International Labour Organisation
KTIP	Knowledge, Technology, and Innovation Platform
LMP	Labour Management Procedures
MOE	Ministry of Education, Sustainable Development, Innovation, Science, Technology and Vocational Training
NSDC	National Skills Development Centre
NIC	National Identification Card
OECS SKIP	OECS Skills and Innovation Project
OHS	Occupational Health and Safety
OHS/OSH	Occupational health and safety
PAD	Project Appraisal Document
PDO	Project Development Objectives
PIU	Project Implementation Unit
PPE	Personal Protective Equipment
PS	Permanent Secretary
REPs	Regional Enhancement Plans
SALCC	Sir Arthur Lewis Community College
SEA	Sexual exploitation and abuse

SH	Sexual Harassment
TVET	Technical and Vocational Education and Training

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## INTRODUCTION

This Labour Management Procedures (LMP) was developed in fulfillment of a core requirement of the World Bank in reference to the OECS Skills and Innovation Project (OECS SKIP). The LMP seeks to ensure that structures and measures are developed and implemented to manage risks associated with the use of different types of workers under the project. The LMP identifies resources necessary for effective planning and management of the risks associated with the use of labour under the project. The LMP describes the workers specific Grievance Redress Mechanism (GRM) for implementation. The document is “live” and subject to review and updates throughout the development and implementation of the OECS SKIP.

The LMP identifies main labour requirements for this project and establishes parameters to ensure that employment is undertaken in accordance with the labour Laws of Saint Lucia. Five Environmental and Social Standards (ESSs) are applicable to the OECS SKIP: ESS1, 2, 3, 4 and 10. The LMP delineates approaches for satisfying national requirements as well as the objectives of the World Bank’s Environmental and Social Framework, specifically the objectives of Environmental and Social Standards 2: Labor and Working Conditions (ESS2). The LMP assesses potential labour risks and impacts and the avenues via which such risks may be mitigated. The LMP addresses the following:

1. working conditions
2. management of worker relationships
3. occupational health and safety (including personal protective equipment, and emergency preparedness and response)
4. code of conduct (including relating to Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH))
5. forced labour
6. child labour
7. grievance arrangements for Project workers, and applicable requirements for contractors, subcontractors, and supervising firms.

The LMP, therefore, highlights all labour management procedures that should be adhered to by project implementers/implementing agencies, workers (direct workers or project staff, consultants, contracted workers), suppliers, as well as community workers collaborating to fulfill the project’s objectives.

## ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT

### Potential Risks

Potential environmental and social risks for the OECS SKIP may be classified into two broad categories:

1. the inclusion and management of community expectations and relationships.
2. labour conditions during project implementation.

Both categories of risk are expected to be mitigated through consultative engagement with key stakeholders. The potential social risk associated with this project is low. This project is not expected to require any land acquisition. The Project will not undertake any new construction and will finance mainly consultancy and non-consultancy services, operational costs, procurement of goods, minor renovation and rehabilitation works. It is expected that civil works will be limited to repairs or rehabilitation of existing structures of the beneficiary institutions, the Sir Arthur Lewis Community College (SALCC) and the National Skills Development Centre (NSDC). Repairs or rehabilitative works are limited to selected Technical and Vocational Education and Training (TVET) laboratories and workshops at the abovementioned beneficiary institutions. It is not expected that these repairs or rehabilitative works will negatively impact on livelihood activities in and around the main project sites.

No new habitats or ecosystems are expected to be adversely affected by the abovementioned infrastructure rehabilitation. Minor environmental impacts may be generated by the works that are intended to improve the physical condition, capacity and functionality of selected TVET laboratories and workshops. Potential risk(s) will be identified for each rehabilitation exercise and managed accordingly, including through the environmental and social processes in the Project Operations Manual. All project activities will require that the workforce engaged is trained and aware of the importance of minimizing environmental harm. Potential negative impacts of rehabilitation work under the OECS SKIP are minimal /negligible and may include:

- (i) pollution from the generation and disposal of minor quantities of electronic waste (e-waste) and other non-hazardous waste.
- (ii) noise, dust, and occupational health and safety (OHS) risks from minor civil works.
- (iii) managing expectations of project beneficiaries.
- (iv) ensuring the availability of resources to reach a sufficiently large group of beneficiaries.
- (v) ensuring that the institutional arrangements between the OECSC and respective country ministries have sufficient staff to carry out consultations and appropriate monitoring of Environmental and Social (E&S) risks.
- (vi) risks of grievances related to non-selection in trainings and skills events, or selection for the competitive innovation grants, not being promptly resolved, which could lead to discredit or disinterest in the initiatives.

- (vii) risks associated with lack of transparency and timely provision of information about initiatives.
- (viii) the temporary displacement of staff and students during the rehabilitation period.

### Risk Mitigation Strategies

Overall, the above potential impacts are expected to be very minor, temporary, short-term, and may be addressed via mitigation measures which may include, inter alia:

1. implementation and monitoring of procedures based on the World Bank Environmental and Social Framework and Environmental, Social, Health and Safety (ESHS) Guidelines:
  - a. an Environmental and Social Exclusion List.
  - b. an Environmental and Social Screening Form.
  - c. Environmental and Social Codes of Practice (ESCOP).
  - d. a simplified Environmental and Social Management Plan (ESMP) template for activities that will require an ESMP following the results of the screening.
  - e. simplified Labor Management Procedures (LMP).
2. the Project will support the development of a regional template for the Regional Enhancement Plans (REPs), which will cover environmental aspects of maintenance, sustainability, safety protocols for laboratories, disaster preparedness mechanisms, among others. This is with a view towards ensuring the safe operation of laboratories and workshops.
3. the E&S risk classification will be reviewed periodically throughout project implementation to ensure it continues to accurately reflect the level of risk in the Project.
4. . provision of training will equip personnel engaged under the OECS SKIP with awareness of possible environmental risks, relevant responsibilities and site-specific mitigation measures to minimise the given risks. The Project Implementation Unit (PIU) of the OECS SKIP is committed to consistently evaluating risks and impacts throughout the project's life cycle. The focus of the LMP is on workers engaged to execute project deliverables under the OECS SKIP, including contractors engaged to conduct civil or rehabilitative works within Subcomponent 2.1 of the OECS SKIP. This LMP will be inserted in contract documents as part of the legal obligations of contractors. Supervision for compliance will be managed through the PIU. In addition to World Bank Regulations, the PIU will also be responsible for ensuring adherence to relevant national and environmental requirements.



## OVERVIEW OF LABOR USE ON THE OECS SKIP

The LMP is applicable to all Project workers, whether full-time, part-time or temporary. As per the World Bank’s ESS 2, the LMP is applicable to the following categories of individuals<sup>1</sup>:

- Individuals employed or engaged directly by the Ministry of Education specifically to work this project, including staff of the PIU, consultants and primary suppliers.
- Individuals employed or sub-contracted by Project consultants to perform work related to the core functions of the OECS SKIP, regardless of location.
- Individuals engaged through third parties to perform work related to the core functions of the OECSK SKIP, regardless of location. This is inclusive of data collectors, drivers, rapporteurs, goods handlers employed by consultants or suppliers.

The OECS SKIP will engage direct workers and contract specialised consultants for delivery of consultancy services. Table 1 below conveys the main types of workers which generally form part of a project, as per the World Bank’s Environmental and Social Framework for IPF Operations (ESS 2: Labor and Working Conditions), and of these classifications, those workers that are anticipated to be engaged under the OECS SKIP:

Table 1: Project Worker Classifications

Classification	Description	Examples	OECS SKIP
<b>Direct workers</b>	Individuals employed directly by the project implementing agencies to work specifically on a project.	Staff of the PIU	✓
<b>Contracted workers</b>	Individuals employed through third parties to perform work related to core functions of the project, regardless of location.	consultants contracted to execute design and supervision, monitoring and evaluation, or community engagement in reference to a project.	✓

<sup>1</sup> The Project will not employ primary supplier, community labour or security forces. Government civil servants, who may provide support to the Project, will remain subject to the terms and conditions of their existing public sector employment agreement unless there has been an effective legal transfer of their employment or engagement to the project. ESS2 will not apply to such government civil servants, except for the provisions of Protecting the Work Force and Occupational Health and Safety.

Classification	Description	Examples	OECS SKIP
<b>Primary Supply workers</b>	Individuals employed by the primary suppliers.	Sales representatives Line staff	Not applicable
<b>Community Workers</b>	People employed or engaged in providing community labour.	Volunteer community members	✓

The ensuing table (Table 2) characterises the workers to be engaged under the OECS SKIP. This is inclusive of estimations regarding the number of persons to be employed as such details cannot be finalised at this time.

Table 2: Profile of Project Workers

Project Workers	No. of Workers	% Local Workers	% Foreign Workers	% Female Workers	Type of Job/Skill
PIU Staff	10	100	0	90	1. Project Manager  Technical and General Staff:  2. Financial Management Specialist 3. Procurement Specialist 4. Innovation & Entrepreneurship Specialist 5. Project Officer 6. Administrative Assistant 7. Communications Specialist 8. Environmental and Social Specialist 9. Accounts Clerk 10. Driver
Consultants'	20-50	40%	60%	75%	Project Managers and Technical Staff/Experts

Project Workers	No. of Workers	% Local Workers	% Foreign Workers	% Female Workers	Type of Job/Skill
Contractors' Staff	10-20	100%	0%	20%	Skilled/Unskilled Labour, technicians, engineers, and other technical experts

The Project may use community workers for rehabilitation activities under the OECS SKIP (repairs to laboratories and workshops at the NSDC and SALCC). Community workers may serve as laborers or contractors. Care will be taken to safeguard the use of community or volunteer labour during stakeholder mobilisation activities or in preparation for stakeholder consultations.

In accordance with Saint Lucia’s Labour Act (Revised 2022), individuals below the age of 18 will not be employed in the implementation of this Project. Measures will also be put in place to monitor and safeguard against the use of [child labour](#) (page 22) by contractors and suppliers engaged under the OECS SKIP.

**Timing of Labour Requirements**

Table 3 below presents the timing and sequence of labour requirements in terms of numbers, locations, types of jobs and skills required.

*Table 3: Timing and Sequence of Labour Requirements (Implementation Phase)*

Activities	Schedule	Workforce
Assessments of Post-Secondary Institutions - Physical Infrastructure	Q4 2024 – Q3 2025	Consultants
Assessments of Post-Secondary Institutions - Pedagogical Aspects)	Q4 2024 – Q3 2025	Consultants
Assessments of Post-Secondary Institutions - Institutional Capacity)	Q4 2024 – Q3 2025	Consultants
Consultations on the assessments	Q3 2025	Consultants
HEInnovate assessments and action plans at institutional and national levels	Q4 2024 – Q1 2026	Consultants
Consultancy to conduct technical capacity assessment, action plan and implementation of recommendations	Q4 2024 – Q3 2026	Consultants
Consultancy to identify barriers faced by young men in accessing post-secondary education	Q2 – Q3 2025	Consultants
Consultancy to develop four priority program curricula	Q1 2025 – Q2 2026	Consultants

Activities	Schedule	Workforce
Implementation HEInnovate action plans at institutional and national levels	Q2 2026 – Q4 2029	Consultants
Just-in-time technical assistance for priority topics	Q2 2025 – Q1 2029	Consultants
Consultancy to develop career guidance services	Q1 – Q2 2026	Consultants
Technical support for preparation of REPs	Q1 2025 – Q3 2025	Consultants
Financing of the REPs	Q1 2026 – Q1 2029	Consultants Contractors
Teacher training on the new programs	Q3 – Q4 2026	Consultants
Teacher training to integrate priority transversal skills in all programs	Q3 – Q4 2026	Consultants
Training on grants management	Q3 2025 – Q4 2026	Consultants
Consultancy to improve the articulation of pathways from secondary to post-secondary	Q1 2026 – Q3 2026	Consultants
Consultancy on the financing of the post-secondary education system	Q1 2026 – Q3 2026	Consultants
Consultancy to identify barriers faced by young men in accessing post-secondary education	Q3 2025 – Q3 2026	Consultants

### Contracted Workers

One of the deliverables under the OECS SKIP entails the completion of repairs or rehabilitation of TVET laboratories and workshops at the beneficiary institutions (SALCC and NSDC). It is expected that one (1) Contractor will be engaged to execute the overall implementation of the works, with subcontractors for rehabilitation works, and the supply and installation of materials and various equipment. It is estimated that each Contractor may engage between 10 to 20 local skilled and unskilled labourers and subcontractors to complete the relevant construction activities.

### Migrant Workers

It is not likely that any migrant workers will be employed under this Project. This is divergent from technical specialists/consultants with international backgrounds. Such individuals are referenced in this document as foreign workers.

### Assessment of Key Potential Labor Risks

#### Project Activities

The Project Development Objectives (PDO) of the OECS SKIP are (i) to enhance youth transversal and advanced technical skills, strengthen regional collaboration in post-secondary education, and foster collaborative innovation, and (ii) in case of an Eligible Crisis or Emergency, respond

promptly and effectively to it. To attain the PDO, the PIU is to execute two (2) main components of the OECS SKIP (Components 2 and 3) in addition to a Contingent Emergency Response Component (CERC):

### **Component 2: Strengthening Post-Secondary Institutions and Collaborative Innovation.**

Provides direct support to National Colleges and other selected post-secondary institutions in participating countries to implement Regional Enhancement Plans (REPs), develop new or enhance existing programs for priority skills, and support collaborative innovation projects, with the objective of promoting improved learning environments and fostering better skills and innovation in the OECS to respond to increasing private sector demand for skills. Some of the regional initiatives financed under Component 1 (executed by the OECS Commission), such as the development of common learning standards and harmonized post-secondary teacher qualifications, will be piloted and implemented at the national level through Component 2. The Knowledge, Technology, and Innovation Platform (KTIP) will also be leveraged to identify potential innovation projects and collaborators, as well as attract investors for competitive grants for collaborative innovation to be implemented under subcomponent 2.3. Component 2 will be implemented by Project Implementation Units (PIUs) in Saint Lucia and Grenada. Most direct and indirect benefits of this Component will be regional, but some activities will accrue more benefits to national stakeholders.

Component 2 also consists of the following sub-components:

**Subcomponent 2.1:** Developing and implementing Regional Enhancement Plans.

**Subcomponent 2.2:** Enabling the innovation ecosystem and sponsoring collaborative innovation.

**Subcomponent 2.3:** Developing programs to foster priority skills.

### **Component 3: Project Management and Technical Assistance.**

Provides technical assistance to support the implementation of Project activities and finance the establishment and functioning of the PIU. This component will strengthen selected aspects of the performance of the post-secondary education system of the OECS, including:

1. **Articulation of pathways:** a consultancy to analyze pathways between secondary and post-secondary education and to provide recommendations on how to strengthen the link between these education levels in the OECS countries.
2. **Financing of the post-secondary education system:** a consultancy to provide recommendations on how to develop sustainable financing mechanisms for the post-secondary education sector in OECS countries.

3. **Technical support to identify the barriers men face to participation in post-secondary education:** based on the results of this study, the Project will provide recommendations to support the attainment of secondary education by boys and promote participation of men in post-secondary education.
4. **Just-in-time technical assistance:** related to priority topics for the post-secondary education system, such as students with disabilities and various educational needs, will also be financed under this Project.

#### **Component 4: Contingent Emergency Response Component (CERC).**

Due to the OECS' high vulnerability to natural disasters, including those exacerbated by climate change, and its vulnerability to global shocks, as exposed by the COVID-19 crisis, a CERC is included in the OECS SKIP. This Component will facilitate the use of critical resources in the event of an eligible national emergency. In case of an event triggering the component, a reallocation of funds would be introduced to loan disbursement categories to fund the proposed activities under this component. Guidelines for activation of the CERC are delineated within the Financing Agreement (FA) and Project Appraisal Document (PAD) of the OECS SKIP.

#### Key Labour Risks

Key labour risks which may be associated with OECS SKIP activities include:

1. Lack of awareness of occupational health and safety requirements such as the use of personal protective equipment (PPE) to foster a safe and accident free working environment.
2. The conduct of hazardous work, such as use of machinery and hazardous materials, resulting in:
  - i. emissions from vehicle exhaust and machinery operations.
  - ii. .
  - iii. noise, dust, and occupational health and safety (OHS) risks.
  - iv. fumes from hazardous materials.
  - v. pollution from the generation and disposal of minor quantities of electronic waste (e-waste) and/or other non-hazardous waste.

Labour risks under the OECS SKIP are low. In the eventuality of an accident or incident at any project site, established accident and incident procedures must be adhered to by the Contractor and the PIU. Accident and Incident Procedures is presented in Appendices 4 and 5.

## Overview of Labor Legislation: Terms and Conditions

This section delineates key aspects of national labour legislation and provides an overview on national legislation relevant to the areas outlined in ESS 2: Labour and Working Conditions, paragraph 11 (i.e. wages, deductions and benefits).

The Labour Act (Revised 2022) of the Government of Saint Lucia (GoSL) and the recently ratified Minimum Wage Bill serve as core pieces of legislation applicable to all Project Workers. Core clauses within both pieces of legislation are summarily presented in Table 4 below:

Table 4: Overview of Relevant Labour Laws in Saint Lucia – Terms and Conditions

<b>Legislation</b>	<b>Part</b>	<b>Legislation/Areas of Legislation</b>
<b>1. <a href="#">Labour Act (Revised 2022)</a></b>	<a href="#">Part II: Fundamental Principles of Employment (Section 7 - Discrimination)</a>	<p>“An employer shall not discriminate against any employee on the grounds of race, color, sex, religion, national extraction, social origin, ethnic origin, political opinion or affiliation, age, disability, serious family responsibility, pregnancy, marital status or HIV/AIDS, in respect of recruitment, training, work facilities or service, promotion, terms and conditions of employment or benefit arising out of the employment relationship”.</p> <p>Provision is also made for protections and due procedure on the matter of discrimination within the work environment.</p>
	<a href="#">Part III: Terms and Conditions of Continued Employment</a>	<p>Contracts of Employment            Continuity of Employment            Hours of Work            Wages            Minimum Wages            Sick Leave and Benefits            Vacation Leave            Public Contracts            Employment of Children and Young Persons            Termination of Employment            Termination of Benefits</p>
	<a href="#">Part III: Terms and Conditions of Continued Employment (Wages)</a>	<p>Wages to be paid in legal tender            Payment of wages by cheque            Wages to be paid directly to employees            Employee’s right to recover            Pay periods            Employer to fix pay days            Wages to be paid on completion of contract</p>

Legislation	Part	Legislation/Areas of Legislation
		Wages to be paid on termination of contract Interest on advances prohibited Advances by way of loans Recovery of advances and excess in payment of wages Payment of outstanding balance advances and excess payment of wages Deductions of payment in respect of fines Deductions for obtaining employment prohibited Remuneration other than wages Employees in the employment of contractors Employers and wage payments Deduction for provident or pension funds
	<a href="#">Part III: Terms and Conditions of Continued Employment (Hours of Work)</a>	Duration of working week Weekly rest Maximum ordinary work day Split shifts and occasional shifts Meal intervals Overtime Prohibition of work on public holidays Pay for public holidays for daily paid workers Employees who perform night work Reasonable alternative for discontinuing night work
<a href="#">Minimum Wage Order</a>		On October 01, 2024, the GOSL effected into law a minimum livable wage of EC\$1,131 per month or EC\$6.52 per hour.

Project workers will be paid in accordance with the labor laws of Saint Lucia, and labor management procedures will be fully aligned to all relevant legislation.

**Overview of Labor Legislation: Occupational Health and Safety**

Whilst the OECS SKIP does not include the completion of any new construction, the Project will finance minor renovation and rehabilitation to TVET laboratories and workshops at beneficiary institutions. As such, provisions for occupational health and safety within the Labour Act (Revised 2022) of the Government of Saint Lucia are relevant. The relevant Divisions of Saint Lucia’s Labour Act (Revised 2022), as summarily presented in Table 5 below, will be adhered to in the conduct of Project activities:



Table 5: Overview of Relevant Labour Laws in Saint Lucia – Occupational Health and Safety

Legislation	Part	Divisions
<p><b>1. <a href="#">Labour Act (Revised 2022)</a></b></p>	<p>Part IV: Occupational Health and Safety</p>	<p><b>Division 1: Registration and Requirements of Industrial Establishments</b></p> <p>Delineates regulations regarding use of machines; required protective clothing and devices; safe and conducive working environments; contravention of safety; dangerous fumes and dust or other impurities; disposal of wastes; noise pollution; administration of first aid where required; medical examinations; certification for fire safety; and safety provisions in case of fire or other relevant emergencies.</p>
		<p><b>Division 2. Hazardous Chemicals, Physical Agents and Biological Agents</b></p> <p>Legislates prohibition of certain chemicals, requirements for notice of new chemicals or biological agents, requirements for inventory of chemicals and physical agents, labeling of chemicals, availability of inventory list on request by relevant authority/personnel, requirements for assessment of chemicals, information from manufacturers, and capacity development. (<a href="https://attorneygeneralchambers.com/laws-of-saint-lucia/labour-act/section-236">https://attorneygeneralchambers.com/laws-of-saint-lucia/labour-act/section-236</a>).</p>
		<p><b>Division 3. Notification of Accidents and Occupational Diseases</b></p> <p>Legislates the provision of notice of accidents, notification of occupational diseases and other diseases, and inquest in case of death.</p>
		<p><b>Division 4. Duties of Employers, Workers and Other Persons</b></p> <p>Legislates the general duties of employers, duty to pregnant workers, duties of employees, duties of owners at construction sites, duties of suppliers, requirements for reports and records, and applicable health and safety conditions for employee refusal to work.</p>

In accordance with the above, it is expected that Contractors at TVET laboratory and workshop rehabilitation sites will comply with Saint Lucia’s Labour Act (Revised 2022) and ensure that the following mechanisms are in place:

1. measures and procedures prescribed by the Act and Regulations to the Act are implemented and upheld by contractors and their employees on all construction sites.
2. the safety and health of employees on the construction site are protected such that a safe and healthy working environment is provided and maintained as far as is reasonably practicable.
3. where applicable, contractors maintain accurate records of the handling, storage, use and disposal of chemicals, physical agents or biological agents in the manner as prescribed by the Act.
4. employees are provided with occupational health and safety training relevant to the safe and proper discharge of their duties.

#### Responsible Staff

The Project Manager of the OECS SKIP, in conjunction with relevant personnel within the Department of Education, will be responsible for:

- engagement and management of project workers.
- the engagement and management of consultants/sub-consultants.
- engagement and management of contractors/subcontractors.
- maintenance of occupational health and safety within the project environment.
- training of project workers.
- addressing worker grievances.

#### Policies and Procedures

Contractors, sub-contractors, and the PIU of the OECS SKIP, under the auspices of the Ministry of Education (MOE) will ensure the following structures are implemented and enforced:

1. Compliance with all relevant [OHS](#) legislation of Saint Lucia and the World Bank's ESHG.
2. Integration of OHS requirements in bidding documents and contract documents, including consultant Terms of Reference.
3. Compliance with the Environmental and Social Framework (ESF) of the World Bank, including the Environment and Social Standard (ESS2) on Labor and Working Conditions.
4. Compliance with all relevant Environmental and Social Safeguards of the World Bank.
5. Zero tolerance for discrimination and harassment within the work place.
6. Zero tolerance for gender discrimination.
7. Greater equity in pay distribution or reduction in gender pay gaps.
8. Prevention of avoidable injury and ill health of project workers in the discharge of their duties.
9. Establishment and continuous improvement of Safety Systems.
10. Management and mitigation of adverse environmental and social impacts.
11. Prevention of use of faulty equipment or sub-standard equipment. Any identified risk will be addressed in accordance with provisions within the Saint Lucia Labour Code utilizing the

various Divisions of the Code as outlined in previous sections, and consistent with the World Bank's Environmental and Social Standards.

12. Zero tolerance for [sexual harassment, gender-based violence \(GBV\), sexual exploitation and abuse \(SEA\) \( see below\)](#).
13. Employment of project workers will be based on the principles of equal opportunity and fair treatment. There will be no discrimination in the recruitment process, compensation, working conditions and terms of employment.
14. Provision of relevant training to direct workers on World Bank and GOSL OHS measures to be implemented and maintained under the OECS SKIP.
15. Continuous sensitisation and active integration of the LMP in the operations of the PIU.

The PIU, contractors and sub-contractors shall all apply the following guidelines when dealing with workers:

- There will be no discrimination with respect to any aspects of the employment relationship, including but not limited to: recruitment and hiring; compensation (including wages and benefits; working conditions and terms of employment; capacity development; job assignment; promotion; termination of employment or retirement; or disciplinary practices.
- Harassment, intimidation and/or exploitation will be prevented or addressed appropriately and in accordance with [regulations and processes](#) within the purview of Saint Lucia's Department of Gender Relations.
- Special measures of protection and assistance to remedy discrimination or selection for a particular job will not be deemed as discrimination.
- [Vulnerable project workers](#) will be provided with special protection.
- The MOE and contractors will provide job / employment contracts with clear terms and conditions including rights related to hours of work, wages, overtime, compensation and benefits, annual holiday and sick leave, maternity leave and family leave. [Code of Conduct](#) included in this LMP will be applicable for all project workers.
- The PIU will ensure compliance with the Code of Conduct including providing briefings/awareness raising on the Code.
- The PIU and contractors will ensure compliance with [occupational health and safety procedures](#) including that the workers are properly trained in application of the standards that are relevant to the work.

- The PIU and retained contractors/sub-contractors will ensure no person under the age of 18 shall be employed. Age verification of all workers shall be required of all contractors and sub-contractors.
- The PIU will recruit contractors/sub-contractors and labor locally, in so far as is feasible, or to the extent that they are available.
- Workers shall be recruited voluntarily, and no worker is forced or coerced into work. The PIU shall notify workers of Saint Lucia's Labour Act 2022 ([Part II, Section 6](#)) and the Project's [Worker's Grievance Mechanism](#). Any evidence of forced labor will be drawn to the attention of the Labour Department for action/intervention.
- All workers will be made aware of the [Worker's Grievance Mechanism](#) to raise work related grievances, including any sensitive and serious grievances on SEA/SH.
- The PIU will supervise and monitor to ensure compliance with the above requirements.

## Code of Conduct

The PIU will supervise and monitor to ensure contractor and staff compliance with the Code of Conduct (CoC), and shall also review and update the CoC, as necessary and as project site(s)/activities(s) evolve. The CoC is as follows:

- women, children (persons under the age of 18), and men shall be treated with respect regardless of ethnicity, language, religion, political or other opinion, national, social origin, citizenship status, property, disability, birth or other status.
- language or behavior that is harassing, abusive, sexually provocative, demeaning or culturally inappropriate shall not be used in addressing women, children or men.
- Contractors, sub-contractors and PIU staff shall not engage in any form of sexual activity with community members or project beneficiaries.
- Contractors, sub-contractors and PIU staff shall not engage in sexual favors, nor require that any project beneficiary or community member engage in sexual favors, or other forms of humiliating, degrading or exploitative behavior.
- Contractors, sub-contractors and PIU staff shall not engage in any activity that will constitute payment for sex with any project beneficiary or community member.

- Contractors, sub-contractors and PIU staff shall report through the Worker GM suspected or actual incidents of gender-based violence, SEA/SH.

## Occupational Health and Safety (OHS) Procedures

The objective of the OHS procedure is to achieve and maintain a healthy and safe work environment for all project workers and the host community. The PIU shall review and update the OHS procedures, as necessary and as project site(s)/activities(s) evolve. The procedures are as follows:

- In the procurement process for contractors, the PIU shall avail the ESCOP and ESMP (if required) to the aspiring contractors to facilitate the inclusion of budgetary requirements for OHS measures in the respective bids of contractors.
- Contractors shall develop and maintain an OHS management system that is consistent with the scope of work, which must include measures and procedures to satisfy [local legislation](#) and the [World Bank Group EHS Guidelines](#). The management system must be consistent with the duration of the contract and this LMP.
- Contractors shall conduct workplace hazards identification and adopt all applicable E&S risk mitigation measures in accordance with local legislation requirements and WBG EHS Guidelines.
- Contractors shall designate a responsible person to oversee OHS related issues at a project site and define OHS roles and responsibilities for task leaders and contract managers.
- Contractors shall put in place processes for workers to:
  - (i) report work situations that they believe are not safe or healthy.
  - (ii) extract themselves from a work situation which they have reasonable justification to believe presents an imminent and serious danger to their life or health, without fear of retaliation.
- Contractors shall implement preventive and protective measures, including but not limited to:
  - (i) modification, substitution, or elimination of hazardous conditions or substances informed by assessment and plan.
  - (ii) Where applicable, provision of PPEs required for work at no cost to workers.

- Contractors shall assess workers' exposure to hazardous agents (noise, vibration, heat, vapors, chemicals, airborne contaminants etc.) and adopt adequate control measures in accordance with local regulations and WB EHS Guidelines.
- Contractors shall provide facilities appropriate to the circumstances of the work, including access to canteens, hygiene facilities, and appropriate areas for rest. Where accommodation services are provided to project workers, policies will be put in place and implemented on the management and quality of accommodation to protect and promote the health, safety, and well-being of all project workers, and provide access to or provision of services that accommodate relevant physical, social and cultural needs.
- Contractors shall provide appropriate training/induction of project workers and maintenance of training records on OHS subjects.
- Contractors shall document and report on occupational incidents, diseases and incidents as per the guidance in the POM, and as per local legislation requirements and WBG EHS Guidelines.
- Contractors shall provide emergency prevention, preparedness and response arrangements to emergency situations, including but not limited to, workplace accidents, workplace illnesses, flooding, fire outbreak, disease outbreak, labor unrest and security.
- Contractors shall provide remedies for adverse impacts such as occupational injuries, deaths, disability and disease in accordance with local legislation requirements and good international industry practices.
- Contractors shall maintain proper record for activities related to the safety, health and environmental management of project sites/activities for inspection by the PIU, the World Bank, or relevant local government agency.

### Contractor Management Procedures

The objective of this procedure is to ensure that the PIU has contractual power to administer oversight and action against contractors for non-compliance with the LMP. The PIU shall review and update the contract management procedures (CMP), as necessary and as project site(s)/activities(s) evolve. The procedures are as follows:

- The PIU shall make available relevant documentation to inform the contractor of requirements for effective implementation of the LMP.

- The PIU shall include provisions of the ESCOPs, LMP and other relevant documents into the specification section of the bidding documents. Contractors shall be required to comply with these specifications.
- Contractors shall ensure worker awareness of the Code and Conduct, and worker compliance with the CoC.
- Contractors shall demonstrate and maintain OHS and Emergency Preparedness procedures.
- The PIU shall monitor contractors' E&S performance during regular site visits utilising contractor reporting or external monitoring/supervision consultants where available. Where appropriate, the PIU may withhold contractor's payment or apply other contractual remedies as appropriate until corrective action(s) is/are implemented on significant non-compliance with the LMP, such as failure to notify the PIU of incidents and accidents.

## Age of Employment

The International Labour Organisation (ILO) states that whether or not particular forms of “work” can be considered “child labour” depends on the child’s age, the type of work performed, the hours of work involved, the conditions under which the work is performed, and the objectives pursued by individual countries. The perspective varies from country to country, as well as among sectors within countries<sup>2</sup>.

*Division 9* of Saint Lucia’s Labour Act (No. 37 of 2006) speaks to the “Employment of children and young persons”. The Clause dictates that “.....a person shall not employ or allow to be employed any child who is under the minimum school leaving age<sup>3</sup> as declared by any law in force in Saint Lucia except for employment during school holidays in light work”.

In considering the matter of child labour, the ILO delineates that not all work done by children may be red flagged or classified as child labour. The ILO explains that the participation of children or adolescents above the minimum age for admission to employment in work activities that do not adversely affect their health and personal development, or interfere with their schooling, is generally considered to be positive. Such activities may include assisting in a family business or earning pocket money outside school hours and during school holidays. The ILO reiterates that such activities contribute to the development of children and the overall welfare of their families. Participation of children in such activities also provide them with skills and experience which assist in preparing them to be productive members of society<sup>4</sup>.

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<sup>2</sup> <https://www.ilo.org/international-programme-elimination-child-labour-ipecc/what-child-labour>

<sup>3</sup> According to Saint Lucia’s Education Act (Rev. 2005), the minimum school leaving age is 15.

<sup>4</sup> <https://www.ilo.org/international-programme-elimination-child-labour-ipecc/what-child-labour>

Bearing this in mind, the ILO characterises “child labour” as work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development. It refers to work that:

- is mentally, physically, socially or morally dangerous and harmful to children<sup>5</sup> and/or
- interferes with their schooling by depriving them of the opportunity to attend school; obliges them to leave school prematurely; or requires them to attempt to combine school attendance with excessively long hours of heavy work<sup>6</sup>.

The World Bank’s ESS2 – Labour and Working Conditions, refers to child labour as work done by a child under or over the minimum age (age of 14 unless the national law of a territory specifies a higher age) and under the age of 18 that is likely to be hazardous or interfere with the child’s education or be harmful to the child’s health or physical, mental, spiritual, moral or social development.

Bearing the aforementioned in mind, policies to be enforced under the OECS SKIP are as follows:

1. The minimum age for employment on this Project is eighteen (18) years.
2. Government issued Identification Cards or passports must be used to verify the age of all project workers.
3. Should a consultant or contractor under the OECS SKIP employ an individual under the age of 18, this will serve as a breach of contract. In such circumstance the PIU is to act in accordance with Section 127 of Division 9 of Saint Lucia’s Labour Act (Revised 2022) which reads, “Any employer who contravenes sections 122, 123 or 124 commits an offence and is liable on summary conviction to a fine not exceeding *ten thousand dollars* or to imprisonment for a term of two years or both. The consultant’s contract is to be terminated immediately and reported to the relevant authorities.
4. Light work and personally beneficial summer internships may be considered for children beneath the age of 18, but above the minimum school leaving age.

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<sup>5</sup> Examples of hazardous work activities prohibited for children include work: (a) with exposure to physical, psychological or sexual abuse; (b) underground, underwater, working at heights or in confined spaces; (c) with dangerous machinery, equipment or tools, or involving handling or transport of heavy loads; (d) in unhealthy environments exposing children to hazardous substances, agents, or processes, or to temperatures, noise or vibration damaging to health; or (e) under difficult conditions such as work for long hours, during the night or in confinement on the premises of the employer.

<sup>6</sup> <https://www.ilo.org/international-programme-elimination-child-labour-ipec/what-child-labour>



## Terms and Conditions

### Wages

Wages under the OECS SKIP will be in accordance with the stipulations of Saint Lucia's Labor Act (Revised 2022) and Saint Lucia's recently implemented Minimum Wage Law. In reference to minor rehabilitation works at beneficiary institutions under the OECS SKIP, a Contractor shall pay workers the minimum wage or the appropriate prevailing wage, whichever is higher, comply with all legal requirements on wages, and provide any fringe benefits required by law or contract.

### Hours of Work

General working hours under the OECS SKIP will range from 8:00 AM to 5:00 PM. As it pertains to proposed rehabilitation works under the project, Contractors shall not require employees to perform duties beyond the regular and overtime hours authorized under the labour laws of Saint Lucia. Subsections (2) and 3) of the Saint Lucia Labour Act (Revised 2022) states that, "an employer shall not require any employee to work for more than forty (40) hours during any week, excluding overtime". All overtime work shall be consensual, and payment fair and non-discriminatory. Contractors shall not request overtime of employees on a regular basis and shall compensate all overtime work at a premium rate, in accordance with the labour laws of Saint Lucia. Contractors and the PIU shall make adequate provision for leave periods for employees as follows, and where applicable: annual holidays, sick leave, maternity leave, vacation/casual leave and bereavement leave.

### Collective Agreements

There are no collective agreements relevant to the OECS SKIP. Contractors shall, however, recognise and respect the right of employees to representation, freedom of association and collective bargaining.

### Unfair Dismissal and Discrimination

The Saint Lucia Labour Act (Revised 2022) states that an employer shall not dismiss or threaten to dismiss an employee, discipline or suspend or threaten to discipline or suspend an employee, nor impose any penalty upon an employee in a discriminatory manner. Also mandated is that an employer shall not intimidate or coerce an employee in any way.

The Saint Lucia Labour Act (Revised 2022) also delineates that employees shall not be discriminated against based upon race, sex, religion, colour, ethnic origin, social origin, political opinion or affiliation, disability, serious family responsibility, pregnancy, marital status, HIV/AIDS or other medical conditions, trade union affiliation, or age except for purposes of retirement and restrictions on work and employment of minors or for the protection of children and young persons. Paragraph 285 of the Act adds that, "without prejudice to the provisions under this Division, an employer shall not refuse to employ a person, demote or dismiss a female

employee, alter the terms and conditions of her contract of employment, refuse her promotion or training or in other way discriminate against her because she is or was pregnant or for any reason connected with pregnancy”.

All of the above requirements will be complied with under the OECS SKIP in the contractual process and overall project activities.

## **THE GRIEVANCE REDRESS MECHANISM**

### **Core Objective**

The main objective of this GRM is to facilitate prompt, effective and efficient resolution of stakeholder complaints and grievances such that all affected parties are satisfied with the outcome.

### **Overview**

This Grievance Redress Mechanism (GRM) is prepared in accordance with the World Bank’s Environmental and Social Framework (ESS10- Stakeholder Engagement). The GRM is a means for affected parties to submit complaints, where it is perceived that the OECS SKIP has or is likely to render an adverse effect(s) on them as individuals, the community and/or surrounding environments. Through the GRM Project affected parties or general members of the public have the freedom to express concerns, raise issues and seek satisfactory resolution to grievances relevant to Project activities. This mechanism allows for the minimisation of reputational risk and financial risk(s) via early identification and resolution of problems by the PIU. Labour disputes may arise due to:

- disciplinary action
- individual grievances
- collective grievances and negotiation of collective grievances
- gender-based violence (GBV), sexual exploitation (SE) and workplace sexual harassment (SH)
- unsanitary or unsafe working conditions
- discrimination
- unfair wages or dismissal

In the interest of maintaining a safe and collaborative work environment, grievance mechanisms are implemented, in accordance with Saint Lucia Labour Act (Revised 2022), to mitigate such disputes and/or resolve them as expeditiously as is feasible. It is also vital that a Grievance Redress Committee (GRC) be installed to evaluate and mediate grievances that are significant and present high risk to the Project.

As a risk mitigation strategy, and as part of the contractual process, direct workers, Consultants, Contractors or Suppliers will be briefed on applicable laws of the land, on acceptable and unacceptable conduct and the avenues available for redress.

Grievances can be submitted anonymously. In such circumstances, pseudonyms may be provided for the aggrieved party. Whereas supporting evidence regarding the complaint is not necessary, complainants will be advised that relevant evidence will prove helpful in reviewing and resolving a complaint. Complainants will also be encouraged to propose suggestions on how a perceived grievance may be resolved satisfactorily. All complaints will be treated with confidentiality such that the Grievance Redress Mechanism (GRM) will not disclose details which are likely to reveal the identity of complainants without their consent.

This GRM extends to all direct workers and contracted workers (and, where applicable, their organizations). On employment, all direct and contracted workers will be informed that the Project’s grievance mechanism is implemented to protect them against any reprisal or victimisation. Whilst the GRM will be easily accessible to all workers, it does not preclude their access to other judicial procedures which may be available under the laws of Saint Lucia. This includes arbitration, mediation, general court proceedings, or terms binding within existing collective agreements. The GRM facilitates an appeals process for complainants who are not satisfied with the proposed resolution to a lodged complaint. Where all avenues have been explored to resolve a complaint objectively and ethically and the complainant remains dissatisfied, it is incumbent on the PIU to advise such parties of the right to legal recourse. The GRM of contractors will be linked to the Project level GRM and will be monitored regularly.

### Grievances Levels and Accountability Measures

Complaints or grievances under the OECS SKIP will be categorised into three (3) levels. These are presented in Table 6 below:

Table 6: Grievance Risk Levels

Grievance Level	Risk	Examples	Responsibility
Level 1	Low	Wage dispute, hours of work, minor unsafe working conditions, etc.	PIU Manager
Level 2	Medium	Minor work-related injuries, health risks, moderately unsafe working conditions, discrimination, disciplinary action	Permanent Secretary (PS) Education
Level 3	High	Major work-related injuries, major GBV, SE, SH, fraud accusations, etc.	Grievance Committee

Grievances against the project manager are to be reported directly to the PS. Where required, the PS may then mobilise the intervention of the GRC.

### Grievance Reporting Channels

Grievances can be lodged in person, via telephone call or writing (this may include: WhatsApp messaging, postal mail, or email). A dedicated email address and telephone number are provided in the table below for all grievances. All grievances received will be recorded in a Grievance Office Log (**Appendix 1: Grievance Office Log**). All complainants will be encouraged to submit their complaint via a Complainant Form which will be available at the PIU’s office and/or on the PIU’s website/social media page(s) (**Appendix 2 (a): Complainant Form**). The Grievance Redress Mechanism will be disseminated through e-brochures. Training sessions will also be available to personnel upon hiring.

Completed grievance forms may be submitted via the reporting channels presented in Table 7 below:

Table 7: Grievance Reporting Channels

<b>Channels</b>	<b>Details</b>
<b>FORMAL</b>	
1. Email	Stakeholder grievances may be submitted to: <a href="mailto:grievances.oecsskip@learning.edu.lc">grievances.oecsskip@learning.edu.lc</a> . In the interest of confidentiality, this email address will be accessed solely by the E&S Specialist/Administrative Secretary <sup>7</sup> to the PIU and the Project Manager. An email acknowledging receipt of a complaint will be issued by the E&S Specialist/Administrative Secretary to the PIU.
2. Postal mail	Stakeholders may submit completed grievance forms via the post. Envelopes should be addressed to:  Administrative Secretary OECS SKIP 2 <sup>nd</sup> Floor Hasache Complex Goodlands, Castries SAINT LUCIA.
3. In person	Complainants can visit the PIU office of the OECS SKIP to complete and submit a grievance form. The PIU’s address is as follows:  2 <sup>nd</sup> Floor Hasache Complex Goodlands, Castries

<sup>7</sup> E&S Specialist/Administrative Secretary: Inserted given E&S Specialist is to be a part time employee and tenure may not extend over life of the Project. The AS therefore serves as a proxy to the E&S Specialist.

Channels	Details
	SAINT LUCIA.
<b>INFORMAL</b>	
1. WhatsApp	A complainant may submit a completed and signed PDF version of a complaint via WhatsApp messaging (mobile number 1758 730-0196). A notification of receipt of a complaint will be issued by the Administrative Secretary to the PIU via WhatsApp and Email.
2. Telephone call	A complainant may call the following numbers to informally register concerns: <b>landline:</b> 1758 468-3257 <b>mobile:</b> 1758 730-0196  The Administrative Secretary will subsequently direct the complainant to complete and formally submit a signed grievance form via email, postal mail or in person. The complainant will also be notified that a completed and signed PDF version of a complaint may be submitted as an attachment via WhatsApp (1758 730-0196).

All grievances received by the PIU will be registered by the Administrative Secretary/E&S Specialist in a Grievance Office Log. The Environmental & Social Specialist (E&S Specialist) assigned to the PIU will initially brief all staff, the Regional Steering Committee, consultants, staff of the implementing Ministries, and Project-affected parties on the PIU’s GRM.

The briefing will explain the procedures and formats to be used and reporting processes. Awareness campaigns will be conducted targeting stakeholders to educate relevant parties on the mechanism's availability. Various mediums will be used. The SEP containing the GRM will be published on the Ministries of Education, the PIU’s website or social media page(s) – once established, and the World Bank’s public website. The GRM will be communicated in local languages (Saint Lucian Creole) where need arises.

**Capacity Development**

PIU staff will be trained by the E&S Specialist and/or other suitable personnel to respond to complainants professionally, with particular attention to irate complainants. PIU staff will also be trained to assist persons with completing a grievance form. At the end of each business day, and where complaints are received, the Administrative Secretary will submit to the Project Manager, for action, the Grievance Office Log and completed grievance forms. Where the Administrative Secretary/E&S Specialist determine that a grievance presents high risk to the PIU, the matter will be drawn immediately to the Project Manager’s attention for action. PIU staff will be trained on the classifications for grievances ([Table 6: Grievance Risk Levels](#)).

# The Grievance Redress Mechanism Process Flow

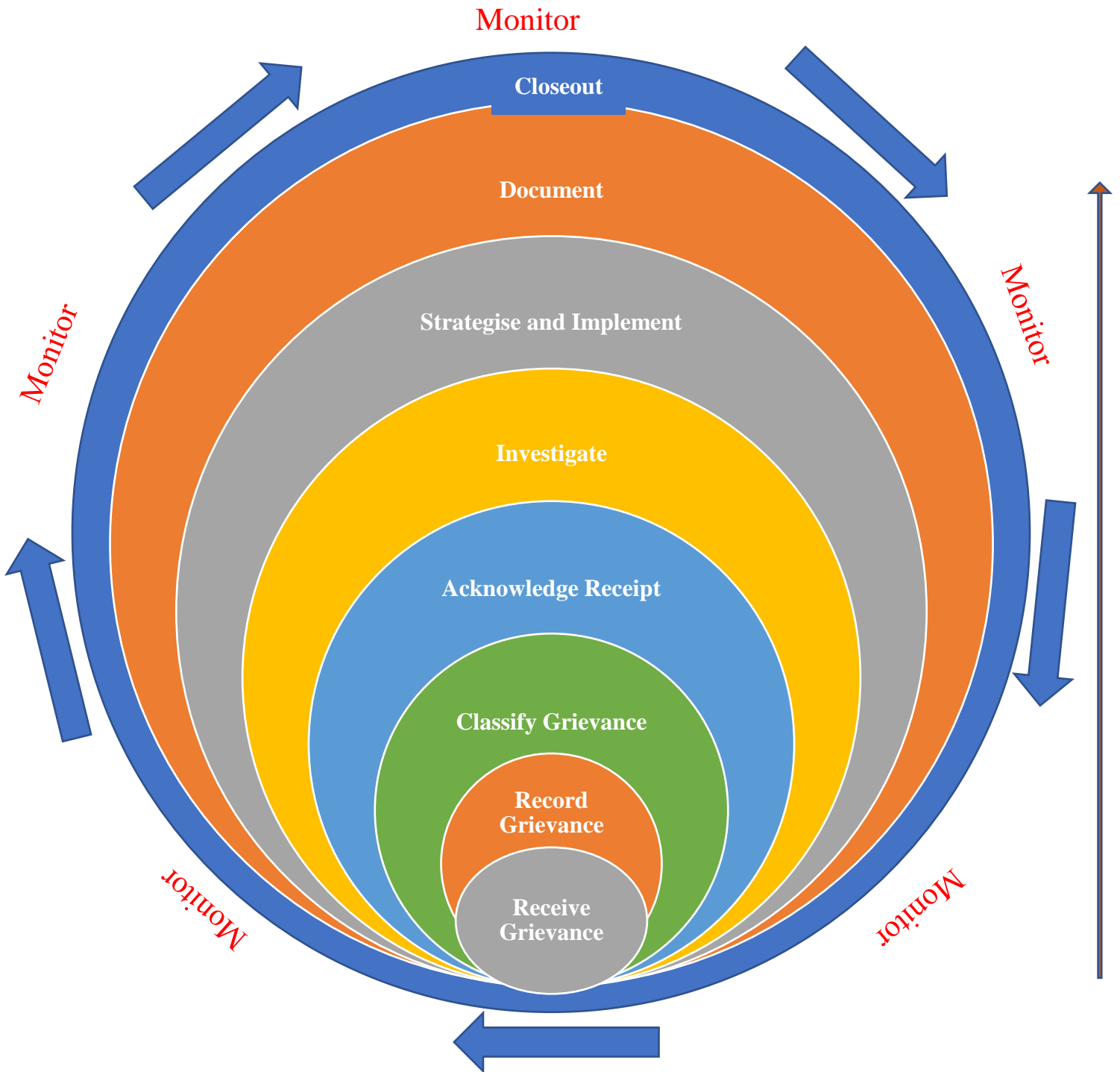


Figure 1: Grievance Mechanism Process Flow Chart

Table 8: Description of Grievance Process

Step	Action item	Description
I	Receive Grievance	<p>The PIU, through the Administrative Secretary/E&amp;S Specialist, will receive a complaint or advise complainants on the appropriate procedure for filing a complaint (<a href="#">Appendix 2 (a): Complainant Form</a>). All grievances will be recorded in a general Grievance Office Log. (<a href="#">Appendix 1: Grievance Office Log</a>)</p> <p>In circumstances where a stakeholder’s grievance lies directly with the Project Manager, the Administrative Secretary/E&amp;S Specialist will direct the stakeholder to submit their complaint to the office of the Permanent Secretary to the Ministry of Education. (<a href="#">Appendix 2 (a)</a>)</p>
II	Record Grievance	<p>Grievances will be registered in the Grievance Office Log (Appendix 1). All updates and information related to the management and resolution of the grievance will be recorded in this log. Grievances will also be recorded in a Grievance Acknowledgement Form (<a href="#">Appendix 3</a>).</p>
III	Classify Grievance	<p>In registering the grievance in the Grievance Office Log, the Administrative Secretary will classify grievances in accordance with the level of risk/threat posed by the grievance (<a href="#">Appendix 5A: Incident and Risk Classification Guide</a>).</p> <p>Grievances classified as <b>Level 1</b>, will be addressed by the Project Manager. <b>Level 2</b> grievances will be escalated by the Project Manager to the Permanent Secretary to the Ministry of Education. Grievances classified as <b>Level 3</b>, will be escalated to the Grievance Committee, and where necessary to the World Bank team (<a href="#">Appendix 2 (b): World Bank Incident Form</a>), for action or intervention.</p> <p>Grievances at Levels 2 and 3, will be drawn to the immediate attention of the Project Manager by the Administrative Secretary/Environmental &amp; Social Specialist (E&amp;S Specialist).</p> <p>Where a grievance is specific to the Project Manager, the Project Manager will recuse herself or himself from the complaint, and have the matter turned over to the office of the Permanent Secretary to the Ministry of Education by the Administrative Secretary/E&amp;S Specialist.</p>

Step	Action item	Description
IV	Acknowledge Receipt	The Administrative Secretary/E&S Specialist will issue in writing (via email) an acknowledgment of receipt of a grievance ( <b>Appendix 3: Grievance Acknowledgement Form</b> ). This is to be issued within five (5) working days of receipt of a complaint.
V	Investigate	<p>Levels 2 and 3 complaints may require an investigation into the matter. Where commissioned by the Project Manager or Permanent Secretary to the Ministry of Education, the Project Manager, E&amp;S Specialist, other relevant PIU and/or MOE staff, or Grievance Committee will conduct investigations into the submitted grievance. This should occur within <b>10-15 working days</b> of receipt of a complaint. Level 3 or high risk complaints may require a maximum of <b>15-30 working days</b> for completion of an investigation.</p> <p>The investigation may require the Project Manager, relevant PIU and/or MOE staff, or Grievance Committee members to conduct site visits and liaise with the complainant(s), where the complainant(s) has not opted to be anonymous. All consultations and discussions will be documented by the Administrative Secretary during the investigative process (<b>Appendix 7: Grievances Redress Meeting Notes Form</b>).</p> <p>Information gathered during the investigation will be analyzed by the relevant personnel and will assist in determining the optimal approach to resolving the grievance.</p>
VI	Strategise and Implement	<p>The Project Manager, E&amp;S Specialist, other relevant PIU and/or MOE staff, or Grievance Committee will formulate a strategy or action plan for resolving a complaint and implement this strategy (<b>Appendix 6: Corrective Action Plan</b>).</p> <p>The Complainant will be informed in writing of the measures taken to address the grievance. The complainant will be invited to provide feedback as to whether the given redress and outcomes are accepted/rejected/whether additional follow-up is required. (<b>Appendix 8: Results of Grievance Redress</b>).</p>
VII	Document	The PIU, through the Administrative Secretary/E&S Specialist, will document the outcome(s) of the grievance process, the redress applied, and the complainant's level of satisfaction with the selected response strategy and the



Step	Action item	Description
		<p>overall resolution of the complaint (<b>Appendix 1: Grievance Office Log; Appendix 8: Results of Grievance Redress</b>).</p> <p>To ensure confidentiality and the integrity of the grievance process, all records under the Grievance Redress Mechanism (including the grievance office log, complainant forms, reports, investigation notes, meeting notes or minutes of meetings) will be securely filed. Hard copy documents will be filed in a security enabled filing cabinet. Keys to this cabinet will be available to solely the Administrative Secretary and the Project Manager. All hard copy grievance documents will be scanned by the Administrative Secretary and filed in a password protected grievance filing system on the Z-Drive of the OECS SKIP. Access will be limited to solely the Administrative Secretary and the Project Manager.</p> <p>The Project Manager/E&amp;S Specialist will prepare an overall monthly report on grievances received. This is inclusive of the number of grievances, the strategies employed to resolve the grievance(s) and general outcomes of the grievance process. This report will be available for submission to the World Bank, upon request or as per the Project's reporting schedule and requirements.</p>
<b>VIII</b>	Closeout	<p>The Project Manager will <b>continuously</b> monitor the outcome(s) of the grievance process with a view towards ensuring that the matter is resolved expeditiously and satisfactorily.</p> <p>Where a complainant is satisfied that the matter is resolved, the PIU can proceed with recording the matter in the Grievance Office Log as closed out or resolved.</p> <p>In circumstances where a grievance proves irreconcilable the MOE, on the advice of the Grievance Committee, will refer the matter to the World Bank for its intervention. The World Bank's decision on the matter will hold as the final tier of OECS SKIP's internal grievance redress mechanism.</p>

## Membership of the Grievance Redress Committee

In the absence of a resolution at the level of the PIU, the Grievance will be elevated to Tier 2, the Grievance Redress Committee (GRC) for deliberation. The GRC will consist of a minimum of five (5) members:

Table 9: Membership of the Grievance Redress Committee

No.	Member	Note
1.	Project Manager	PIU representative – where the PM is not the subject of the investigation.
2.	E&S Specialist	PIU representative and secretary of the GRC. The PIU’s Administrative Secretary may serve as a proxy to the E&S Specialist in his/her capacity as recording secretary to the GRC.
3.	MOE Permanent Secretary (or proxy)	Chair of the GRC
4.	GOSL/public sector agency Representative	May include: Ministry of the Public Service, Home Affairs, Labour and Gender Affairs or Ministry of Justice and National Security or other Government Ministry, Department or Agency <sup>8</sup>
5.	Representative of the complainant.	The complainant may opt to represent him/herself.

A quorum of three (3) members is required for the mobilisation of the GRC.

## GRM Authority

This is a Project specific GRM intended to resolve concerns of project-affected stakeholders. It is not intended to bypass the GOSL’s own redress process. It is intended to address affected parties’ concerns and complaints promptly, ensure that the GRM is accessible to all affected parties and is scaled to the relevant risks and impacts of the Project. In conducting consultations/GRM procedures, the PIU will be guided by the World Bank’s ESS10 Grievance checklist.

<sup>8</sup> This representative will be selected based on the nature of the complaint or grievance.

## Appeals

A complainant will be notified of his or her right to appeal against the outcome of a grievance procedure. Should the complainant or the PIU not be satisfied with the ruling by the Grievance Committee or the World Bank, redress may be sought in the courts of Saint Lucia.

## World Bank Grievance Redress Services

Communities and individuals who perceive that they are adversely affected by a World Bank (WB) financed project under preparation, active, or has been closed for less than 15 months may:

1. submit complaints via project-level grievance redress mechanisms under the OECS SKIP  
  
**or**
2. the World Bank's Grievance Redress Service (GRS). For guidance on how to submit complaints to the World Bank's Corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>

The World Bank's complaint form is accessible via: <https://wbgemsgrs.powerappsportals.com/en-US/new-complaint/>. To file a Complaint with a Request for Inspection by the World Bank of project activities under a World Bank financed project, please visit: [www.inspectionpanel.org](http://www.inspectionpanel.org).

## ADDRESSING GENDER-BASED (GBV) VIOLENCE

GBV, SEA/SH appears to be an area of concern for international agencies, hence provisioning for it in this document. It is also noted within the PAD that "the Project will contribute to Policy Commitment 6 of the Gender and Development Special Theme by implementing gender-based violence (GBV) prevention and response protocols". Whereas this is specific to fostering safe and inclusive educational institutions under the OECS SKIP, it is noted that repairs may occur during operational hours of the beneficiary institutions. This presents opportunity for the given risk areas. It is therefore prudent that procedures and protocols speak to this.

Saint Lucia's Department of Gender Relations is the government agency responsible for capacity development in the management of cases associated with Gender Based Violence (GBV), and the coordination of the relevant protections and interventions for victims of GBV. Should any grievance regarding GBV be submitted to the OECS SKIP via the PIU's GRM, the PIU will action the [GBV Referral Pathway](#) (**Appendix 9**) as formulated by the Department of Gender Relations to guide institutions and adversely affected persons on the reporting mechanisms and supports in place for survivors. The PIU will also solicit active guidance from the Director of the Department

of Gender Relations on the matter, and the affected party or parties referred to the Department of Gender Relations for continued support or interventions – on receipt of consent from the aggrieved.

All GBV-related incidences reported through the PIU's GRM, will be managed appropriately by the PIU's E&S Specialist ensuring confidentiality regarding the incident and the affected party's information. Whereas it is expected that the contracted E&S Specialist should possess training or experience in the management of GBV matter, should this not be the case, the Project Manager will solicit guidance and capacity development training from the GOSL's Director, Department of Gender Relations.

The GRM will, as a matter of protocol regarding a GBV complaint, require record of solely the following details:

- The nature of the complaint - as presented verbatim by the complainant or survivor, without questioning.
- Whether to the best of a survivor's knowledge the perpetrator in question is or was associated with a World Bank (WB) financed project under preparation, active, or that has been closed for less than 15 months.
- If possible, the age and sex of the survivor.
- Whether the survivor was referred to a GBV service provider.

Any cases of GBV presented via the Project's GRM will be documented confidentially. GBV files on record will be sealed, password protected, and accessible by solely the Project Manager. Given the sensitivities of the matter and the specialised and remedial interventions which may be required, the Project's GRM will serve to:

- Confidentially record GBV complaints.
- Refer complainants to the authorised GBV agency (Department of Gender Relations)
- Record the status and resolution of the complaint (where the matter is resolved).

In circumstances where the GBV complainant alleges that the perpetrator in question is the Project Manager or direct worker under the OECS SKIP, the complainant can submit his or her complaint directly to the Permanent Secretary to the Department of Education, the Grievance Committee, the Director of Gender Relations, or other staff within the purview of the Director of Gender Relations with whom the complainant feels comfortable airing his or her grievance(s).

## **CONSULTANT MANAGEMENT**

Consultants will be managed according to the terms and conditions binding upon both parties within the signed contract. The Project Manager will be responsible for providing general oversight over the execution of the terms of contract. The relevant technical staff within the PIU will be responsible for overseeing the day-to-day execution of contract deliverables as per the

Terms of Reference which forms part of the contract document. A copy of the Project's Grievance Redress Mechanism and any other approved documents guiding the conduct and oversight of workers will be made available to all workers employed on the OECS SKIP.

## **COMMUNITY WORKERS**

Whereas the PIU does not intend to make use of community workers under the OECS SKIP, should circumstances render this necessary to mobilise stakeholder participation in reference to project components or deliverables, the PIU is required to articulate clearly all terms of engagement. Expectations regarding the scope of work, hours of work, remuneration, required resources or supports, should be addressed, managed, documented, and fully clarified to all parties. It is the responsibility of the Project Manager to ensure that no project activities endanger the health and safety of any community worker engaged. Should such circumstances arise, the aggrieved party may activate the structures as presented within the Project's GRM mechanism.

## **PRIMARY SUPPLY WORKERS**

Primary supply workers are not expected to be used under the OECS SKIP. However, should a contractor subcontract the supply of materials and equipment under the OECS SKIP, the contractor will be required to maintain the same environmental health and safety terms and conditions and specifications in its subcontracting arrangements. This includes, but is not limited to: the prevention of the use of child labor, forced labour, GBV, SE, SEA, discrimination and safety issues which may impact primary suppliers.

**Appendix 1: Grievance Office Log**

<b>Project/Office:</b>	<b>Name of Grievance Log Officer:</b>
------------------------	---------------------------------------

									Grievance Monitoring and Evaluation						
					Complainant's Contact Details		Signatures		Complaint Status				Complainant Satisfaction with Resolution		
No.	Name	Alias (if applicable)	Date of Complaint	Complaint Classification	Telephone	Email	Log Officer	Complainant	Pending Review	Under Review	Retracted	Resolved	Satisfied	Indifferent	Satisfied

**Appendix 2 (a): Complainant Form**

*(To be completed by the Complainant)*

**Grievance Ref. No.:** GR\_XX/DD/MM/YR

<b>Complainant Information</b>	
Name:	
Address:	
Telephone:	
Email:	
<b>Complaint Details</b>	
Date of complaint filing:	
Location of Grievance:	
Grievance:	
Proposed resolution to the problem/grievance:	
Name of officer receiving the complaint:	
Signature of Complainant:	
Date:	
Signature of Receiving officer:	
Date:	

## Appendix 2 (b): World Bank Incident Form

### Part B: To be Completed by Borrower within 24 Hours

<https://docs.google.com/document/d/1B9uEL7jJUadPUB9vMZ4iDHRI3ANhF0VN/edit?usp=sharing&oid=102162920235521689961&rtpof=true&sd=true>

### Part C: To be Completed by Borrower (Following Investigation)

<https://docs.google.com/document/d/10CGc5YShnYgzIiMnhNs-rrbRuTdYc2cO/edit#heading=h.gjdgxs>

## Appendix 3: Grievance Acknowledgement Form

This form should be completed by a Social and Environmental Specialist or designate, upon receipt of a grievance. This is to assure the complainant that the issue has been received and that action will be taken towards a resolution.

Date of complaint (dd/mm/yyyy):	
Name of Complainant/Aggrieved:	
Grievance Reference Number:	
Summary of Grievance or Complaint:	
Date, venue and time of Proposed Grievance Redress Meeting:	
Follow up action requested of grievant:	Submission of documentary evidence <input type="checkbox"/>  Submission of name of representative to attend redress meeting <input type="checkbox"/>



	Nil: <input type="checkbox"/> Other ( <i>please specify</i> ):
Name of Project Staff Acknowledging Grievance:	
Signature:	Date:

**Appendix 4: Guidance on Reporting Incidents/Accidents by the PIU**

In case of incidents and accidents that are likely to have, a significant adverse effect on the environment, the affected communities, the public or workers, the PIU will notify the World Bank within 48 hours of learning of the event. An Incident Form ([Appendix 2 \(b\)](#)) is to be completed and submitted promptly to the Bank in a timeframe acceptable to the Bank and/or as requested. The PIU will provide relevant details about the incident or accident, including information provided by any contractor and supervisory entity, as appropriate, and immediate measures taken to address the situation.

At the Bank's request, a more detailed report on the incident may be submitted delineating outcomes of the investigation and lessons learnt. The application of Root Cause Analysis (RCA) techniques and tools should prove useful in the investigative process as this methodology allows for a comprehensive understanding of the key contributors to an incident/accident. The availability to such crucial data/information, should allow for the development of more effective response strategies as it pertains to the minimization or elimination of the risk incident/accident reoccurrence.

The core objective of the RCA is **prevention** and is to be carried out by personnel managing the site in question. Such personnel may include a consultant, contractor, subcontractor, etc. The RCA seeks to:

- a. **Determine what happened** by identifying and describing an incident / accident. Include photos.
  - i. What happened? Who was affected?
  - ii. Where and when did the incident/accident occur?
  - iii. What is the source(s) of the information? How did was the incident/accident discovered?
  - iv. Are the basic facts of the incident/accident clear and indisputable, or is there ambiguity and contradictions?
  - v. What were the prevailing circumstances under which the incident/accident occurred?
  - vi. Is the incident ongoing or is it contained?
  - vii. Is there loss of life or serious damage?

- viii. How severe or destructive was the incident/accident? (Appendix 3 - Incident and Risk Classification Guide)
- ix. What is the root cause of the incident/accident?
  - 1. Labor procedures
  - 2. Equipment and technology
  - 3. Organizational/systemic issues
  - 4. Human factors

**b. Document the incident/accident**, taking note of the following:

- i. Where available, the RCA should be based on existing country processes/procedures. In the absence of capacity within the PIU, consultants (national or international) may be recruited to undertake the RCA.
- ii. The Borrower (GOSL) is responsible for funding the preparation of the RCA from project funds or GOSL resources.
- iii. The RCA should be completed as soon as possible, ideally within 10 days of the incident/accident.
- iv. Findings of RCA will inform measures to be included in a Corrective Action Plan (CAP) (Appendix 4).
- v. Provide complete information about the incident/accident to the Borrower and the Bank and facilitate site visit(s).

**c. Identify immediate corrective measures**, follow-up actions (where required) and relevant deadlines. These additional follow-up actions may be inserted into the CAP with the aim of preventing similar incidents/accidents in the future.

**Appendix 5: Incident / Accident Reporting Sheet**

INCIDENT / ACCIDENT REPORT FORM			
EVENT IDENTIFICATION -INCIDENTS / ACCIDENTS			
Project name and ID:			
Name and ID of subproject:			
Event -Incident / Accident #:			
Date:		Time:	
<b>Place of occurrence:</b>			
<b>Consultant / Contractor:</b>			
<b>District/Constituency:</b>			
<b>Community:</b>			
<b>Incident / accident Information Source:</b>			
INCIDENT / ACCIDENT DESCRIPTION			
Event Severity Level	Weather condition	Scope of the event	Event relation to the Project
<input type="checkbox"/> Indicative	<input type="checkbox"/> Sunny	<input type="checkbox"/> Local	<input type="checkbox"/> Linked with the project
<input type="checkbox"/> Serious	<input type="checkbox"/> Cloudy	<input type="checkbox"/> Regional	<input type="checkbox"/> Not linked with the project
<input type="checkbox"/> Severe	<input type="checkbox"/> Rainy	<input type="checkbox"/> National	
	<input type="checkbox"/> Night	<input type="checkbox"/> International	
	<input type="checkbox"/> Other ( <i>explain</i> )		
Scope of the Incident / Accident			
<input type="checkbox"/> Environmental <input type="checkbox"/> Social <input type="checkbox"/> Occupational Health and Safety			
Detailed Description of the Incident / Accident Event			

<b>INCIDENT / ACCIDENT REPORT FORM</b>		
<b>RESPONSE ACTIONS FOR THE INCIDENT / Accident</b>		
<b>Status of resolution</b>	<b>Field Response Urgency</b>	
<input type="checkbox"/> Resolved	<input type="checkbox"/> Need for immediate response	
<input type="checkbox"/> In progress	<input type="checkbox"/> No immediate response	
<input type="checkbox"/> Other (explain)		
<b>Description of Response to Event - Incident / Accident</b>		
<b>Recurrence of Similar Events / Incidents / Accidents</b>		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	Number of times ____
<b>In case of recurrence, indicate the period in which the events were repeated:</b>		
<b>IMPACT ON THE PROJECT</b>		
<b>Does the event affect the execution of the work?</b>	<b>Is there a need for additional specialized resources to investigate, evaluate, or resolve the event?</b>	
<input type="checkbox"/> Yes	<input type="checkbox"/> Yes	
<input type="checkbox"/> NO	<input type="checkbox"/> No	
	<input type="checkbox"/> Other ( <i>Explain</i> )	
<b>Other observations</b>		

## Appendix 5a: Incident and Risk Classification Guide

<b>Level 1 (Low)</b>
A relatively minor and small-scale incident or non-compliance that is limited in its immediate effects but may be indicative of wider-scale issues within a project that could lead to serious or severe incidents. It may be escalated to serious or severe under certain circumstances, including recurrence of the incident within a six-month period, severity of impact of the incident, or inability or unwillingness to rectify the condition within the agreed timeframe.
<b>Level 2 (Medium)</b>
An incident that is causing or will cause significant harm to the environment, workers, communities, or natural or cultural resources, is complex and/or costly to reverse and may result in some level of lasting damage or injury. This may include repeated non-compliance. Serious incidents for example could involve injuries to workers that require off-site medical attention and result in lost time, improper treatment of vulnerable groups, inadequate consultation, consistent lack of OHS plans in a civil works environment, and medium-scale deforestation. These types of incidents require an urgent response.
<b>Level 3 (High)</b>
An incident or repeated pattern of non-compliance of sufficient seriousness that it may, in addition to the actual or potential harm caused, pose a corporate risk. A severe incident is complex and expensive to remedy, and likely irreversible. A fatality is automatically classified as severe, as are large-scale deforestation, major contamination, forced or child labor, human rights abuses of community members by security forces or other project workers, including GBV, violent community protests against a project, and trafficking in endangered species.

## Appendix 6: Corrective Action Plan

General Information	
Corrective Action Plan ID:	
Action Plan Title:	
Corrective Action Plan Owner:	
Priority (Critical, High, Medium, Low):	
Project Change Request Necessary (Yes/No):	
Expected Action Plan Implementation Date:	
Actual Date Implemented:	

Corrective Action Information
Issue or Problem Definition (be specific and quantify if possible):
Root Cause Evaluation:
Action Steps:
Alternatives Considered (if applicable);
Improvement Metric and Timeframe:
Implementation Verification (Monitoring and Evaluation):

**Appendix 7: Grievances Redress Meeting Notes Form**

**Date of Meeting:**

**Grievance Ref No:**

**Venue of Meeting:**

**Attendees:**

Category	Name	Designation/Affiliation with Project
Complainant		
Representative of Complainant		
Grievance Committee Members		

**Summary of Grievance:**

**Grievance Level:** 1  Level 2  Level 3

**Meeting notes:**

**Decision points:**

**Next steps:**

**Outcome:**

Issue resolved

Issue unresolved

**Name of Grievance Committee Chair:**

**Signature of Grievance Committee Chair:**

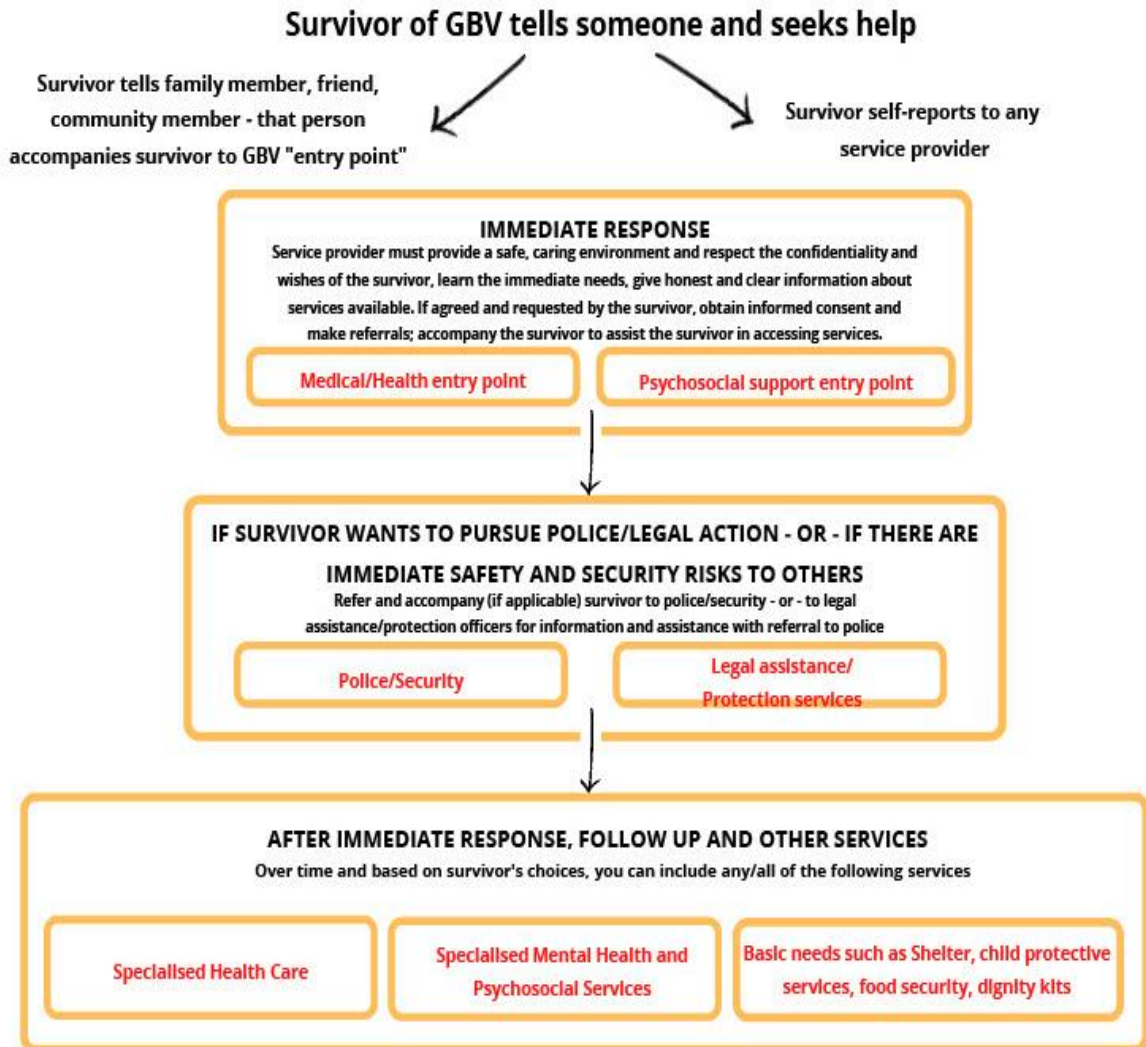
**Date:**



## Appendix 8: Results of Grievance Redress

Complainant No.:
Name of Complainant:
Grievance Reference no.:
Date of Complainant:
Complaint Summary:
Resolution Summary:
Level of Redress ( <i>Please tick where applicable</i> ): First <input type="checkbox"/> Second <input type="checkbox"/> Third <input type="checkbox"/>
Date of Grievance Redress:
Signature of Complainant (Indicating acceptance of the resolution):
Complainant reason for rejection of resolution ( <i>where applicable</i> ):
Name of Grievance Processing Officer:
Signature of Grievance Processing Officer:
Date (dd/mm/yyyy):

# Gender Based Violence (GBV) Referral Pathways



# GBV REFERRAL PATHWAYS - ST LUCIA

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

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



### FAMILY PLANNING SERVICES

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

Anse La Raye Health Centre - 451-4225

Jacmel Health Centre - 451-4004

**Babonneau - (Mon- Fri- 08.00-16.30)**

Fond Assau Health Centre - 450-5939

La Guerre Health Centre 458-9222

**Canaries - (Mon- Fri- 08.00-16.30)**

Canaries Health Centre - 459-4430

**Castries - (Mon- Fri- 08.00-16.30)**

Castries Health Centre - 452-4416

Babonneau Health Centre - 450-5858

Bexon Health Centre - 452-1261

Ciceron Health Centre - 453-7934

Antrepot Health Centre - 452-1873

La Clery Health Centre - 452-4303

La Crois Maingot Health Centre- 451-4248

Ti Rocher Health Centre - 452-3529

Vanard Health Center - 451-4247

**Choiseul - (Mon- Fri- 08.00-16.30)**

La Fargue Health Centre -459-3238

Mongouge Health Centre - 459-3123

Saltibus Health Centre - 455-1589

Delcer Health Centre - 459-3971

**Dennerly - (Mon- Fri- 08.00-16.30)**

La Ressource Health Centre - 453-3312

Richford Health Centre - 453-3355

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

Grand Riviere Health Centre - 450-1651

Monchy Health Centre - 450-1319

**Micoud - (Mon- Fri- 08.00-16.30)**

Desruisseaux Health CentreD - 455-0449

Micoud Health Centre - 454-4230

Mon Repos Health Centre - 455-3229

Ti Rocher Health Centre - 455-4520

### FAMILY PLANNING SERVICES

**Soufriere - (Mon- Fri- 08.00-16.30)**

Etangs Health Centre - 459-7582

Fond St Jacques Health Centre - 459-7595

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

Laborie Health Centre - 454-6930

Grace Health Centre - 454-8357

Vieux-Fort Health Centre - 454-6337

Belle Vue Health Centre - 454-8001

### **SPECIALIZED SEXUAL AND REPRODUCTIVE HEALTH SERVICES**

**Castries - (Mon- Fri- 08.00-16.30)**

Adolescent Health Clinic

Castries Health Centre - 452-4417

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

Vieux-Fort Health Centre - 454-6338

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

### COMMUNITY POLICE STATIONS

**Ansa La Raye - (24/7)**

Anse La Raye Police Station - 456-3600

**Canaries - (24/7)**

Canaries Police Station - 456-3610

**Castries - (24/7)**

Babonneau Police Station - 4506-4120

Marchand Police Station- 456-3885

**Choiseul - (24/7)**

Choiseul Police Station - 456-3635

**Dennerly 24/7)**

Dennerly Police Station - 456-4090

Richford Police Station - 456-3690

**Gros Islet - (24/7)**

Gros Islet Police Station - 456-3839

Rodney bay Police Station - 456-4062

**Marigot - (24/7)**

Marigot Police Station - 456-3829

**Micoud - (24/7)**

Micoud Police Station - 456-3670

**Soufriere - (24/7)**

Soufriere Police Station - 456-3620

**Vieux-Fort - (24/7)**

Laborie Health Police Station - 456-3645

Vieux-Fort Police Station - 456-3905

BLUE TEXT = REMOTE SERVICE PROVISION / RED TEXT = HOTLINE

487/2329 / 723-4227

487-5329 / 723-4227

BLUE TEXT = REMOTE SERVICE PROVISION / RED TEXT = HOTLINE

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End of Document