

MINISTRY OF HEALTH – GUYANA

GUYANA ONE HEALTH PROJECT (P508693)

DRAFT – STAKEHOLDER ENGAGEMENT PLAN

DECEMBER 2024

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Abbreviations and Acronyms

AMR	Anti-Microbial Resistance
CERC	Contingency Emergency Response Component
D/VP	Disadvantaged / Vulnerable Party
EPA	Environmental and Protection Agency
ES	Environmental and Social
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
FAO	Food and Agriculture Organization
FGD	Focus Group Discussions
GA-FDD	Government Analyst – Food and Drug Department
GBV	Gender Based Violence
GFS	Guyana Fire Services
GLDA	Guyana Livestock Development Authority
GNBS	Guyana Bureau of Standards
GOG	Government of Guyana
GRM	Grievance Redress Mechanism
GWCMC	Guyana Wildlife Conservation and Management Commission
HCAI	Health Care Associated Infections
HSDU	Health Sector Development Unit
IICA	Inter-American Institute for Cooperation on Agriculture
IP	Indigenous People
IPF	Investment Project Financing
LMP	Labour Management Procedures
M&E	Monitoring and Evaluation
MOH	Ministry of Health
OIP	Other Interested Party
PAHO	Pan-American Health Organization
PAI	Project Area of Influence
PANAFTOSA	Pan American Center for Foot and Mouth Disease and Veterinary Public Health
PAP	Project Affected Party
PDO	Project Development Objective
PIU	Project Implementation Unit
PF	Pandemic Fund
PR	Public Relations
PWD	Persons with Disabilities
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
WB	World Bank

1.0. Introduction

The Government of Guyana (GOG), through the Ministry of Health (MOH), has received funding from the Pandemic Fund (PF) to implement a **Guyana One Health Project**. Guyana successfully secured a US\$15 million grant, marking a significant milestone in advancing health sector resilience. The GOG has prioritized efforts towards improved integration of human, animal, and environmental health sectors to improve disease prevention, preparedness, and resilience against climate-related health impacts, through the implementation of a One Health approach.

By increasing cross-sectoral collaboration, particularly in One Health, and sustaining investments in health, environmental and emergency response systems, Guyana aims to improve health outcomes, advance universal health coverage, and support regional health security and resilience. The project will strengthen public health preparedness by continuing efforts to build sustainable capacities in pandemic prevention, preparedness and response following the **Guyana COVID-19 Emergency Response Project (P172568)**.

The overall **Project Development Objective (PDO)** is to strengthen pandemic prevention, preparedness and response capacities through the implementation of One Health in Guyana, and in the case of an eligible crisis or emergency, respond promptly to it. The proposed PDO is anchored in the GOG's ambition to strengthen multi-sectoral pandemic prevention, preparedness and response capabilities through the implementation of a coordinated One Health approach.

The project is being prepared under the **World Bank's Environment and Social Framework (ESF)** as per Environmental and Social Standard (ESS) 10 on Stakeholder Engagement and Information Disclosure. The Stakeholder Engagement Plan (SEP) will be complemented by the following project documents that will be prepared and consulted on during consultations:

- i. Environmental and Social Commitment Plan (ESCP)
- ii. Environmental and Social Impact Assessments (ESIA) and Environmental and Social Management Plans (ESMP)
- iii. Labour Management Procedures (LMP)

1.1. Project Components

The project will consist of five (5) components:

Component 1: Improve Laboratory Capacity. This component will focus on enhancing Guyana's capacity to prevent, detect and effectively respond to zoonotic and vector-borne disease, while also decreasing the prevalence of healthcare-associated infections (HCAI) and anti-microbial resistance (AMR).

Component 2: Strengthen Public Health Surveillance: This component focuses on improving Guyana's capacity to rapidly prevent, detect and respond to health emergencies, reinforcing One Health capacities that are critical for mitigating risks associated with zoonotic- and vector-borne diseases, and AMR and HCAs, as well as achieving the 7-1-7 target.¹

Component 3: Strengthening Cross-Sectoral Collaboration: This component focuses on enhancing coordination between sectors involved in human, animal, and environmental health and other relevant sectors to effectively implement the One Health approach.

¹ The 7-1-7 target promotes early and effective action to contain infectious disease outbreaks. It requires countries to identify the outbreak within 7 days of emergence, report to public health officials within 1 day, and effectively respond within 7 days.

Component 4: Project Management, Monitoring and Evaluation: This component ensures effective oversight and coordination of the project. It will include the monitoring and evaluation of the project to ensure adherence to objectives and efficient implementation, and the supervision and coordination across different Ministries and stakeholders.

Component 5: Contingency Emergency Response Component (CERC): This no-cost component will facilitate access to rapid financing by allowing for the reallocation of uncommitted project funds in the event of a public health emergency, either by a formal declaration of a national emergency or upon formal request from the GOG.

2.0. Objective of the SEP

The overall objective of this SEP is to define a comprehensive program for stakeholder engagement that includes public information disclosure and consultation throughout the entire project cycle. The SEP will outline ways in which the project team will communicate with stakeholders and will provide a mechanism for stakeholders to raise concerns, provide feedback, or make complaints about project activities. Specific objectives of the SEP include:

- i. To establish a systematic approach to stakeholder engagement and to identify stakeholders and build and maintain a constructive relationship with them, in particular project-affected parties.
- ii. To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance.
- iii. To promote and provide means for effective and inclusive engagement with Project-Affected Parties (PAPs) throughout project life cycle on issues that could potentially affect them.
- iv. To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.
- v. To provide PAPs with accessible and inclusive means to raise issues and grievances and allow the MOH to respond to and manage such grievances.

3.0. Stakeholder Identification and Analysis

3.1. Methodology

In order to meet the best practice approaches for stakeholder engagement, the project will apply the following principles for stakeholder engagement:

- i. **Openness and Life-Cycle Approach:** public consultations for the project will be arranged during the whole life-cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- ii. **Informed Participation and Feedback:** information will be provided to and widely distributed among all stakeholders in an appropriate format. Opportunities will be provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- iii. **Inclusiveness and Sensitivity:** stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects

is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly Indigenous Peoples (IPs), women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.

- iv. **Flexibility:** the SEP will have flexibility to cater for stakeholder engagement via online forums or phone-based communication.

3.2. Stakeholder Identification

Project stakeholders are defined as people, organizations, or other entities that may be affected by project interventions, who may have an interest or can influence its outcomes either positively or negatively. The analysis identifies the appropriate methodology for each category of stakeholders throughout project cycle. In fostering targeted and meaningful stakeholder engagement, stakeholders are categorized as follows:

- i. **Project Affected Parties (PAPs):** these comprises of persons, groups, and other entities within the Project Area of Influence (PAI) that are affected by the project or are likely to be affected by it directly or indirectly, favorably, or unfavorably.
- ii. **Other Interested Parties (OIPs):** these may have an interest in the project and include individuals or groups whose interests may be affected by the project and who have the potential to influence the project outcomes in any way.
- iii. **Disadvantaged/Vulnerable Parties (D/VPs):** these are persons who may be disproportionately impacted or further disadvantaged by the project as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.

Table 1: Identification of Stakeholders

Party	Stakeholders
Project Affected Parties	<ul style="list-style-type: none"> • Ministry of Health • Ministry of Agriculture • Ministry of Finance • Ministry of Public Works • Ministry of Tourism, Industry and Commerce • Ministry of Education • Ministry of Legal Affairs • Ministry of Amerindian Affairs • Georgetown Public Hospital Corporation • National Data Management Authority • Guyana Police Force – Customs and Immigration • Guyana Water Incorporated • Regional Health Authorities • Regional Democratic Councils
Other Interested Parties	<ul style="list-style-type: none"> • Pan American Health Organization (PAHO)

Party	Stakeholders
	<ul style="list-style-type: none"> • Food and Agriculture Organization (FAO) • Inter-American Institute for Cooperation on Agriculture (IICA) • Pan American Center for Foot and Mouth Disease and Veterinary Public Health (PANAFTOSA) • Environmental Protection Agency (EPA) • Guyana Wildlife Conservation and Management Commission (GWCMC) • Guyana Bureau of Standards (GNBS) • Guyana Fire Services (GFS) • General Public • Media • Civil Society Organizations • Non-Profit Organizations • Private Sector • Religious Groups • Health Workers Associations and Regulatory Bodies
Disadvantaged / Vulnerable Parties	<p>Include, but not limited to:</p> <ul style="list-style-type: none"> • Indigenous Peoples • Elderly • Women-headed households • Sexual and Gender Groups • Women’s Groups • Men’s Groups • People with Disabilities Groups • Migrant Groups

4.0. Stakeholder Engagement Program

4.1. Summary of Stakeholder Engagements Conducted

During project proposal preparations, in July 2024, the MOH engaged with various stakeholders, in rounds of technical meetings. Participants included MOH technical staff, Ministry of Agriculture’s technical staff, where project activities that were relevant to each agency and departments were discussed.

In addition, during the Appraisal Mission with the World Bank, during December 9-13, 2024, the MOH invited various technical agencies and partners to participate and discuss preparations for the project. Discussions were centered around project activities with various project beneficiaries.

On December 18, the MOH also conducted a round of stakeholder consultations with a wider group of various stakeholders, as part of the project preparation efforts. Please see **Annex One** for detailed stakeholder engagements.

4.2. Summary of Project Stakeholder Needs and Methods, Tools, and Techniques for Stakeholder Engagement

As set out in ESS10, stakeholder engagement is an inclusive process that must be conducted throughout the project cycle. Stakeholder engagement measures to be included across the project phases include information gathering and sharing initiatives that will widen the scope for access to information and enhance participation, involvement in project planning, implementation, and evaluation of performance. More interaction with key stakeholders is envisaged during the implementation of the SEP. Different engagement strategies have been applied and a number of proposed strategies for future engagements in the project are as follows:

- i. **Workshops** – to be organized based on the project component / subproject under consultation to ensure strategic risk items are discussed with decision-makers to mitigate risk proactively.
- ii. **Focus Group Meetings / Discussions** – this will be used to bring together stakeholders with the same interests or common characteristics into a meeting to discuss specific topics or project components and explore issues that are relevant to them.
- iii. **Consultations in Public / Community Meetings** – this will be undertaken with the aim of identifying and discussing stakeholder concerns and to disclose project information to both PAPs and to a lesser extent OIPs. Such consultations, wherever feasible, will use local languages and the timing and location chosen to reach a broad range of groups or individuals within the region. This will be through open invitation and consideration will be made to include the D/VPs.
- iv. **Formal Meetings** – this will target institutions and organized interest groups to identify and discuss specific stakeholder concerns and to disclose project information. Participation in these meetings will be influenced by the issues under consideration and include adequate representation of women as well as other marginalized and vulnerable people where possible.
- v. **One-on-One Interviews** – these will aim at giving chance to individuals, mainly leaders and representatives of various groups, to air concerns about the project. This will involve PAP and OIPs depending on the issues of concern.
- vi. **Site Visits** – these will be done during social assessments, studies and monitoring and implementation support visits to ascertain progress and status, and existing concerns.

4.3. Stakeholder Engagement Plan

Table 2 outlines the plan for continuous stakeholder engagement during the implementation of the Project (i.e., in relation to the development of instruments and activities) and will be reviewed and updated throughout the project lifecycle.

The Project will continue to consult, plan, and execute to improve outcomes. Project components will aim to engage stakeholders within the scope of their operations. Depending on the information demands of stakeholders, the presentation formats may be modified. Throughout the project's duration, the PIU's ES Specialist will keep a current repository of stakeholder engagement activities and associated documentation of sessions held.

Table 2: Stakeholder Engagement Plan

Objectives	Target Stakeholders	Topic of Consultation / Messages / Agenda	Means of Communication	Schedule / Frequency	Responsibility
Project Preparation					
<p>To present drafts and get stakeholders inputs on the following instruments:</p> <ul style="list-style-type: none"> • Environmental and Social Impact Assessment (ESIA) • Environmental and Social Management Plan (ESMP) • Stakeholder Engagement Plan (SEP) • Labour Management Procedures (LMP) 	MOH, Ministry of Agriculture, Communities,	<ul style="list-style-type: none"> i. Project objectives, rationale, benefits and beneficiaries, implementation arrangements. ii. Indicative implementation schedule and period, project contacts. iii. Potential environmental and social risks and impacts; measures for mitigation and management as per the ESMP. iv. Description of the Grievance Redress Mechanism (GRM). v. Present stakeholders identified and describe approach to stakeholder engagement. vi. Discuss E&S Risk Management measures, actions and plans. 	<p>Workshop presentations</p> <p>Virtual consultations</p>	Once during preparation of instruments and update of the SEP.	MOH – PIU / ES Specialist
Disclose finalized ESIA, ESMP, SEP, LMP and ESCP.	PAPs, OIPs, D/VPs.	<ul style="list-style-type: none"> • Provide the provision of / content of the instruments and use, key findings. • Notice advising stakeholders of disclosure and where to 	<p>MOH website</p> <p>MOH Social media pages (Facebook)</p>	Throughout project implementation	MOH – PIU

Objectives	Target Stakeholders	Topic of Consultation / Messages / Agenda	Means of Communication	Schedule / Frequency	Responsibility
		<p>access the disclosed documents.</p> <ul style="list-style-type: none"> Disclosure of project documentation in a culturally appropriate and accessible manner. 	Emails		
Project Implementation (ALL COMPONENTS)					
Information dissemination on roll-out of project initiatives, milestones and lessons learnt.	Project beneficiaries, communities, health workers, implementing partners, OIPs.	<ul style="list-style-type: none"> General information on project and its activities. 	<p>Progress reports</p> <p>Workshops</p> <p>MOH website</p> <p>MOH social medias</p>	Continuous from project effectiveness and on a monthly and need be basis.	MOH - PIU
Engagements with D/VPs	Women, persons with disabilities (PWDs), IPs	<ul style="list-style-type: none"> Project implementation with feedback generated from targeted stakeholders 	<p>Public meetings</p> <p>Disclosure of project documentation in a culturally appropriate and accessible manner.</p>	Continuous throughout project implementation	PIU – ES Specialist
Complaints/grievances	PAPs, OIPs, D/VPs and the general public.	<ul style="list-style-type: none"> Obtain feedback from project beneficiaries and ensure the GRM system is functional. 	Public meetings, virtual consultations.	Continuous throughout project implementation	PIU – ES Specialist, M&E Specialist, Public Relations (PR).

4.4. Proposed Strategy for Information Disclosure to Stakeholder Groups

The SEP will be periodically revised and updated as necessary throughout project implementation. Quarterly summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective / preventive actions, will be collated by the PIU's ES Specialist and referred to the senior management of the Project. The quarterly summary will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the project during the year may be conveyed to the stakeholders in various ways.

The project will employ safe information disclosure approaches to reduce exposure to potential risks. Focus group discussions (FDGs), internet platforms, and community consultations are all examples of this. Other channels may include local radio and TV stations.

To guarantee that the various stakeholder groups have an opportunity to engage in the project activities and gain from the interventions, it will be crucial to ensure the inclusivity and cultural sensitivity of the various activities. Where necessary, the use of local languages (Indigenous, Spanish), verbal communication, or visuals rather than text, will be utilized. It is also important to note that face-to-face meetings may not always be possible in all cases, and other means of communication will be used to reach key stakeholders, including social media. **Table 3** below presents a schedule for disclosure.

Table 3: Schedule of Disclosure of Project Documents

Project Stage / Timelines	Target Stakeholders	Information to be Disclosed	Methods
After appraisal	All stakeholders and the general public	SEP, ESCP, ESMP, LMP	WB and MOH websites
Within six months of effectiveness	All stakeholders	Updated SEP, LMP, ESMP.	WB and MOH websites
Quarterly	Implementing partners, project host communities	Project scope, progress reports	MOH website, virtual consultations, public meetings.
Before key activities	Key stakeholders for specific activities	ESIA / ESMP	WB and MOH websites
Annual	General public	Any updated project documents, annual reports on progress and lessons learnt	WB and MOH websites

5.0. Resources and Responsibilities for Implementing Stakeholder Engagement Activities

The MOH will be the main implementing agency for the project and will lead the execution of activities, including this SEP. Adequate resources will be provided for the implementation of the SEP. Information or questions about the project and overall consultation process can be sought from the PIU.

5.1. Budget for Implementation of the SEP

The budget for the SEP is estimated to be around **US\$12,000** included in the costing table under the operational expenses of the project. The MOH will review the SEP biannually on stakeholder categories, engagement activities and budget. **Table 4** presents a list of proposed costed activities for the implementation of the SEP and an estimated annual budget.

The MOH, in its national budget, may also contribute to the resources required for implementation of the SEP, and therefore, this estimated budget may not be required entirely from project funds.

Table 4: Estimated Stakeholder Engagement Budget

ES Risk Management Resource	Total Cost (USD)
A. Training and Communications	\$5,000
i. ES Specialist/s to travel to provide ESHS training at the national and regional levels	
ii. Consultation activities in accordance with the SEP.	
B. Consultations	\$5,000
i. Transportation, rental of facilities, etc.	
C. Grievance Mechanism	\$2,000
i. Coordination of the Project's GRM (suggestion boxes, communication materials)	
TOTAL COSTS	\$12,000

5.2. Management Function and Responsibilities

The MOH is the implementing agency for the project and has overall responsibility for project implementation, including fiduciary, monitoring and evaluation, and environmental and social safeguards. Within the MOH, the Health Sector Development Unit (HSDU) is the Project Implementation Unit (PIU).

The MOH is responsible for the preparation and implementation of the ESF and the requirements of the WB for Investment Project Financing (IPF) operations. Among its responsibilities are the preparation, implementation, and oversight of environmental and social instruments such as the ESMP, SEP, LMP and GRM.

The PIU of the MOH will prepare monthly financial and technical reports and submit them to the WB within the stipulated timelines. All stakeholder engagements will be documented, tracked and managed by the PIU's ES Specialist.

6.0. Grievance Redress Mechanism

As part of the WB's policies for implementing projects, the Bank requires its borrowers (the MOH) to implement an effective Grievance Redress Mechanism (GRM) to receive and assist with the resolution of any concerns and grievances of stakeholders that may arise in connection with the project's environmental and social performance.

It is in this context that the MOH requires a GRM which will ensure there is a mechanism and a platform to effectively address grievances and complaints encountered during implementation.

6.1. Objectives of the GRM

The objectives of the GRM are as follows:

- i. To address complaints and grievances and enhance conflict resolution arising from and during project implementation;
- ii. Ensure transparency and accountability throughout the implementation of the project amongst relevant stakeholders, including project beneficiaries;
- iii. Resolve any emerging environmental and social grievances in project areas.
- iv. Improve project outcomes by addressing grievances promptly helping to ensure that projects remain on track;
- v. To promote relations between the PIU and the MOH, Contractors and sub-contractors, and beneficiaries.

6.2. Scope of the GRM

The PIU's GRM will provide a channel for dispute resolution during the implementation of the project. However, the GRM serves to complement and **NOT** replace the existing legal channels, such as Courts, Tribunals and other resource mechanisms for addressing grievances.

The GRM is designed to improve project outcomes by creating public awareness about the project and its objectives, deterring fraud and corruption, mitigating socio-economic and environmental risks and providing the PIU with practical solutions and feedback during project implementation.

The GRM will apply to **ALL** project areas.

The targeted audience for the GRM will range from the following:

- Funding Agencies – World Bank
- Project Workers – Direct and Indirect
- Contractors and Subcontractors
- Project beneficiaries and their related institutions
- The General Public

It is anticipated that the GRM will be robust enough to address conflicts and complaints across the above described scales with the intention of minimizing or preventing escalation to other existing legal channels, such as Courts, Tribunals and other mechanisms for addressing grievances.

6.3. Principles of the GRM

The effectiveness of the GRM will be guided by the following principles:

- i. **Accessibility:** The GRM is accessible to everyone and at any time. The GRM will take into consideration potential barriers such as language, literacy, awareness, cost or fear of reprisal and seek to address them.
- ii. **Predictability:** The GRM will be time-bound at each stage, and have specified time frames for the responses.
- iii. **Fairness:** All procedures therein will be widely received as unbiased in regards to access to information and meaningful participation.
- iv. **Rights Compatibility:** The outcomes of the mechanism will be consistent with national and international standards, and will **NOT** restrict access to other redress mechanism.
- v. **Transparency and Accountability:** The entire GRM process will be done out of public interest.
- vi. **Capability:** For an effective GRM, the system will be endowed with the necessary resources, that is, technical, financial and human resources.
- vii. **Feedback:** The GRM will serve as a means to channel citizen feedback to improve project outcomes for Guyanese.

6.4. Structure of the GRM

While the MOH has a national GRM system established to deal with complaints that arise from the everyday functioning of the health sector, this project GRM will address complaints and grievances that are **SPECIFIC** to the project. This GRM will be uniformed and centralized to allow for affected stakeholders to express their grievances and receive a response in a timely manner.

During consultations, stakeholders will be informed of the GRM in place, as well as the measures put in place to protect them against any reprisal for its use.

6.5. Grievance Procedures

The following outlines the procedures for the GRM in **Table 5**.

Table 5: Grievance Procedures

Process	Description	Timeframe	Responsibility
Receiving Grievances	Grievances and complaints can be lodged and collected via the following: <ul style="list-style-type: none"> • Face to face / in person • Telephone / Email • Suggestion boxes • MOH website <p>Once received by the PIU, the grievances will be documented as per</p>	The GRM will be fully functional Mondays – Fridays, 8:00AM – 4:30PM. However, this does not mean that grievances cannot be submitted out of working hours.	The PIU’s ES Specialist has overall responsibility for receiving and documenting grievances relating to the project.

Process	Description	Timeframe	Responsibility
	<p>the GRM Official Form outlined in Annex Three. Contact information will also be recorded so that feedback can be provided on the issue. Should the affected party prefer to remain anonymous, the grievance will be given an identification number and date when it is logged.</p> <p>Questions and comments made during any stakeholder engagements that direct to a grievance will be treated as an official grievance and will be entered into records as such.</p> <p>Grievances can be reported through the HSDU's Office Number and the PIU's email address, with the Project Coordinator copied.</p> <p>The following contact information is to be updated once finalized: Telephone: Email: CC'd:</p> <p>Suggestion boxes will be placed at ALL project areas and the HSUD's office. Grievance Forms will be placed next to each suggestion box for affected parties to use and document their grievance.</p>		
Grievance Logged	The GRM will maintain an official record logbook for documenting all grievances received. See Annex Four for GRM Logbook.	Once a grievance is received, it shall be documented into the GRM Logbook within 2 days .	PIU's ES Specialist
Grievance Acknowledged	Once the grievance is received and documented formally, an acknowledgement of grievance will be made to the Complainant. See Annex Five for GRM Acknowledgement Receipt.	Within 2 days upon receipt and recording of the complaint.	PIU's ES Specialist
Investigation	Once the grievance is acknowledged, complaints will be investigated before a response is provided.	Within 7 days upon acknowledgement of grievance.	PIU's ES Specialist

Process	Description	Timeframe	Responsibility
Resolution / Feedback	On completing investigations, the findings and redress measures are communicated to the aggrieved party.	Within 2 days upon completion of investigation.	PIU's ES Specialist
Review / Appeal	Complainants are informed by the ES Specialist, that if they are still not satisfied, once all possible redress has been proposed they have the right to take legal recourse through Guyana's Judiciary system.	NA – Complaints taken to the Judiciary system will depend entirely on the system's own timeframe.	PIU's ES Specialist
Follow-Up	To ensure effective and satisfactory resolutions of grievances, a structured follow-up process will be implemented after the resolution of each grievance submitted through the GRM. This process aims to engage with complainants, verify the effectiveness of the actions taken, and provide opportunities for re-engagement if necessary. Follow up procedures include: <ul style="list-style-type: none"> a) A follow-up will occur after 7 days after the resolution of each grievance to assess satisfaction and effectiveness of the resolution. b) A structured follow-up survey / questionnaire (Annex Six) will be administered to complainants to gather feedback on their satisfaction with the grievance resolution, the responsiveness of the process and any residual concerns. 	After 7 days of communicating resolution / feedback.	PIU's ES Specialist

6.6. Grievances Related to Construction Activities

Construction-related grievances will be forwarded to the Supervisory Consultants (if applicable) for it to be addressed with the Contractor / Sub-contractors. In the absence of a Supervisory Consultant, the PIU's ES Specialist, will address grievances, along with the Contractor / Sub-contractors. The following steps will be taken in this regard:

- i. The Supervisory Consultant (or PIU's ES Specialist), along with the Contractor's ESHS Personnel, will investigate the reported grievances to determine the validity of the complaint and cause for the grievance.

- ii. It will then be determined whether the grievance can be resolved by the Project team or whether outside authorities with regulatory and other responsibilities are relevant skills are to be consulted;
- iii. The grievance will then be determined if corrective action are to be taken by the Contractor and what those action are;
- iv. Follow-up inspections to monitor the situation and determine whether the problem is likely to recur and measures will be put in place to prevent recurrence;
- v. Construction-related grievances will complete the GRM process and timeframe as outlined in **6.5**.

6.7. Grievances Related to Gender Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH)

Complaints related to the allegations of GBV/SEA/SH will utilize the Grievance Procedures outlined in **6.5**. All cases will be logged officially and survivors / victims information will be protected using codes to maintain confidentiality. The GRM will only record the following information related to GBV/SEA/SH complaints:

- i. The nature of the complaint (what the complainant says in his/her own words without direct questioning.
- ii. If to the best of their knowledge, the perpetrator was associated with the project, and if possible, the age and sex of the survivor/victim.
- iii. Any cases of GBV/SEA/SH brought through the GRM will be documented but remained **CLOSED / SEALED** to maintain confidentiality of the survivor/victim. The GRM will primarily serve to:
 - a. Refer complainants to the Ministry of Human and Social Services, and;
 - b. Record the resolution of the Complaint.
- iv. The PIU will immediately notify both the MOH and the WB of any GBV/SEA/SH complaints with the **CONSENT** of the survivor/victim. If the complainant prefers to remain anonymous, the PIU will share the information on the case by providing a code number to avoid disclosing any information that could help identify the survivor/victim. Notifications will be made to the Bank in line with the confidentiality approach.
- v. Assistance will be provided to GBV/SEA/SH survivors/victims by referring them to the Ministry of Human and Social Services for support **IMMEDIATELY AFTER** receiving a complaint directly from a survivor/victim, prior to the survivor's consent, and in case they are interested in support services.

6.8. Grievances Related to Indigenous Peoples (IPs)

To address any grievances related to IPs, the GRM procedures outlined in **6.5**. will also be utilized. The GRM Form will have a box for the complainant to identify whether they identify as IPs or not. To ensure the process is culturally appropriate and accessible to the affected IPs, the GRM will:

- i. Take into consideration that some elder IPs may not be able to adequately read, write, or speak in English. To ensure accessibility, the PIU will work with Village Toshao Leaders, the

Regional Health Authorities, and other relevant locals to assist with filling out a GRM Form. Toshias will also be encouraged to disseminate information about the GRM to their communities. Toshias will ensure that their communities have information about the project and will support IPs to submit complaints, if necessary. Toshias are allowed to submit a complaint on behalf of the community. IPs can also make a call directly to the PIU's ES Specialist, who will then formally document the complaint on behalf of the affected IPs.

- ii. Disclose and have publicly accessible copies of the GRM Forms during consultations. During consultations, stakeholders, including IPs, will be continuously informed about the GRM channels to submit their complaints and will be informed about the process as described.

The project recognizes that IPs have their own traditional way of solving disputes, which is described in the Amerindian Act (2005). However, this mechanism is only applicable to village land disputes. The Ministry of Amerindian Affairs has identified the avenues outlined below for dealing with complaints from Indigenous communities. Based on the nature and level of the grievance, the appropriate mechanism will be utilized:

- a. District Council, composed of all Toshias from the district, along with one representative from each Village Council in the district;
- b. Community Development Officer: located at the district level and responsible for intermediating between Indigenous communities and the Ministry of Amerindian Affairs;
- c. The National Toshias Council: comprising of all elected Toshias in the country; or
- d. Complaints can also be filed directly with the Ministry of Amerindian Affairs, who will then communicate this to the PIU at the MOH.

6.9. Grievances Related to Project Workers

Please refer to the Project's LMP for grievances related to project workers.

The WB and the MOH do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

7.0. Monitoring and Reporting

7.1. Summary of How SEP Implementation will be Monitored and Reported

The project will establish and maintain a database and activity file detailing public consultation, disclosure information and grievances collected throughout the project. Stakeholder engagement shall be periodically evaluated by the PIU. The following indicators will be used for evaluation:

- i. Grievances received, speed of resolution and how they have been addressed;
- ii. Level of involvement and participation of stakeholders including PAPs (disaggregated by gender and vulnerable groups)

- iii. The quarterly summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the project’s ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to stakeholders in various ways as per **Table 6**.

Table 6: Monitoring of the SEP

Monitoring Indicators	Method	Timeframe
Type of methods used for information dissemination and their effectiveness	Review of records, interviews	Annual
Accessibility to information and language used for communication.	Review of records, interviews	Annual
Level of awareness among affected parties, other stakeholders and vulnerable groups on project implementation procedures and potential impacts	Interviews	Annual
No. of consultations conducted with PAPs, other stakeholders, and vulnerable groups.	Progress reports	Biannual
Type of issues raised and discussed at consultative meetings	Review of meeting minutes	Quarterly
Type of decisions made based on consultation outcomes	Review of meeting minutes	Quarterly
No. of grievances/complaints received and resolved	Progress reports	Quarterly
Level of efficiency and responsiveness of the GRM	Surveys	Quarterly

Table 7: Methods and Frequency of Reporting to Stakeholders

Reporting Party	Reporting Method	Stakeholder	Reporting Information	Frequency
Project Implementation Unit (PIU)	Official correspondence	Relevant Ministries and Agencies	Project progress <ul style="list-style-type: none"> • Next steps • Issues and changes 	<ul style="list-style-type: none"> • Quarterly
	Project monitoring reports	World Bank	Project ESHS monitoring reports, including grievance logbooks.	<ul style="list-style-type: none"> • Monthly
ES Specialist(s)	Official correspondence	Local communities	Project progress <ul style="list-style-type: none"> • Next steps 	<ul style="list-style-type: none"> • Quarterly • When changes occur

Reporting Party	Reporting Method	Stakeholder	Reporting Information	Frequency
	<ul style="list-style-type: none"> • By email or postal mail • Website and social media 		<ul style="list-style-type: none"> • Issues and changes 	
	Focus groups, workshops, progress summaries set to D/VPs	D/VPs	Project progress <ul style="list-style-type: none"> • Plans for next steps Issues and changes	<ul style="list-style-type: none"> • Quarterly • When changes occur

ANNEX ONE – STAKEHOLDER CONSULTATIONS

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s) / Next Steps	Timetable / Date to Complete Follow-up Action(s)
<p>PAPs:</p> <p>Ministry of Health</p> <ul style="list-style-type: none"> • Epidemiology and Surveillance • National Public Health Reference Lab (NPHRL) • Communicable Diseases • Government Analyst Food and Drug Department (GA-FDD) <p>Ministry of Agriculture</p> <ul style="list-style-type: none"> • Guyana Livestock Development Authority (GLDA) • Animal Health <p>OIPs:</p> <ul style="list-style-type: none"> • PAHO • FAO 	<p>July 2024</p>	<p>Stakeholders were informed of the project proposal preparations underway through the Ministry of Health. Stakeholders from both the Ministry of Health and Ministry of Agriculture supported the project’s proposal and gave their no objection.</p> <p>Stakeholders identified what activities are to be included as part of the project based on their needs.</p>	<p>The implementation team updated its list of activities to be included under the project based on the requests of stakeholders.</p>	<p>To refine the list of activities for the Proposal to be submitted for approval to the Pandemic Fund.</p>	<p>Completed before proposal submission to the Pandemic Fund for approval.</p>
<p>PAPs:</p> <p>Ministry of Health</p> <ul style="list-style-type: none"> • Epidemiology and Surveillance 	<p>Dec 9-12, 2024</p>	<p>Stakeholders in general supported the project in its entirety and welcomed targeted interventions in disease</p>	<p>The implementation team thanked all stakeholders for participating in the appraisal mission and committed to</p>	<p>Refine and detail list of activities based on stakeholder feedback.</p>	<p>To be completed by December 20, 2024.</p>

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s) / Next Steps	Timetable / Date to Complete Follow-up Action(s)
<ul style="list-style-type: none"> • National Public Health Reference Lab • Environmental Health • Communicable Diseases • Government Analyst Food and Drug Department • Health Sector Development Unit • Human Resource Department • Standards and Technical Services • Chief Medical Officer • Port Health Authorities <p>Ministry of Agriculture</p> <ul style="list-style-type: none"> • Guyana Livestock Development Authority • Animal Health <p>OIPs:</p> <ul style="list-style-type: none"> • PAHO • FAO • IICA 		<p>surveillance, laboratory services and animal health. Stakeholders, together with the World Bank, discussed and refined activities further.</p>	<p>refining and detailing activities to ensure that the project is streamlined.</p>		

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s) / Next Steps	Timetable / Date to Complete Follow-up Action(s)
PAPs: Ministry of Health <ul style="list-style-type: none"> • Surveillance and Epidemiology • Infectious Diseases • National Aids Programme Secretariat • Legal • Regional Health Services • Standards and Technical Services • Maternal and Child Health • Vector Control Services • Non-Communicable Diseases • National Public Health Reference Lab • Finance • Health Sector Development Unit • Georgetown Public Hospital Corporation 	Dec 18, 2024	<p>Stakeholders were made aware of the project development objective, specific objectives and key results, and the overall components of the project.</p> <p>Overall, stakeholders gave their full support for the project, and commended the team for their work on the project.</p> <p>Stakeholders were also apprised of the list of activities and gave their no objection.</p>	Implementation thanked all participants for participating in the discussions.	None	None

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s) / Next Steps	Timetable / Date to Complete Follow-up Action(s)
<ul style="list-style-type: none"> • National Tuberculosis Programme • Port Health • Health Emergency Operations • Government Analyst – Food and Drug Department <p>Ministry of Agriculture</p> <ul style="list-style-type: none"> • Guyana Livestock Development Authority • Animal Health <p>OIPs</p> <ul style="list-style-type: none"> • PAHO <p>Please see Annex Two for detailed list of participants.</p>					

ANNEX TWO – LIST OF STAKEHOLDERS CONSULTED

Activity: Guyana One Health Project (P508693) Stakeholder Consultations

Date: December 18, 2024

PARTICIPANT REGISTRATION

Name	Designation	Agency	Email	Signature
Renny Storm	SVO GLDA	GLDA	wildst@m81guyana	
Onelka Scott	NCIT OFFICER	MOH		
Bendita Lachmassingh	Epidemiologist	MOH	enuepidemiologist@gmail.com	
Darlenea Juwan	NPC RHE	PAHO	tdsantolan@paho.org	
Xueela Sene	EMBRYOLOGIST	MOH SURVEILLANCE	luelle@paho.org	
JESTONDA MOKHALL	NTP MANAGER	NTP, MOH	jestici@gmail.com	
MUSTHANA ABDUL-KADIR	MICROBIOLOGIST	NPHRL, MOH	mustapha.kadir@worldbank.org	
SHARONNA SHAW	SENIOR MEDICAL REGISTRAR	CPHC	shazeemashaw@gmail.com	
SHAWZ GIBANI	GOVERNMENT MEDICAL OFFICER-NTP	NTP - MOH	shawz.gibani@gmail.com	
Nalira Amstutz	DIRECTOR	MOH	Dr.SP@mh.gov.gy	
Colbert Bowen	Chief Veterinary Officer	GLDA	colbert.bowen@guyana.com	
CECEL ABRAMS	MSF OFFICER	MOH - CDU	CECELABRAMS25@GMAIL.COM	
Sonia Roberts	Director - MOH	MOH - MSD	Soniawr@gmail.com	
Tracey Bovell	Branch Manager, Infectious Diseases Group	CPHC	Tatber@guyana.com	
Malkia Iida	Principal Assistant Secretary Finance	MOH	malkiaida@yahoo.com	
Kezia Vido - Voban	Principal Assistant Secretary Finance	MOH	niles.robin.vcsc@med.uh	
Norshika Cashart	Chief Officer	MOH	lagnloffice@mh.gov.gy	
Johanne McAllister	Veterinary Officer/Lab Manager	GLDA	ckemamorris@gmail.com	
Prasanna Kumar Sene	DC (GLDA) SVO	GLDA	sen.kumar@gmail.com	
Samuel Persaud	Epidemiologist	MOH - Epi & Surveillance	samsudpersaudguyana@gmail.com	
IONA ORR	PM	MOH	ionsp@paho.org	
CHRISTOPHER BHOJEDAT	PORT HEALTH OFFICER	MOH	medix.celsh@gmail.com	
Fionna Varon	Executive Director HEOL	MOH	peirufiona@gmail.com	
TANDEKA BARTON	Director Epi	CPA - FOD	tandekabarton@gmail.com	

ANNEX THREE – GRM FORM FOR OFFICIAL DOCUMENTATION

1. DATE	Click here to enter a date.
2. Complaint No.	[For Official Use]
3. Mode of Receipt [For Official Use Only]	<input type="checkbox"/> Written <input type="checkbox"/> Verbal <input type="checkbox"/> Telephone <input type="checkbox"/> Email

4. NAME [OPTIONAL]	
5. ADDRESS [OPTIONAL]	
6. TELEPHONE	
7. EMAIL	
8. GENDER [Please tick where applicable]	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Prefer Not to State
9. LOCATION OF COMPLAINT / CONCERN	

10. DO YOU IDENTIFY AS INDIGENOUS PEOPLE? [Please tick where applicable]	<input type="checkbox"/> Yes <input type="checkbox"/> No
11. ARE YOU A PROJECT WORKER?	<input type="checkbox"/> Yes <input type="checkbox"/> No

12. CATEGORY OF GRIEVANCE [Please tick where applicable]	<input type="checkbox"/> Project Implementation-related <input type="checkbox"/> Social <input type="checkbox"/> Environmental
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13. PROVIDE A BRIEF DESCRIPTION OF THE GRIEVANCE IN THE BOX BELOW.

Attach any letter / petition / documents detailing grievance information as submitted and state what they are below.

ATTACHMENTS, IF ANY: 1) 2) 3)

PREPARED BY:

SIGNATURE:

FOR OFFICIAL USE ONLY:

14. Date Grievance Received:	Click here to enter a date.
15. Grievance Received by:	
16. Signature:	

ANNEX FOUR– GRM LOGBOOK

Date of Complaint	Complainant Details	Brief Description of the Complaint	Decisions Made / Recommendations	Status of Complaint: ONGOING / RESOLVED	Date Complaint Closed
	Name: Address: Telephone: Email: Location of Complaint:				

ANNEX FIVE – GRM ACKNOWLEDGEMENT RECEIPT

Date:

Name:

Address:

Dear Sir / Madam,

R.E. Acknowledgement of Grievance Reported

This letter hereby serves as an acknowledgement of your grievance reported in relation to the implementation of the Health Care Network Strengthening Project (GY-L1080).

We have received your grievance/complaint on **dd/mm/yyyy** and we are currently in the process of investigating your complaint. The MOH will write to you to confirm our findings and provide a response **within seven (7)** working days.

Please do not hesitate to contact us should you require further information on your grievance submitted.

Thank you.

Sincerely,

ES Specialist

CC'd: Project Coordinator

ANNEX SIX – GRIEVANCE FOLLOW-UP SURVEY

Purpose: This survey aims to gather feedback on the grievance resolution process to ensure your concerns have been adequately addressed.

1. **Grievance Reference Number:**
2. **Date of Resolution:** [Click here to enter a date.](#)
3. **Satisfaction with Resolution:**
 - a. How satisfied are you with the resolution of your grievance? (**CHECK ONE BOX ONLY**)
 - Very Satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Very Dissatisfied
 - b. **Do you feel the resolution was the resolution timely?**
 - Yes
 - No
4. **Communication and Process**
 - a. **How would you rate the clarity of communication throughout the process? (CHECK ONE BOX ONLY)**
 - Excellent
 - Good
 - Fair
 - Poor
 - b. **Were you informed about the steps being taken in response to your grievance?**
 - Yes
 - No
 - c. **Were you provided with enough information about the outcome?**
 - Yes
 - No
5. **Further Concerns:**
 - a. **Are there any outstanding issues or concerns following the resolution of your grievance?**
 - Yes
 - No

If answered yes in **5(a)**, please specify in the box below:

6. Additional Feedback:

- a. Please provide any additional comments or suggestions for improving the grievance process, if any.

- b. Would you recommend this grievance process to other community members

Yes

No

THANK YOU FOR YOUR FEEDBACK! YOUR INPUT IS VALUABLE IN HELPING US IMPROVE OUR GRIEVANCE REDRESS MECHANISM.