



**Government of Saint Lucia**

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

**IDA Credit 7483-LC**

**STAKEHOLDER ENGAGEMENT PLAN**



January 27, 2025

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**Stakeholder Engagement Plan (SEP)**

The purpose of this Stakeholder Engagement Plan (SEP) is to establish clear timing and methods of engagement with stakeholders throughout the life cycle of the OECS Skills and Innovation Project (SKIP). The SEP is designed to foster the development of robust, sustainable and supportive relationships with project stakeholders who are material to effective management of environmental and social risks associated with the OECS SKIP, and for the realisation and sustainability of the project’s development objectives.

**1. Introduction/Project Description**

Saint Lucia’s OECS Skills and Innovation Project (SKIP) is financed by the World Bank’s International Development Association, and executed through the [Saint Lucia’s](#) Ministry of Education, Sustainable Development, Innovation, Science, Technology and Vocational Training.

The Project Implementation Unit (PIU) for the Project is housed at Hasache Complex in Goodlands, Castries. The organizational structure of the PIU is as follows:

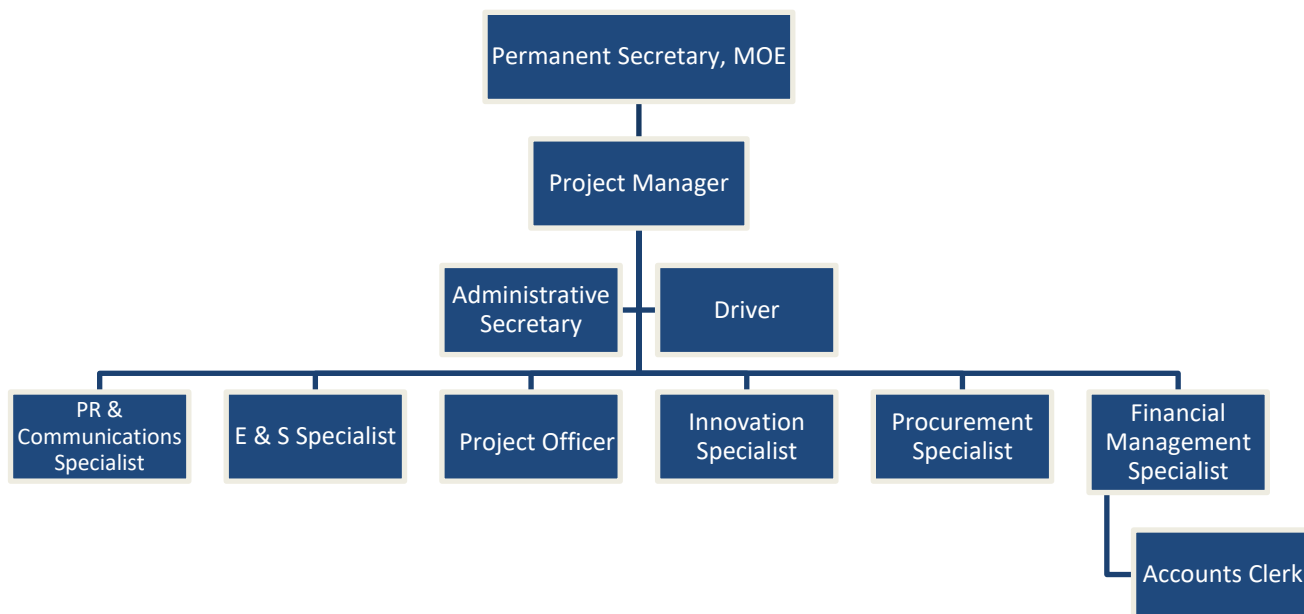


Figure 1 Organisational Structure (SLU PIU - OECS SKIP)

The Project is currently in its first year of implementation with overarching Project Development Objectives (PDO) of:

- (i) enhancing youth transversal and advanced technical skills, strengthen regional collaboration in post-secondary education, and foster collaborative innovation. Beneficiary post-secondary institutions under the OECS SKIP are the [Sir Arthur Lewis Community College \(SALCC\)](#) and the [National Skills Development Centre \(NSDC\)](#).
- (ii) responding promptly and effectively where an eligible crisis or emergency arise.

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More specifically, the OECS SKIP is designed to:

- (i) **Enhance student transversal and advanced technical skill acquisition** within the post-secondary level of the education sector.
- (ii) **Strengthen regional collaboration** via formulation of common learning standards for priority skills endorsed by OECS Member States.
- (iii) **Strengthen regional collaboration** via increased participation of non-nationals from OECS in student and/or teacher exchanges in supported post-secondary institutions.
- (iv) **Foster collaborative innovation** via innovations adopted by entrepreneurs in collaboration with post-secondary education institutions.

The Project is expected to achieve its development objectives through implementation of four components:

**Component 1: Fostering regional collaboration for youth skills and innovation in the post-secondary space** supports the development of an overarching regional strategic framework for post-secondary education and of mechanisms to enhance collaboration among OECS Member States on post-secondary education, the improvement of post-secondary data at the regional level, and the development of a regional innovation ecosystem with strong participation of post-secondary institutions. This component is implemented by the **OECS Commission** through an IDA grant. The benefits of the activities and outputs in this Component accrues to all countries in the OECS region.

**Component 2: Strengthening post-secondary institutions to deliver priority skills and participate in collaborative innovation** provides direct support to National Colleges and selected post-secondary institutions in participating countries to implement Regional Enhancement Plans (REPs), support collaborative innovation projects, and develop new or enhance existing programs for priority skills, with the objective of promoting improved learning environments and fostering better skills and innovation in the OECS region. Some of the regional initiatives financed under Component 1, such as the development of common learning standards, harmonized post-secondary teacher qualifications, and the use of KTIP for identifying potential innovation projects, are piloted and implemented at the national level through Component 2. This component is implemented by **PIUs in Saint Lucia and Grenada**. Most direct and indirect benefits of this Component are regional, but some activities accrue more benefits to national stakeholders.

**Component 3: Project Management and Technical Assistance** provides technical assistance to support the implementation of Project activities and finances the establishment and functioning of two country level PIUs (**Grenada and Saint Lucia**) and one regional PIU (RPIU) (**OECS Commission**). This component strengthens selected aspects of the OECS' post-secondary education system's performance.

**Component 4: The Contingent Emergency Response Component (CERC)** is designed as a mechanism for rapid response in the event of an eligible emergency, which can be activated upon request from the **Government of Grenada** and the **Government of Saint Lucia**. This component does not have any initial funding allocation, but in the event of an emergency, uncommitted funds can be reallocated from other components in accordance with an Emergency Action Plan prepared by the Government and the CERC's implementation modalities.

Whereas the OECS SKIP is implemented by the OECS Commission, Grenada, and Saint Lucia, this Stakeholder Engagement Plan (SEP) is specific to the implementation of the OECS SKIP in Saint Lucia.

**SLU OECS Skills and Innovation Project: Stakeholder Engagement Plan****Decisions currently under consideration, and for which stakeholder input is sought:***Table 1: Key Stakeholder Current Decision Areas*

Decision Area	Relevant Stakeholder Group(s)
HEInnovate priority areas	NSDC SALCC MOE Innovation Unit Chamber of Commerce
Priority laboratory/workshop repairs	NSDC SALCC Relevant Ministries of Government Innovation Unit Chamber of Commerce TVET Unit TVET Council

**Potential social and environmental risks and impacts of the project:**

Minor civil works are anticipated, and it is expected that these will be limited to repairs or rehabilitation of existing structures of the beneficiary institutions, the SALCC and the NSDC. Repairs or rehabilitative works are limited to selected 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. Environmental and social screening would be conducted to determine the scale of impacts. Land acquisition is not anticipated or required under this Project.

Minor environmental impacts may be generated by the works that are intended to improve the physical condition, capacity and functionality of selected laboratories and workshops. Potential risk(s) will be identified for each rehabilitation exercise and managed accordingly. 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 include air pollution, noise pollution, land pollution, deterioration of the water quality in nearby rivers or streams, and displacement of staff and students during the rehabilitation period. The risks of these impacts are considered to be low.

**2. Overview of Previous Stakeholder Engagement Activities**

An overview of stakeholder engagement activities prior to the establishment of the PIU may be accessed via the following link:

[https://drive.google.com/file/d/1Ji34pFcnaDLAhnwAXLr1NeTbZgG4llQq/view?usp=drive\\_link](https://drive.google.com/file/d/1Ji34pFcnaDLAhnwAXLr1NeTbZgG4llQq/view?usp=drive_link)

**3. Stakeholder Engagement Activities Since Onboarding of PIU Staff**

Stakeholder consultations to date are as follows:

**SLU OECS Skills and Innovation Project: Stakeholder Engagement Plan**

Table 2: Stakeholder Consultation Schedule

Stakeholder Group/Individual	Date(s) of Consultations	Modality/Location	Consultation Objectives	Results	PIU Response Strategy	Follow-up Action(s)/Next Steps	Timeline/Date to Complete Follow-up Action(s)
<a href="#">NSDC</a> and <a href="#">SALCC</a>	February 21, 2024 – March 07, 2024 (prior to onboarding of PIU)	3 virtual 1 face-to-face	To allow stakeholders to become sensitized on project objectives, components and timelines of the OECS SKIP.	Unavailable	Schedule meetings with NSDC and SALCC to gain an appreciation of the project’s status and the level of MOE engagement to date.	Development of an <a href="#">action plan</a> for engagement of the NSDC and SALCC and management of Project activities.	<a href="#">action plan</a>
Director, Innovation (DI)	October 04, 2024	Office of DI	Desired outcomes regarding the OECS SKIP.  Progress to date with stakeholder buy-in to the OECS SKIP.  Priority areas for funding under the OECS SKIP.  Overview of HEInnovate initiatives under the OECS SKIP.  Any other business.	DI outlined understanding of the OECS SKIP (more specifically activities slated for execution under C2.3 of the OECS SKIP) and desired outcomes/impact of the Project such that an assessment of the capacity of the Unit provides the necessary guidance for the overall enhancement of the operationalisation and capacity development of the Unit.	Request for meeting with WB team to clarify areas of uncertainty.	Follow-on consultation to develop TORs and address misinformation/miscommunication	Friday, October 11, 2024 (postponed due to change in schedule of DI).
Focal points SALCC	October 08, 2024	TBD	Introductions & Brief overview of the OECS SKIP.  Desired outcomes regarding the OECS SKIP.  Progress to date with stakeholder buy-in to the OECS SKIP.  Priority areas for funding under the OECS SKIP.	Meeting rescheduled by SALCC. No success in rescheduled date and venue.	At WB Mission, dated October 17, 2024, PM requested SALCC and NSDC meet briefly on-site to discuss proposed date and time for joint consultation. The focal points and agreed on Tuesday, October 22, 2024 at NSDC, Bisee.	Formulation of agenda	Monday, October 21, 2024

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Stakeholder Group/Individual	Date(s) of Consultations	Modality/Location	Consultation Objectives	Results	PIU Response Strategy	Follow-up Action(s)/Next Steps	Timeline/Date to Complete Follow-up Action(s)
			<p>Overview of HEInnovate initiatives under the OECS SKIP.</p> <p>Any other business.</p>				
Focal points - NSDC	October 10, 2024	Office of GM, NSDC Bisee	<p>Introductions &amp; Brief overview of the OECS SKIP.</p> <p>Desired outcomes regarding the OECS SKIP.</p> <p>Progress to date with stakeholder buy-in to the OECS SKIP.</p> <p>Priority areas for funding under the OECS SKIP.</p> <p>Overview of HEInnovate initiatives under the OECS SKIP.</p> <p>Any other business.</p>	<p>NSDC team urged need for greater consultation and collaboration regarding the design phase and current implementation of the OECS SKIP.</p> <p>Lessons learnt and best practices from the OECS Skills for Inclusive Growth (SIG) Project of 2013 to be actively considered and acted upon in the interest of the successful execution of the OECS SKIP.</p> <p>NSDC team urged need for structure in the execution of project deliverables.</p>	<p>Development of project implementation action plan for issuance to NSDC and SALCC.</p> <p>PIU review of OECS SIG Final Report.</p>	<p>Joint consultation with NSDC and SALCC focal points on October 22, 2024</p>	<p>October 22, 2024</p>
Director, Innovation (DI)	October 21, 2024	Office of PM	<p>Drafting of TOR – Assessment of Innovation Unit</p>	<p>PIU and DI formulated initial draft of the TOR.</p>	<p>Finesse document and submit to WB for review.</p>	<p>Further refinement of document on receipt of WB feedback</p>	<p>November 04, 2024</p>
Focal Points NSDC and SALCC	October 22, 2024	Conference room, NSDC Bisee	<p>Priority areas for NSDC and SALCC</p> <p>Priority curricula for SALCC and NSDC</p> <p>Timelines - Individual &amp; consortia grants</p>	<p>PIU provided an overview of priority areas under the OECS SKIP (blue economy, bio-economy, circular economy, smart and sustainable tourism, sustainable agri-business, renewable and clean energies, health sciences, and creative industries). The NSDC</p>	<p>PIU requested teams SALCC and NSDC engage in a follow-up meeting to further discuss their proposed priority areas under the OECS SKIP. Such details are to be inputted into a shared document.</p>	<p>Joint consultation with NSDC and SALCC focal points on December 06, 2024</p>	<p>December 06, 2024</p>



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Stakeholder Group/Individual	Date(s) of Consultations	Modality/Location	Consultation Objectives	Results	PIU Response Strategy	Follow-up Action(s)/Next Steps	Timeline/Date to Complete Follow-up Action(s)
				and SALCC explored possible areas for consideration and collaboration under the OECS SKIP. As an extension of this discussion, the teams also explored possible areas for curricula review and revision.			
Focal Points NSDC and SALCC	December 06, 2024	Virtual	<p>Follow-up discussion on institutions' priority areas and skills.</p> <p>Discussion of proposed strategy for developing priority areas and skills under the OECS SKIP and building sustainability beyond the life of OECS SKIP.</p> <p>Review of proposed consultations schedule with relevant stakeholders of the NSDC and SALCC.</p>	<p>Both institutions identified preliminary areas of interest.</p> <p>Focal points to reconvene with team members and draft a proposed strategy to ensure continuity/sustainability of innovations/investments in priority areas under the OECS SKIP beyond the life of the project.</p>	Follow-up with individual institutions and provide guidance.	Follow-up with individual institutions and provide guidance.	January 20, 2025
Focal Points NSDC and SALCC	January 20, 2025	Virtual	<p>Finalisation of priority skills and areas.</p> <p>Discussion of results framework.</p>				

## **OECS Skills and Innovation Project: Stakeholder Engagement Plan**

### **4. Stakeholder Identification and Analysis**

Key stakeholders who will be informed and consulted about the project, including individuals, groups, or communities that:

- a. Are affected or likely to be affected by the project (project-affected parties); and
- b. May have an interest in the project (other interested parties).

Under the OECS SKIP, these may include, but are not limited to:

*Table 3: Stakeholder Groups*

<b>Stakeholder Group</b>	<b>Nature of Interest</b>	<b>Projected Project Impact</b>	<b>Location(s)</b>
Faculty and staff of NSDC and SALCC	<ul style="list-style-type: none"> <li>- Project's outputs and outcomes, the timing of these deliverables and benefits to the identified stakeholders.</li> <li>- Factors that may affect access to Project initiatives and options for equitable access.</li> <li>- Project risks and mitigation measures.</li> </ul>	Direct	<b>NSDC:</b> <ul style="list-style-type: none"> <li>- Bisee</li> <li>- Mon Repos</li> <li>- Vieux Fort</li> <li>- Choiseul</li> </ul> <b>SALCC:</b> <ul style="list-style-type: none"> <li>- Morne Fortune</li> <li>- Vieux Fort</li> </ul>
Students of NSDC and SALCC	<ul style="list-style-type: none"> <li>- Project's outputs and outcomes, the timing of these deliverables and benefits</li> <li>- Factors that may affect access to Project initiatives and options for equitable access.</li> <li>- Project risks and mitigation measures.</li> </ul>	Direct	<b>NSDC:</b> <ul style="list-style-type: none"> <li>- Bisee</li> <li>- Mon Repos</li> <li>- Vieux Fort</li> <li>- Choiseul</li> </ul> <b>SALCC:</b> <ul style="list-style-type: none"> <li>- Morne Fortune</li> <li>- Vieux Fort</li> </ul>
Innovation Unit	<ul style="list-style-type: none"> <li>- Project's outputs and outcomes, the timing of these deliverables and benefits to the identified stakeholders.</li> <li>- Opportunities to collaborate on national and/or regional innovation ecosystems</li> <li>- Opportunities to participate/benefit from regional knowledge, technology, and innovation platforms (KTIP).</li> </ul>	Direct	<ul style="list-style-type: none"> <li>- Hasache Complex, Goodlands</li> </ul>

**OECS Skills and Innovation Project: Stakeholder Engagement Plan**

Stakeholder Group	Nature of Interest	Projected Project Impact	Location(s)
	<ul style="list-style-type: none"> <li>- Project risks and mitigation measures.</li> </ul>		
Saint Lucia TVET Council	<ul style="list-style-type: none"> <li>- Project's outputs and outcomes, the timing of these deliverables and benefits to the identified stakeholders.</li> <li>- Extent to which the OECS SKIP fosters / strengthens integration of TVET centered programming and infrastructure at the post-secondary level of education.</li> <li>- Project risks and mitigation measures.</li> </ul>	Indirect	<ul style="list-style-type: none"> <li>- Castries Saint Lucia.</li> </ul>
Other GOSL public sector organisations and NGOs	<ul style="list-style-type: none"> <li>- Project's outputs and outcomes, the timing of these deliverables and benefits to the identified stakeholders.</li> <li>- Factors that may affect access to Project initiatives and options for equitable access.</li> <li>- Project risks and mitigation measures.</li> <li>- Opportunities to collaborate on national and/or regional innovation ecosystems</li> </ul>	Indirect	<ul style="list-style-type: none"> <li>- Across Saint Lucia</li> </ul>
Private sector	<ul style="list-style-type: none"> <li>- Project's outputs and outcomes, the timing of these deliverables and benefits to the identified stakeholders.</li> <li>- Opportunities to collaborate on national and/or regional innovation ecosystems</li> <li>- Opportunities to participate/benefit from regional knowledge, technology, and innovation platforms (KTIP).</li> <li>- Procurement opportunities.</li> <li>- Articulation of labour market needs.<sup>1</sup></li> </ul>	Indirect	<ul style="list-style-type: none"> <li>- Across Saint Lucia</li> </ul>

<sup>1</sup> The Project has an initial focus on prioritized sectors including sustainable agroindustry, blue economy, bioeconomy, circular economy, smart and sustainable tourism, renewable and clean energies, health sciences, and creative industries).<sup>1</sup>

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Stakeholder Group	Nature of Interest	Projected Project Impact	Location(s)
Community members <sup>2</sup>	Project activities, risks, and mitigation measures.	- Indirect	<b>NSDC:</b> - Bisee - Mon Repos - Vieux Fort - Choiseul - Micoud  <b>SALCC:</b> - Morne Fortune - Vieux Fort

4.1 Disadvantaged / Vulnerable Individuals or Groups

Student enrollment at both the NSDC and SALCC entail students with Special Education Needs (SEN):

Table 4: Disadvantaged/Vulnerable Groups (SALCC&NSDC)

Institution	~ % of Students with SEN	SEN area(s)	Response Strategy
NSDC	1	Blindness/Visual impairment	- Focus group meetings - Use of SEN experts
SALCC	7	Visual Impairment Physical disabilities	- Focus group meetings - Use of SEN experts

<sup>2</sup> Community members include residents in the vicinity of the post-secondary institutions who may be positively or adversely affected by the Project.

**OECS Skills and Innovation Project: Stakeholder Engagement Plan**

**5. Stakeholder Engagement Programme**

Table 5: Stakeholder Engagement Programme

Project Phase	Deliverable(s)	Targeted Stakeholders	Engagement Methods	Matters to be Discussed	Proposed Date(s)	Venue	Resources	Responsibility
<b>Year 1 (Implementation)</b>	Consultancies: Infrastructural and institutional assessments of NSDC and SALCC	Faculty, staff and students of NSDC and SALCC  GOSL policymakers	<ul style="list-style-type: none"> <li>- Large and/or small group meetings</li> <li>- Interviews</li> <li>- Surveys</li> <li>- Site inspections</li> <li>- Emails</li> </ul>	<ul style="list-style-type: none"> <li>- Consultant work plan/timelines</li> <li>- Priority skills/areas</li> <li>- Consultancy outcomes</li> <li>- Stakeholder concerns</li> <li>- Risks and mitigation strategies</li> </ul>	<a href="#">SLU OECS SKIP: Stakeholder Engagement - Google Sheets</a>	NSDC / SALCC locations  Virtual (Zoom/Microsoft Teams)	<ul style="list-style-type: none"> <li>- Survey software applications</li> <li>- Zoom/Microsoft Teams software applications</li> </ul>	Project Officer Project Manager
	HEInnovate assessments and action plans at institutional and national levels	Faculty, staff and students of NSDC and SALCC	<ul style="list-style-type: none"> <li>- Large and/or small group meetings</li> <li>- Interviews</li> <li>- Surveys</li> <li>- Site inspections</li> <li>- Emails</li> </ul>	<ul style="list-style-type: none"> <li>- Consultant work plan/timelines</li> <li>- Priority skills/areas</li> <li>- Consultancy findings</li> <li>- Recommendations and action plans</li> <li>- Stakeholder concerns</li> <li>- Risks and mitigation strategies</li> </ul>		NSDC / SALCC locations  Virtual	<ul style="list-style-type: none"> <li>- Survey software applications</li> <li>- Zoom/Microsoft Teams software applications</li> </ul>	

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Project Phase	Deliverable(s)	Targeted Stakeholders	Engagement Methods	Matters to be Discussed	Proposed Date(s)	Venue	Resources	Responsibility
	Consultancy to conduct technical capacity assessment, develop action plan and recommendations	Staff of the Innovation Unit	<ul style="list-style-type: none"> <li>- Large and/or small group meetings</li> <li>- Interviews</li> <li>- Surveys</li> <li>- Emails</li> </ul>	<ul style="list-style-type: none"> <li>- Consultant work plan/timelines</li> <li>- Consultancy findings</li> <li>- Recommendations and action plans</li> <li>- Stakeholder concerns</li> <li>- Risks and mitigation strategies</li> </ul>		Innovation Unit / CAMDU conference room		I&E Specialist Project Manager
	Consultancy to identify barriers faced by young men in accessing post-secondary education	Faculty, staff and students of NSDC and SALCC  Community members	<ul style="list-style-type: none"> <li>- Large and/or small group meetings</li> <li>- Interviews</li> <li>- Surveys</li> <li>- Emails</li> <li>- Radio/television</li> <li>- Social media</li> </ul>	<ul style="list-style-type: none"> <li>- Consultant work plan/timelines</li> <li>- Consultancy findings</li> <li>- Recommendations and action plans</li> <li>- Stakeholder concerns</li> </ul>		NSDC / SALCC locations  Virtual	<ul style="list-style-type: none"> <li>- Survey software applications</li> <li>- Zoom/Microsoft Teams software applications</li> </ul>	Project Officer Project Manager
	Consultancy to develop career guidance services	Students of NSDC and SALCC	<ul style="list-style-type: none"> <li>- Large and/or small group meetings</li> <li>- Interviews</li> <li>- Surveys</li> </ul>	<ul style="list-style-type: none"> <li>- Consultant work plan/timelines</li> <li>- Consultancy findings</li> <li>- Recommendations and action plans</li> <li>- Career fair(s)</li> <li>- Stakeholder concerns</li> </ul>		NSDC / SALCC locations  Virtual	<ul style="list-style-type: none"> <li>- Survey software applications</li> <li>- Zoom/Microsoft Teams software applications</li> </ul>	Project Officer Project Manager
<b>Year 2</b>	TBA							
<b>Year 3</b>	TBA							
<b>Year 4</b>	TBA							
<b>Year 5</b>	TBA							
<b>Year 6</b>	TBA							

## ***OECS Skills and Innovation Project: Stakeholder Engagement Plan***

### **5.1 Purpose and Timing of Stakeholder Engagement Programme**

The main purpose of the stakeholder engagement programme is to establish clear timing and methods of engagement with stakeholders throughout the life cycle of the OECS Skills and Innovation Project (SKIP).

The programme is designed to keep stakeholders adequately informed regarding project activities and involved in key decision-making, where applicable. Decisions on public meetings, locations, and timing of meetings have not been made as yet. As a result, the stakeholder engagement programme will be developed in more detail and updated throughout the project cycle. These updates will include but are not limited to: the number of proposed meetings/consultations, the selected method of engagement, proposed date, time, location, intended outcomes/objectives and project phase. Stakeholders will be notified of forthcoming consultations via the following: E-mail, WhatsApp, public announcements (radio, television, social media). It is expected that consultations will be scheduled on a quarterly basis, in accordance with the nature/scope of the relevant consultancies currently on stream or to be rolled out within the given period. Quarterly consultations should allow for active and consistent stakeholder participation and awareness of relevant project activities.

### **5.2 Proposed Strategy for Information Disclosure**

Varying methods of communication, including braille, will be used to disclose information to stakeholder groups. Methods used may vary according to the target audience. The method selected, both for notification and providing information, will be based on how most people in the vicinity of the project routinely get information, and may include a more central information source for national interest. A variety of methods of communication will be used to reach a large cross-section of stakeholders. In circumstances where stakeholders may be remote and/or where wide stakeholder engagement is necessary, the Project Implementation Unit will provide for a newspaper outlet, separate meeting(s), or placement of additional documents within the public domain. The public domain may include:

- a. Newspapers, posters, radio, television.
- b. Information centers and exhibitions or other visual displays.
- c. Brochures, leaflets, posters, nontechnical summary documents and reports.
- d. Official correspondence, meetings.
- e. Website, social media.

The strategy includes means to consult with project-affected stakeholders, particularly where there may be significant changes to the project or delays, resulting in additional risks and impacts. Following such consultation, and mobilisation of the Project's Grievance Redress Mechanism, an updated Environmental and Social Communications Plan (ESCP) will be disclosed. This plan will provide for stakeholder feedback on the proposed engagement plan and suggestions for improvement.

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Table 6: Information Disclosure Strategy

Project stage	Information to be Disclosed	Methods Proposed	Medium	Proposed Timeline	Targeted Stakeholders	Responsibility
Start-up	Project scope and timelines	Radio and television bulletins  Social Media  Newspaper publications	Prime-time news slot on radio & television stations with largest audience/following.  GOSL/MOE/PIU social media pages  Newspaper agencies with largest audience/following	January 13 – 31, 2025	Staff of NSDC and SALCC  Current and prospective students of SALCC and NSDC  Community members  Public and private sector agencies	E&S Specialist  PR & Communications Specialist  Project Manager
Implementation	Commencement of consultancies  Consultancy scope and timelines  Project risks & impact(s)	Radio and television bulletins  Social Media  Newspaper publications  Public meetings  Workshops  Participatory methods	Prime-time news slot on radio & television stations with largest audience/following.  GOSL/MOE/PIU social media pages  Newspaper agencies with largest audience/following  Face-to-face / virtual  Interviews, questionnaires, surveys, polls, focus groups, face-to-face meetings, virtual meetings	Twice daily during weeks of disclosure  Weekly/daily depending upon the nature of activities  Weekly Saturday Edition  Final phase of consultancies  Data collection phase of consultancies	Staff of NSDC and SALCC  Current and prospective students of SALCC and NSDC  Community members  Public and private sector agencies  Direct and indirect beneficiaries Key stakeholders Direct and indirect beneficiaries Key stakeholders	E&S Specialist  PR & Communications Specialist  Project Manager
Close	Project outcomes	Radio and television bulletins  Social Media  Newspaper publications	Prime-time news slot on radio & television stations with largest audience/following.  GOSL/MOE/PIU social media pages  Newspaper agencies with largest audience/following	1 notification  1 publication  1 Saturday publication	Staff of NSDC and SALCC  Current and prospective students of SALCC and NSDC  Community members  Public and private sector agencies	E&S Specialist  PR & Communications Specialist  Project Manager



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### 5.3 Proposed Strategy to Incorporate the View of Vulnerable Groups

The views of vulnerable or disadvantaged groups will be sought during the consultation process. Key representative agencies, the National Council for Persons with Disabilities (NCPD) and the Special Education Needs Unit of the Ministry of Education will be engaged, as necessary. Virtual and Face-to-Face modalities of communication will be employed. Communication will also be presented in written (including the use of braille) and audio formats. Regarding the submission of grievances, a range of mediums will be available to the public. This includes telephone calls, emails, SMS or WhatsApp messaging, online form completion, or direct lodge of complaint at the PIU office. These modalities should allow disadvantaged groups equitable/fair opportunity to not only be informed and participate in project activities, but to also lodge any grievance.

### 5.4 Review of Comments

Comments received by stakeholders during public meetings/consultations will be gathered and reviewed. The PIU commits to reporting to stakeholders on decisions taken, improvements/amendments to project activities in response to stakeholder comments, and generally how comments were taken into account in response planning and ensuing project activities.

### 5.5 Future Phases of Project

Stakeholders will be kept informed as project activities are planned and executed. This is inclusive of reporting on compliance with project environmental and social standards, implementation of the SEP and grievance redress mechanism. In accordance with the environmental and social responsibilities, consultations will be facilitated prior to, during, and post repairs/rehabilitation works under the project.

Project reports will be prepared in accordance with the reporting requirements of the OECS SKIP. Reports will be prepared monthly, quarterly and/or annually. Consultations with stakeholders will be facilitated as often as is necessary in a bid to ensure that stakeholders are actively informed regarding project activities, and their expectations effectively managed.

## 6. Resources and Responsibilities for implementing stakeholder engagement activities

The following are allocated and devoted to managing and implementing the SEP:

Table 7: SEP Resource Management and Responsibilities

Overall Budgetary Allocation for Stakeholder Engagement (USD)	Documents to Track and Manage Stakeholder Engagement.	Responsible PIU Personnel	Contact Details	
			Tel.	E-mail Address
36,000.00	Stakeholder Register	Project Manager	468-3257	<a href="mailto:pm.oecsskip@learning.edu.lc">pm.oecsskip@learning.edu.lc</a>
	Communications Plan	Project Manager	468-5251	<a href="mailto:ess.oecsskip@learning.edu.lc">ess.oecsskip@learning.edu.lc</a>
	Grievance Redress Mechanism	E & S Specialist	720-9636	
	Environmental and Social (Stakeholder) Engagement Plan	E & S Specialist		

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Stakeholder comments or questions regarding the project or the consultation process may be submitted via the abovementioned.

### **7. Annual Budget**

A total of USD 6,000 is allocated annually to environmental and social activities over the project life cycle. This annual allocation is budgeted as follows:

*Table 8: SEP Annual Budget*

<b>Item</b>	<b>Budgeted Cost (USD)</b>
Catering	3,000.00
Venue	1,000.00
Printing	200.00
Resources (stationery)	200.00
Transportation	200.00
Public Notices	1,400.00
<b>TOTAL</b>	<b><u>6,000.00</u></b>

### **8. Monitoring and Reporting**

#### 8.1 Monitoring and Evaluating

The SEP will be periodically reviewed and revised by the PIU, particularly where there are major changes to Project related activities and schedules. This should allow for relevant activities to be updated, as necessary, and any lessons learnt effectively incorporated. The PIU will formally notify the World Bank of all changes to the SEP and disclose the revised SEP. The Project will maintain data summarizing public consultations, details on disclosure and grievances lodged throughout the Project life cycle. This will be available for public review on request. The PIU will be guided by data and privacy guidelines to maintain confidentiality of grievances, especially those of a GBV, SEA/SH nature. Stakeholder engagement will be periodically evaluated by the PIU using SEP results indicators. Progress on the SEP results indicators will be reported in the semi-annual Project progress report.

#### 8.2 Reporting

The PIU will develop templates for stakeholder engagement activities including but not limited to consultation minutes, forms to log, acknowledgment of stakeholder grievances, results of grievance redresses. Reporting tools will be developed by the PIU, as needed, over the life of the Project.

Levels of reporting to be undertaken during the Project life cycle include:

1. **Incident reporting.** The Loan Agreement mandates that the World Bank be notified of any grievances or issues affecting the normal implementation of the project. The PIU will inform the Bank immediately of any complaint of grievance which would directly affect Project implementation or poses a reputational, environmental, or social risk.
2. **Monthly reporting.** The Project Manager/E&S Specialist assigned to the PIU will prepare monthly reports on stakeholder engagement, complaints, and grievances. These reports for the attention of the Project Manager will cover the following areas:

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- a. Stakeholder engagement activities conducted.
- b. Public outreach activities and meetings with stakeholders and feedback received.
- c. Entries to the grievance register.
- d. New stakeholder groups (where relevant).
- e. Stakeholder engagement activities planned for the next month.
- f. Status of implementation of associated corrective/preventative actions.

These monthly summary reports will provide a mechanism for assessing the number and the nature of complaints, requests for information, as well as the Project's ability to respond in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year will be conveyed to key stakeholders in quarterly progress reports.

3. **Semi-annual and annual reporting:** The PIU will prepare reports in satisfaction of the contractual clauses of the Financing Agreement. These reports will include a summary of SEP results, public consultation issues, grievances, and resolutions.

Results of stakeholder engagement activities will be reported to both affected stakeholders and broader stakeholder groups via the following:

*Table 9: Stakeholder Engagement - Reporting Strategies*

<b>Targeted Stakeholders</b>	<b>Methods</b>	<b>Medium</b>	<b>Responsibility</b>
Staff of NSDC and SALCC	Participatory Methods	Face-to-face meetings	E&S Specialist
Current and prospective students of SALCC and NSDC		Live/virtual meetings (Zoom/Microsoft Teams)	PR & Communications Specialist
Community members	Social Media	GOSL/MOE/PIU websites/social media pages 	Project Manager
Public and private sector agencies	Radio and television bulletins/streaming	Prime-time news slot on radio & television stations with largest audience/following.	
	Local newspaper publications	Newspaper agencies with largest audience/following	
	Public meetings	Face-to-face/virtual meetings	

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Stakeholders will also be reminded of the availability of the OECS SKIP Grievance Redress Mechanism (GRM) available on the MOE's website (<https://www.education.gov.lc>). The grievance redress capture form may be accessed directly via the following link:

[https://docs.google.com/forms/d/e/1FAIpQLSfZCrwA5wYZfyj6Z0hS06qmFDTK2S6\\_dxWOtVD9KxDnwNfoUg/viewform](https://docs.google.com/forms/d/e/1FAIpQLSfZCrwA5wYZfyj6Z0hS06qmFDTK2S6_dxWOtVD9KxDnwNfoUg/viewform)

### 8.3 SEP Results Indicators

SEP specific result indicators will be monitored by the Project Manager and E&S Specialist, as needed. These include:

- a. Project stakeholders' level of understanding of the Project.
- b. Numbers of grievances received within a given reporting period (e.g., monthly, quarterly, or annually).
- c. Level of involvement of project-affected parties, other interested parties, and vulnerable groups in stakeholder consultations.
- d. Frequency and type of public engagement activities and number of attendees (disaggregated by gender where possible); and
- e. Number and type of media materials published/broadcast/distributed on various communication outlets.

## **9. The Grievance Mechanism**

### 9.1 Core Objective

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

### 9.2 Overview

This Grievance Redress Mechanism (GRM) is consistent with the requirements of the World Bank's Environmental and Social Framework (ESS10- Stakeholder Engagement). The GRM is a means for affected parties to submit complaints, where 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

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- 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 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.

### 9.3 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:

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Table 10: 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 Grievance Redress Committee (GRC).

#### 9.4 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 11: Grievance Reporting Channels

Channels	Details
<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>3</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.

<sup>3</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 Administrative Secretary therefore serves as a proxy to the E&S Specialist.

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<b>Channels</b>	<b>Details</b>
2. Postal mail	Stakeholders may submit completed grievance forms via the post. Envelopes should be addressed to:  Administrative Secretary OECS Skills & Innovation Project (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 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.

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9.5 The Grievance Redress Mechanism Process Flow

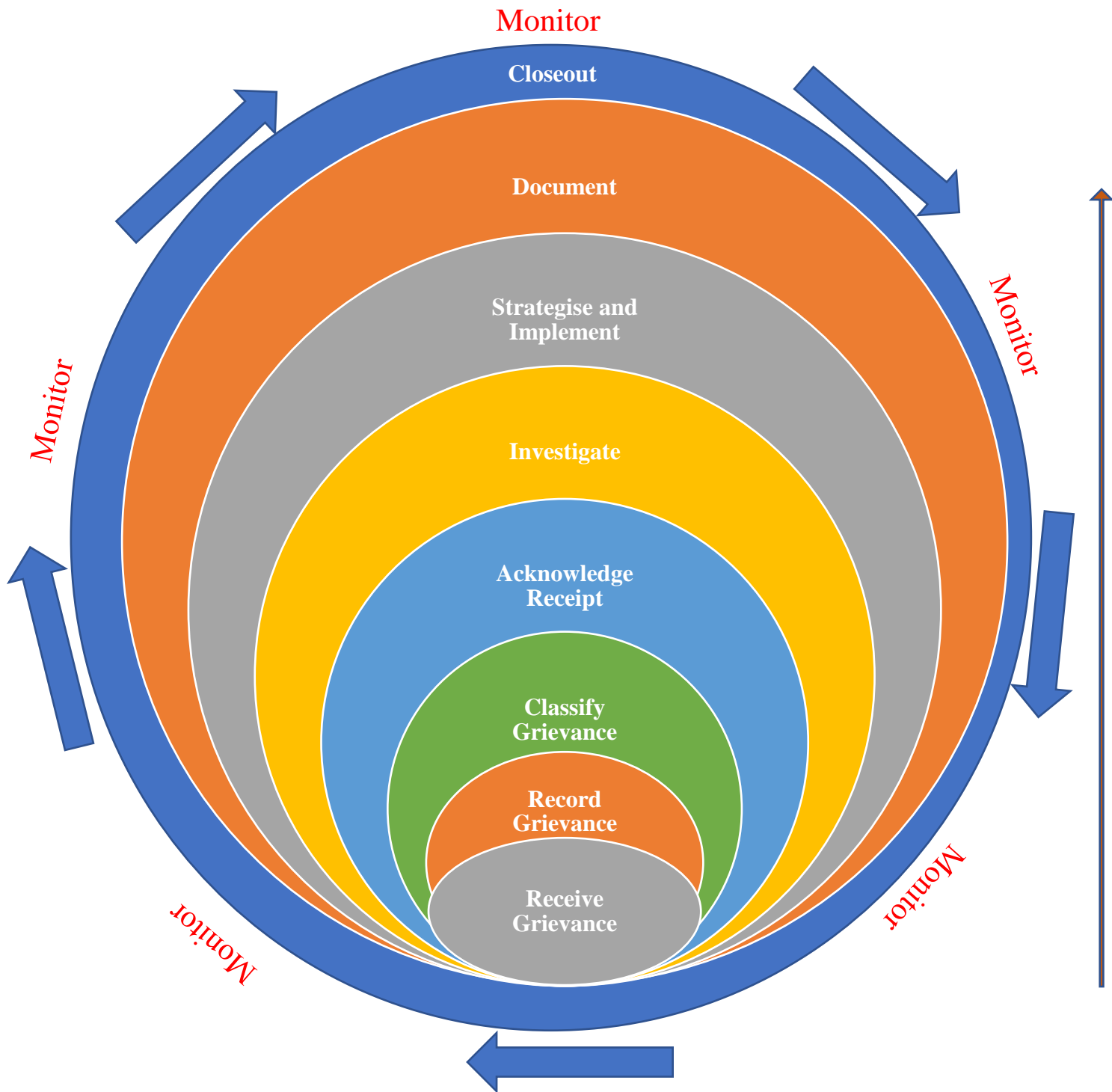


Table 12: Grievance Mechanism Process Flow Chart



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Table 13: Description of Grievance Process

Step	Action item	Description
<b>I</b>	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>
<b>II</b>	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>
<b>III</b>	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</p>

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Step	Action item	Description
		the Permanent Secretary to the Ministry of Education by the Administrative Secretary/E&S Specialist.
<b>IV</b>	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.
<b>V</b>	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 E&amp;S Specialist and/or 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>
<b>VI</b>	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</p>

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Step	Action item	Description
		follow-up is required. ( <a href="#">Appendix 8: Results of Grievance Redress</a> ).
<b>VII</b>	Document	<p>The PIU, through the Administrative Secretary/E&amp;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 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</p>

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Step	Action item	Description
		Bank's decision on the matter will hold as the final tier of OECS SKIP's internal grievance redress mechanism.

**9.6 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 14: Membership of GRC*

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>4</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.

**9.7 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>4</sup> This representative will be selected based on the nature of the complaint or grievance.

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### 9.8 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.

### 9.9 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](#)).

### 9.10 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 fifteen (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://wbgcmsgsr.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).

### 9.11 Addressing Gender-Based (GBV) Violence

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

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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. 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 fifteen (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).

#### **9.12 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

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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.

**9.13 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.

**9.14 Primary Supply Workers**

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. Primary supply workers are not, however, expected under the OECS SKIP.





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**Appendix 2: Complainant Form**

*(To be completed by the Complainant)*

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

Complainant Information
Name:
Address:
Telephone:
Email:
Complaint Details
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:

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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:

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### **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

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- 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.

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

<b>INCIDENT / ACCIDENT REPORT FORM</b>			
<b>EVENT IDENTIFICATION -INCIDENTS / ACCIDENTS</b>			
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>			
<b>INCIDENT / ACCIDENT DESCRIPTION</b>			
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> )		
<b>Scope of the Incident / Accident</b>			
<input type="checkbox"/> Environmental <input type="checkbox"/> Social <input type="checkbox"/> Occupational Health and Safety			
<b>Detailed Description of the Incident / Accident Event</b>			

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INCIDENT / ACCIDENT REPORT FORM	
<b>RESPONSE ACTIONS FOR THE INCIDENT / Accident</b>	
Status of resolution	Field Response Urgency
<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)	
Description of Response to Event - Incident / Accident	
Recurrence of Similar Events / Incidents / Accidents	
<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>	
IMPACT ON THE PROJECT	
Does the event affect the execution of the work?	Is there a need for additional specialized resources to investigate, evaluate, or resolve the event?
<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
<input type="checkbox"/> NO	<input type="checkbox"/> No
	<input type="checkbox"/> Other ( <i>Explain</i> )
Other observations	

**OECS Skills and Innovation Project: Stakeholder Engagement Plan****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.

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Appendix 6: Corrective Action Plan

<b>General Information</b>	
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:	

<b>Corrective Action Information</b>
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):



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**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

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**Meeting notes:**

**Decision points:**

**Next steps:**

**Outcome:**

Issue resolved

Issue unresolved

**Name of Grievance Committee Chair:**

**Signature of Grievance Committee Chair:**

**Date:**

**OECS Skills and Innovation Project: Stakeholder Engagement Plan****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):

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Appendix 9: Gender Based Violence Referral Pathways

# Gender Based Violence (GBV) Referral Pathways

## 1 A SURVIVOR DISCLOSES GENDER-BASED VIOLENCE TO SOMEONE TRUSTED

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

IMMEDIATE RESPONSE

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

**DO**

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

**DO NOT**

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

**ALWAYS PRACTICE THE SURVIVOR CENTERED APPROACH**

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

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

**PRIORITIZE URGENT HEALTH CARE!**

**PRIORITIZE SAFETY AND SECURITY!**

**SEXUAL VIOLENCE**

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

**PHYSICAL VIOLENCE**

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

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

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

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

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

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## 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