

Preliminary Stakeholder Engagement Plan (SEP)

SURINAME PREPAREDNESS AND ENHANCING RESILIENT COMMUNITIES PROJECT

[SuPER]

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1. Introduction and Project Description

The Suriname Preparedness and Enhancing Resilient Communities Project (SuPER) is a strategic initiative aimed at addressing flood risks and strengthening community resilience in Greater Paramaribo. This project, funded by a \$22 million credit from the International Development Association (IDA), will be implemented by the Ministry of Public Works (MoPW) through the Program Management Unit (PMU)

The primary objective of the SuPER project is to enhance climate adaptation, reduce flood risks in Greater Paramaribo, and improve resilience-focused community infrastructure and services. The project is divided into three main components and each component targets specific interventions and capacity-building activities to improve flood management, support emergency preparedness, and strengthen local resilience to climate-related risks.

Component 1: Priority Local Flood Management and Preparedness (US\$16.5 million)

This component will finance design, construction supervision, and civil works for the repair, rehabilitation, and upgrading of priority secondary and tertiary drainage infrastructure, based on the 2024 Urban Drainage Masterplan supported under the Saramacca Canal System Rehabilitation Project (SCSRP, P165973). In line with the recognized need for improved Operations and Maintenance (O&M), this Component may also finance equipment for maintenance of drainage infrastructure/channels. This Component will also support improvements in Suriname's emergency preparedness and response (EP&R system) as a key element of resilience to flooding and other hazards. These investments will consider both existing and projected future land uses (rural, semi-urban, urban), population growth and urbanization, exposed assets, and relevant climate change impacts to support climate adaptation.

Component 2: Community-led Preparedness and Resilience (US\$3 million)

Component 2 focuses on enhancing community-led preparedness and resilience. It finances small grants for subprojects aimed at improving flood management, climate-proofing infrastructure, promoting resilient livelihoods, and environmental protection. The process includes outreach, proposal screening, and training for successful applicants, with a strong emphasis on gender equality. Funding is capped at \$50,000 for community projects and \$75,000 for district projects.

Additionally, the component supports capacity building and technical assistance for communities and districts, equipping them to reduce climate and disaster risks through training in project management, emergency preparedness, and climate adaptation.

Component 3: Project Management (US\$2.5 million)

This component will finance specialist consulting services, goods, and equipment for the Project Implementation Unit (PIU) to effectively manage key functions, including planning, coordination, financial management (FM), procurement, and Environmental and Social (E&S) throughout the implementation period. Specifically, this component will enable the PIU to provide technical and operational support for: (i) project management and coordination, including financial management and disbursement, procurement, contract administration, E&S risk and impact management, grievance redress mechanisms, training, and monitoring, reporting and evaluation; (ii) carrying out citizen engagement and social awareness activities; and (iii) incremental project operating costs.

The project aligns with Suriname's national priorities and the World Bank's Country Partnership Strategy, aiming to support sustainable growth and protect vulnerable communities from climate-related risks. The project's implementation period is set for February 2025 through September 2030.

2. Objective of the SEP

The Stakeholder Engagement Plan (SEP) for the SuPER project aims to facilitate continuous, inclusive, and transparent engagement with all relevant stakeholders throughout the project's lifecycle and involving stakeholders in the project's implementation. This SEP is designed to ensure that affected communities, local authorities, civil society organizations, and other interested parties are adequately informed and involved in project decision-making processes. The SEP further seeks to foster mutual trust between the project team and stakeholders, improve project design and outcomes through meaningful feedback, and address potential environmental and social concerns proactively. By providing clear channels for dialogue and feedback, the SEP will help the project adapt to stakeholder needs and mitigate any unintended impacts on communities, particularly vulnerable groups.

Adhering to the World Banks' requirements, the SEP aligns with the Environmental and Social Framework (ESF) to safeguard affected communities, engage stakeholders at multiple levels, and enhance the sustainability of SuPER's objectives.

The key policies (ESS's) from the ESF that apply to the SuPER project are:

ESS1: Assessment and Management of Environmental and Social Risks and Impacts

This standard establishes the requirement to identify, assess and manage the potential environmental and social risks and impacts of a project to avoid, minimize, mitigate, or offset impacts. It also ensures that vulnerable groups are not disproportionately affected and share in project benefits. Under SuPER, this includes evaluating the impacts of flood management infrastructure, drainage maintenance, and emergency preparedness activities on communities, especially in flood-prone areas. This policy also mandates the development of appropriate mitigation measures, monitoring, and reporting processes to manage identified risks, ensuring they are addressed systematically.

ESS2: Labor and Working Conditions

This standard applies to project workers, including contractors and community workers involved in infrastructure improvements and community-led resilience projects. This policy outlines requirements for fair treatment, safe working conditions, and measures to prevent forced and child labor and protect vulnerable groups (such as women, persons with disabilities, and migrant workers). It also mandates the establishment of a Worker Grievance Mechanism to address workplace-related concerns or complaints, protecting the rights and welfare of workers involved in project activities to include upholding freedom of association and collective bargaining.

ESS3: Resource Efficiency and Pollution Prevention and Management

ESS3 focuses on promoting sustainable use of resources, reducing project-related pollution, and ensuring that project activities avoid or minimize environmental impacts. This standard addresses issues related to resource efficiency (such as energy, water, and raw materials) and pollution prevention, including management of air emissions, hazardous and non-hazardous waste, and chemicals that could pose risks to human health and the environment. This standard is thus relevant to the SuPER project due to potential pollution risks associated with project activities, particularly the disposal of waste generated during canal maintenance and infrastructure upgrades. Improper handling of these waste could adversely impacts surrounding communities.

ESS4: Community Health and Safety

ESS4 addresses the protection of communities from project-related risks, especially concerning construction and operational activities that could affect public health, safety, and security, including incorporating climate change considerations in infrastructure design, reduce exposure to traffic, diseases, and hazardous materials and implement measures for emergency situations. This is particularly relevant to SuPER's infrastructure work on drainage systems, which may present risks related to traffic, noise, and occupational hazards. The project must incorporate safety measures, such as traffic management plans and protocols to prevent any harm to nearby residents.

ESS5: Land Acquisition, Restrictions on Land Use, and Involuntary Resettlement

The objectives of ESS5 are to prevent or minimize involuntary resettlement by considering alternative project designs, avoid forced evictions, and mitigate negative social and economic effects of land acquisition or land use restrictions by ensuring timely compensation for lost assets. While SuPER aims to avoid any land acquisition, ESS5 applies as a precautionary measure to prevent adverse impacts on livelihoods and land use. It includes guidelines to manage situations where land access may need to be temporarily restricted during construction or maintenance activities. If any involuntary resettlement or restrictions on land use occur, ESS5 requires the development of resettlement plans and compensation measures to safeguard affected individuals.

ESS7: Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities

While the project will not be conducted in designated Indigenous or Maroon settlements, ESS7 is still relevant, given the presence of Indigenous and Maroon people concentrations in various neighbourhoods in greater Paramaribo, who may be impacted by project activities. This policy requires culturally appropriate engagement with these communities/ people, ensuring their inclusion in decision-making processes, fostering project support through meaningful consultation; obtain their Free, Prior, and Informed Consent (FPIC) when required; and recognize and preserve their cultural heritage, knowledge, and practices. The SEP must outline specific measures for engaging with Indigenous and Maroon groups, respecting their traditional land rights and incorporating their feedback in project planning and execution. foster project support through meaningful consultation; obtain their Free, Prior, and Informed Consent (FPIC) when required; and recognize and preserve their cultural heritage, knowledge, and practices

ESS8: Cultural Heritage

ESS8 is dedicated to protecting cultural heritage from adverse impacts arising from project activities. It promotes the integration of cultural heritage considerations into sustainable development efforts, encourages meaningful stakeholder engagement concerning cultural heritage, and aims to ensure an equitable distribution of benefits derived from such heritage. ESS8 seeks to safeguard both tangible and intangible cultural assets, ensuring that development projects respect and preserve cultural values and resources. For the SuPER project, this standard is relevant due to potential excavation and earth-moving activities associated with drainage and infrastructure improvements, which could affect cultural artifacts or other heritage elements located beneath, partially above, or entirely above the land or water surface, as well as in the surrounding areas.

ESS10: Stakeholder Engagement and Information Disclosure

ESS10 is central to the SEP as it mandates ongoing engagement and information sharing with all relevant stakeholders, ensuring clear communication and disclosure of E&S risks & impacts and transparent and meaningful consultations that incorporate their feedback into project design and implementation. This policy requires the creation of a Stakeholder Engagement Plan that includes mechanisms for grievance redress, regular updates, and opportunities for stakeholders to provide feedback. ESS10 emphasizes the importance of inclusive engagement, particularly with vulnerable groups, to ensure they have a voice in shaping the project's design and outcomes.

Other relevant considerations under the World Bank's ESF are:

Environmental, Health, and Safety (EHS) Guidelines

- Although not an ESS, the World Bank Group's Environmental, Health, and Safety (EHS) Guidelines are considered when engaging with stakeholders. They provide best practices for managing environmental, health, and safety risks, particularly for projects involving construction, waste management, and community health considerations. For SuPER, these guidelines will help set standards for safe operations during the project activities, protecting both workers and nearby communities from potential hazards.

Gender-Based Violence (GBV) Prevention Measures

- Although not a specific ESS, the World Bank emphasizes the importance of addressing Gender Based Violence (GBV), Sexual Exploitation and Abuse (SEA), and Sexual Harassment (SH) risks in projects involving community interactions and infrastructure development. The SEP incorporates safeguards to manage these risks, e.g. ensuring safe

spaces for women's participation in project activities and integrating GBV awareness into community engagement efforts. Additionally, the Grievance Redress Mechanism (GRM) will include a survivor-centric approach with specific provisions to handle GBV, SEA, and SH complaints confidentially and sensitively. This approach will ensure that survivors receive timely support, protection, and appropriate referrals, thereby fostering a safe and respectful environment throughout the project's implementation.

3. Brief summary of previous stakeholder engagement activities

Previous engagement activities under the ongoing Saramacca Canal System Rehabilitation Project (SCSRP) laid the groundwork for community consultation, focusing on flood risk reduction and resilience building. Initial community sessions helped identify key flood-prone areas in Greater Paramaribo, particularly in low-income and flood-prone neighborhoods, such as Winti Wai, where infrastructure challenges exacerbate flood risks. Engagements have also taken place with local authorities, civil society organizations focused on environmental protection and technical stakeholders to develop a comprehensive Urban Drainage Masterplan in late 2024. These interactions have informed the SuPER project's design, highlighting the need for robust stakeholder engagement, especially in marginalized communities.

The following list presents some of the main stakeholder engagement activities to date:

Table 1: List of relevant Stakeholder Engagement Activities carried out for the SCSRP project

Period	Stakeholder(group)	Activity
Dec-2022	Contractors	This session introduced local contractors to the project, providing details about the loan agreement between the Government and the World Bank for rehabilitating the Saramacca Canal. Key topics included project structure (Lot 1 and Lot 2), World Bank requirements, and E&S regulations relevant to the tender process.
May-2023	Frequent shiplock users	An information session was organized for the most frequent users of the Saramacca Doorsteek Shiplock. The session informed stakeholders about upcoming maintenance works that would temporarily restrict access. Furthermore the types of materials transported were explored and challenges experienced by shiplock users were raised. Participants collaborated on brainstorming alternative solutions to continue their operations during the maintenance period.
Jun-2023	Public & relevant stakeholders	This online consultation engaged relevant stakeholders, including regulatory institutions, District Commissioners (DC), and contractors, to discuss the Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plan (ESMP) findings.
Jul-2023	Secondary schools in the vicinity of the Saramacca Canal: <ul style="list-style-type: none"> o Anton Residaschool o A.R. Leewinschool o LBO Hockey o MULO Hockey o Shri Parvati School 	An environmental awareness activity was held with randomly selected secondary schools near the Saramacca Canal (e.g., Anton Residaschool, A.R. Leewinschool, LBO Hockey, MULO Hockey, Shri Parvati School). Students participated in a waste collection and artwork competition to promote environmental stewardship.
Nov-2023	Contractors	A pre-bid meeting was held to address contractor questions and clarify details regarding the bidding process and project requirements.
Jan – April 2024	Local Community, Governmental Institutions, Community & religious Organizations, and other relevant within the following areas: Creola, Koewarasan, Leiding 8A, Doorsteek & surrounding areas	These sessions provided an overview of the project, outlined key activities for the maintenance works, and introduced communication channels for the Grievance Redress Mechanism (GRM). Community members had the opportunity to raise questions and discuss challenges specific to their areas.

Oct-2024	Relevant stakeholders	A workshop held for stakeholder groups to discuss the Masterplan developed for Water management in Greater Paramaribo. This was the closing workshop, in a series of workshops and engagement sessions organized during the development of the plan. The final workshop was a platform for stakeholders to discuss and provide feedback on actionable strategies covered in the masterplan, to address the water management challenges in greater Paramaribo..

The development of the Masterplan and the closing workshop session held in October 2024 to finalize this plan captured valuable feedback to shape the SuPER project. Key highlights from the discussions underscored the importance of implementing systematic flood reduction strategies over the next 15 years, supported by the newly developed Digital Elevation Model (DEM) for accurate planning. The session also presented innovative flood mitigation measures, such as automatic pumping stations, urban road adjustments, and agricultural water storage solutions. Stakeholders, including government officials, academics, and community representatives, had the opportunity to raise concerns and propose improvements, such as prioritizing maintenance in critical areas like Morgenstond and clarifying responsibilities for primary, secondary, and tertiary drainage systems.

The event reinforced the necessity of incorporating community feedback into the SuPER project, particularly regarding maintenance planning, institutional frameworks like the potential establishment of a water board, and spatial planning for flood protection along the coast. These insights, combined with data on climate change and flooding, underscore the Masterplan’s critical role as a foundation for future policy development and its alignment with the SuPER project’s objectives to enhance climate adaptation and resilience in Greater Paramaribo.

Additionally, key lessons from other stakeholder and community engagement efforts highlighted the importance of early and continuous consultations, particularly with communities that may be disproportionately affected by project activities. Engaging influential community leaders and institutions, such as schools and businesses, early in the process proved effective in fostering smoother communication and increasing community support for project objectives.

Similar engagement strategies are adopted for the upcoming SuPER project. Doing so will strengthen recognition and trust among existing stakeholders while building new relationships with potential stakeholders within these communities, further enhancing project success.

4. Stakeholder Identification and Analysis

4.1 Principles of stakeholder identification

As part of best practice approaches, the project will provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, and intimidation. This SEP is a living document that will be revised as needed and throughout the project cycle based on feedback from project stakeholders.

4.2 SuPER project stakeholders

For the purposes of effective and tailored engagement, stakeholders for the SuPER project have been identified based on their level of influence, interest, and potential impact, and are divided into core categories:

<ul style="list-style-type: none">• Project Affected People or parties (PAP)	<ul style="list-style-type: none">• General public
<ul style="list-style-type: none">• Disadvantaged/vulnerable groups	<ul style="list-style-type: none">• other interested parties

Project affected people: The primary affected parties include residents and businesses in Greater Paramaribo, who face significant flood risks due to inadequate drainage systems. These communities are expected to benefit directly from improved flood management infrastructure.

Disadvantaged and vulnerable groups: including street vendors, particularly those of indigenous and Maroon communities, individuals with disabilities, immigrant groups and homeless people. Additionally, women-headed households and sexual minorities, are recognized as potentially vulnerable groups due to their heightened risk of experiencing adverse social and economic impacts from project activities, as well as challenges in accessing project benefits. These groups are more likely to:

- Experience difficulties in accessing formal consultation channels, particularly due to limited mobility, time constraints, or lack of access to information

- Experience language barriers when provided the regular consultation information in general applicable or official languages, and
- May be at a greater risk of adverse impacts from flooding, including the loss of livelihoods, shelter, and access to essential services.

To address these challenges, the project will take proactive measures to ensure that translations and cultural nuances are adequately incorporated into outreach materials. This includes designing culturally sensitive communication approaches and material to effectively engage diverse groups.

General Public: The SEP therefore includes specific measures to ensure these groups are not only informed about project activities but also given adequate opportunities to express their concerns and receive appropriate support, where and when possible. Vulnerable groups will furthermore be consulted through dedicated means, as appropriate.

Other interested parties: These include national and local government agencies, particularly the Ministry of Public Works and the Ministry of Regional Development, which are responsible for infrastructure planning and community development. Additionally, civil society organizations with a focus on climate resilience and environmental protection have shown interest in the project and its potential environmental impacts.

Table 2 presents a breakdown of the preliminary identified stakeholders.

Table 2: Project stakeholder disaggregation

Stakeholder Category	Stakeholder	Role/Interest	Stakeholder Type
Government Agencies	Ministry of Public Works (MoPW)	Implementing agency responsible for project coordination and execution	Project implementer
	Program Management Unit (PMU)	Project Implementation Unit overseeing daily project activities	Project execution unit
	Ministry of Regional Development	Supports community engagement, especially in rural and vulnerable areas	Interested Party
	Ministry of Finance	Provides financial oversight and disbursement approvals	Interested Party
	National Environmental Authority (NMA)	Regulates environmental standards and monitors compliance	Interested Party

	Ministry of Transport, Communication, and Tourism	Coordinates infrastructure and logistics within the project area	Interested Party
	Bureau of Community Projects (BCP)	Support implementation of Community Preparedness and Resilience Grants	Interested Party
Local Government	District Commissioners of Greater Paramaribo	Facilitate local coordination and community-level consultations	Interested Party
	Local municipalities (Resorts within Paramaribo, including Winti Wai and Morgenstond)	Engage with communities on local issues related to project impacts	PAP
Funding and Development Partners	World Bank	Provides funding, oversight, and technical assistance	Funder
	Basic Needs Trust Fund Suriname (BNTF)	Supports capacity-building components	Interested Party
	InterAmerican Development Bank (IDB), and other International organizations	Organizations supporting and funding similar goals as the SuPER project	Interested Party
Community Stakeholders	Residents of Greater Paramaribo	Primary beneficiaries, particularly those affected by flood risks	PAP
	Residents of Winti Wai		PAP
	Women-headed households	Vulnerable group with specific needs in disaster response and planning	PAP Disadvantaged/ vulnerable group
	Indigenous and Maroon people within the communities	Vulnerable people requiring tailored engagement and support	PAP Disadvantaged/ vulnerable group
	Low-income households	High vulnerability to project impacts and limited access to resources	PAP Disadvantaged/ vulnerable group
	Property and business owners along the canal	Directly impacted by drainage and maintenance activities	PAP
	Street vendors in Paramaribo center	High vulnerability to project impacts and limited access to resources	PAP
Civil Society and NGOs	Environmental NGOs (e.g., Conservation International Suriname)	Monitor environmental impacts and provide feedback	Interested Party
	Community-based organizations (CBOs)	Act as intermediaries between communities and project team	PAP

	Gender and social welfare organizations	Advocate for inclusive engagement, especially of vulnerable groups	Interested Party
Academic and Research Institutions	Anton de Kom University of Suriname	Provides technical expertise and supports research on environmental impacts	Interested Party
	Meteorological Service Suriname (MDS)	Provides data and expertise for climate and flood risk assessments	Interested Party
Private Sector	Local contractors and suppliers	Involved in infrastructure repair, rehabilitation, and maintenance	Interested Party
	Engineering and consulting firms (e.g., Deltares, Ilaco, RHDHV, etc.)	Provide technical services, design, and implementation support	Interested Party
Media	Local newspapers, radio, and television	Disseminate project information and raise public awareness	Interested Party
General Public	Residents, companies, organizations and all other interested parties in Paramaribo and in a broader sense Suriname	Broader community interest in flood mitigation and improved resilience	Interested Party

5. Stakeholder Engagement Program

The engagement program for the SuPER project is structured to meet the distinct needs of the various stakeholder categories, with targeted approaches to gather their input effectively. The program is crucial for building trust, fostering collaborative relationships, and gathering input to improve the project’s design and implementation.

Stakeholder needs

The needs of the stakeholders within the project vary, especially between the various stakeholder groups:

- a) Government and Local Authorities:
 - Needs: Regular updates on project progress, alignment with national policies, and compliance with environmental and social standards. They also require detailed information on project impacts on infrastructure and public services.

- Concerns: Efficient project execution, compliance with legal and regulatory frameworks, coordination with other government initiatives, and budgetary allocations.
- Engagement objective: Ensure these stakeholders are fully informed, involved in planning, and engaged in monitoring project outcomes.

b) Community Stakeholders:

- Needs: Clear and accessible information on how the project will impact their daily lives, particularly regarding flood risk reduction and infrastructure improvements. They also need opportunities to provide feedback and participate in decision-making.
- Concerns: Potential displacement, changes in land use, and disruption from construction activities. They may also worry about the project's long-term benefits and sustainability.
- Engagement objective: Provide a platform for community members to voice their concerns, ensure their feedback shapes project decisions, and promote a sense of ownership over project outcomes.

c) Vulnerable and Marginalized Groups (e.g. Indigenous and Maroon communities, women-headed households, low-income families):

- Needs: Specific information on how the project will address their unique vulnerabilities. They require culturally appropriate engagement and reassurances that their needs will be prioritized.
- Concerns: Risk of exclusion from project benefits, increased vulnerability to environmental impacts, and potential social disadvantages, e.g. safety, access to clean water, and equitable benefit.
- Engagement objective: Ensure inclusive engagement and representation in project planning and execution, with focused efforts to address their specific needs and vulnerabilities.

d) Civil Society Organizations (CSOs) and NGOs:

- Needs: Transparency, project updates, and the opportunity to provide input on environmental and social aspects. They may also require involvement in monitoring project impacts.
- Concerns: Environmental protection, social inclusion, and monitoring of community benefits and equitable access.
- Engagement objective: Leverage their expertise in social and environmental issues, ensuring they are actively involved in oversight and advocacy roles.

e) Private Sector and Contractors:

- Needs: Clear guidelines on project expectations, environmental and social standards, and opportunities for open communication regarding project demands.

- Concerns: Potential risks related to project delays, operational efficiency, and adherence to quality standards.
- Engagement objective: Establish clear communication and compliance protocols to ensure high standards in service delivery and adherence to project timelines.

Stakeholder engagement methods and tools

To address above-described needs, the engagement program employs a mix of methods and tools that enable accessibility, inclusivity, and responsiveness in the various project stages:

Table 3: SEP Summary Table

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency/Timeline
Preparation Stage	Government and Local Authorities	<ul style="list-style-type: none"> - Project alignment with national policies. - Updates on compliance with environmental and social standards. - Detailed information on project impacts on infrastructure and services. 	<ul style="list-style-type: none"> - Formal meetings. - Reports and briefings. - Focused group discussions. 	Ministry of Public Works (MPW) and Project Implementation Unit (PIU)	Bi-monthly during preparation stage.
Implementation Stage	Community Stakeholders	<ul style="list-style-type: none"> - Clear and accessible updates on project impacts. - Platforms for feedback and participation in decision-making. 	<ul style="list-style-type: none"> - Public consultations. - Notice boards, posters, and community forums. - Digital outreach (WhatsApp, social media). 	MPW and PIU	Monthly during implementation.
Implementation Stage	Vulnerable and Marginalized Groups (Indigenous	<ul style="list-style-type: none"> - Specific focus on their unique vulnerabilities. - Culturally 	<ul style="list-style-type: none"> - Tailored community meetings. - Workshops with trusted 	MPW and local NGOs/CSOs	Quarterly and as required based on specific project activities.

	and Maroon communities, women-headed households, low-income families)	appropriate engagement and reassurances.	community leaders. - Visual and audio materials for inclusivity.		
Implementation Stage	Civil Society Organizations (CSOs) and NGOs	- Updates on environmental and social aspects. - Input opportunities in monitoring impacts.	- Collaborative workshops. - Progress reports. - Feedback mechanisms.	MPW and PIU	Bi-monthly during implementation.
Implementation Stage	Private Sector and Contractors	- Guidelines on project expectations and compliance protocols. - Open communication regarding project demands.	- Pre-construction briefings. - Progress update meetings. - Dedicated communication channels.	MPW and PIU	Weekly during active construction phases.

To close the feedback loop and ensure effective communication, the following actions will be taken to promote transparency, responsiveness, and adaptability within the project cycle:

- Stakeholder input gathered throughout the stakeholder engagement activities, will be summarized during each consultation and shared back with communities via public meetings, social media, and project website.
- Actionable feedback will be integrated into project planning, and responses to specific concerns will be documented in monitoring reports and communicated to stakeholders.
- The SEP will be updated regularly based on feedback and emerging needs, ensuring it remains a "living" document that adapts to project developments and stakeholder expectations.

6. Institutional Arrangement and Budget

The Ministry of Public Works, through the Program Management Unit (PMU), will manage stakeholder engagement activities, coordinating with local government bodies and community organizations to ensure effective outreach and collaboration. The project's budget includes allocations for community engagement, grievance handling, annual workshops and training, and ongoing monitoring. This investment in stakeholder engagement is designed to promote transparency, responsiveness, and trust, ensuring the project's alignment with community expectations.

Below is a preliminary, approximate breakdown of stakeholder engagement costs:

Table 4: Stakeholder Engagement budget estimation

Budget Item	Description	Estimated costs (US\$)
Staff salaries	Costs for stakeholder engagement personnel, including community liaisons and grievance officers	(included in project staffing costs)
Engagement events	Expenses for focus group discussions, community consultations, and workshops	350,000
Communication campaigns	Costs for media outreach, development of information materials, social media campaigns, and translations	400,000
GRM implementation and operations	Includes setting up and maintaining GRM mechanisms such as hotlines, WhatsApp channels, grievance logs, and response teams	500,000
Workshops and Capacity Building	Training for PMU staff, local government, and community stakeholders on engagement and grievance processes	150,000
Monitoring and Reporting	Resources for tracking stakeholder engagement activities, compiling reports, and conducting follow-ups	100,000
Miscellaneous costs	Unforeseen costs related to stakeholder engagement activities, such as travel expenses or logistics	100,000
Total budget		1,600,000.00

7. Grievance Redress Mechanism

The SuPER Project will adopt the existing GRM established under the Saramacca Canal System Rehabilitation Project (SCSRP). This integration ensures consistency and leverages the proven framework of the SCSRP GRM.

The Project will ensure that stakeholders are explicitly informed about the existence of the GRM and its operations, by spreading the GRM information through various channels, e.g.: Project Website, Website of the ministry of Public Works, during stakeholder sessions and public meetings. Flyers and posters with the GRM information will also be distributed in the various project areas, giving special attention to vulnerable groups. The GRM information is as follows:



Project

Opschoning en Rehabilitatie Saramacca Kanaal

Ondervindt u last van de werkzaamheden
of heeft u andere klachten over het project?

 Bel naar: **(+597) 433122**

 Stuur een WhatsApp bericht: **(+597) 8110307**

 E-mail: **info.scu.mow@gmail.com**

 Stuur een brief of kom persoonlijk langs:
SCU kantoor - Duisburglaan #49
**Op het terrein van het Ministerie van Openbare Werken*

The GRM process is guided by the Social expert on the project team, while the day-to-day operations is the responsibility of the Grievance Administrator supported by a wider team with various roles and responsibilities as detailed in Table 5.

Table 5: Roles and Responsibilities within the GRM process

GRM team member	Roles	Responsibilities
Social expert (member of PMU)	Set up and guide implementation of GRM	<ul style="list-style-type: none"> ➤ Monitoring & Evaluation of GRM ➤ Ensure GRM procedure is applied according to principles ➤ Advise and report on GRM process ➤ Decide the solutions to the complaints, in collaboration with the other experts and PMU members
Grievance Administrator	Day-to-day operations of GRM	<ul style="list-style-type: none"> ➤ Receive and acknowledge any issue, concern, complaint and/ or grievance from the community ➤ Data entry in Grievance database ➤ Administrative assistance of social, environmental and technical expert in grievance resolving process
PMU	Accommodate operation of GRM during project execution	<ul style="list-style-type: none"> ➤ Receive and redirect grievances to the Administrator for further processing ➤ Investigate grievances as required depending on the nature and severity ➤ General contribution to the resolution of grievances where applicable ➤ Decide the solutions to the complaints, in collaboration with the social, environmental and technical expert ➤ Facilitate in setting up of a system for receipt, recording, and tracking of the process ➤ Allocate budget for the implementation and management of the GRM ➤ Identify & select Administrator for the purpose of the GRM Unit
Contractors (Project implementers)	Accommodate operation of GRM during project execution	<ul style="list-style-type: none"> ➤ Apply necessary controls to minimise project related risks that could result in stakeholder grievances ➤ Receive and redirect grievances to the Administrator for further processing ➤ General contribution to the resolution of grievances where applicable

Modes of Grievance Intake:

The SCSRP GRM provides multiple channels for stakeholders to submit grievances:

- **In-Person Submissions:** Stakeholders can lodge complaints directly at designated local government offices or project sites.
- **Telephone line:** the SCSRP phonenumber is available for stakeholders to voice concerns verbally.
- **WhatsApp:** A WhatsApp number is provided as an additional intake channel, offering a quick and accessible way for stakeholders to submit grievances via text, voice messages, or images. This method also enables sharing evidence such as photos related to complaints.
- **Online Portal:** An accessible online platform allows for electronic submission of grievances.
- **Email:** Stakeholders can send detailed grievances via a specified email address.

Grievance Resolution Process:

Upon receipt of a grievance, the process is as follows:

1. **Acknowledgment** (within 3 days after grievance is received):
The grievance is acknowledged within a specified timeframe, with confirmation sent to the complainant.
2. **Assessment** (within 5 days after acknowledgement):
The grievance is reviewed to verify its validity and determine the appropriate steps for resolution.
3. **Investigation** (within 15 days after acknowledgement):
An investigation is conducted if necessary, involving relevant stakeholders to gather additional information and assess the issue comprehensively.
4. **Resolution** (within 25 days after grievance is received):
A proposed solution is developed and communicated to the complainant, detailing the steps taken to address their concern.
5. **Sign off** (within 30 days after grievance is received):
Once the complainant accepts the proposed resolution, the grievance is formally closed, and any final actions are documented.

Throughout this process, the GRM ensures transparency, fairness, and timely responses, aiming to resolve grievances promptly and effectively. The following flow chart visualizes the steps from grievance intake to resolution and closure.

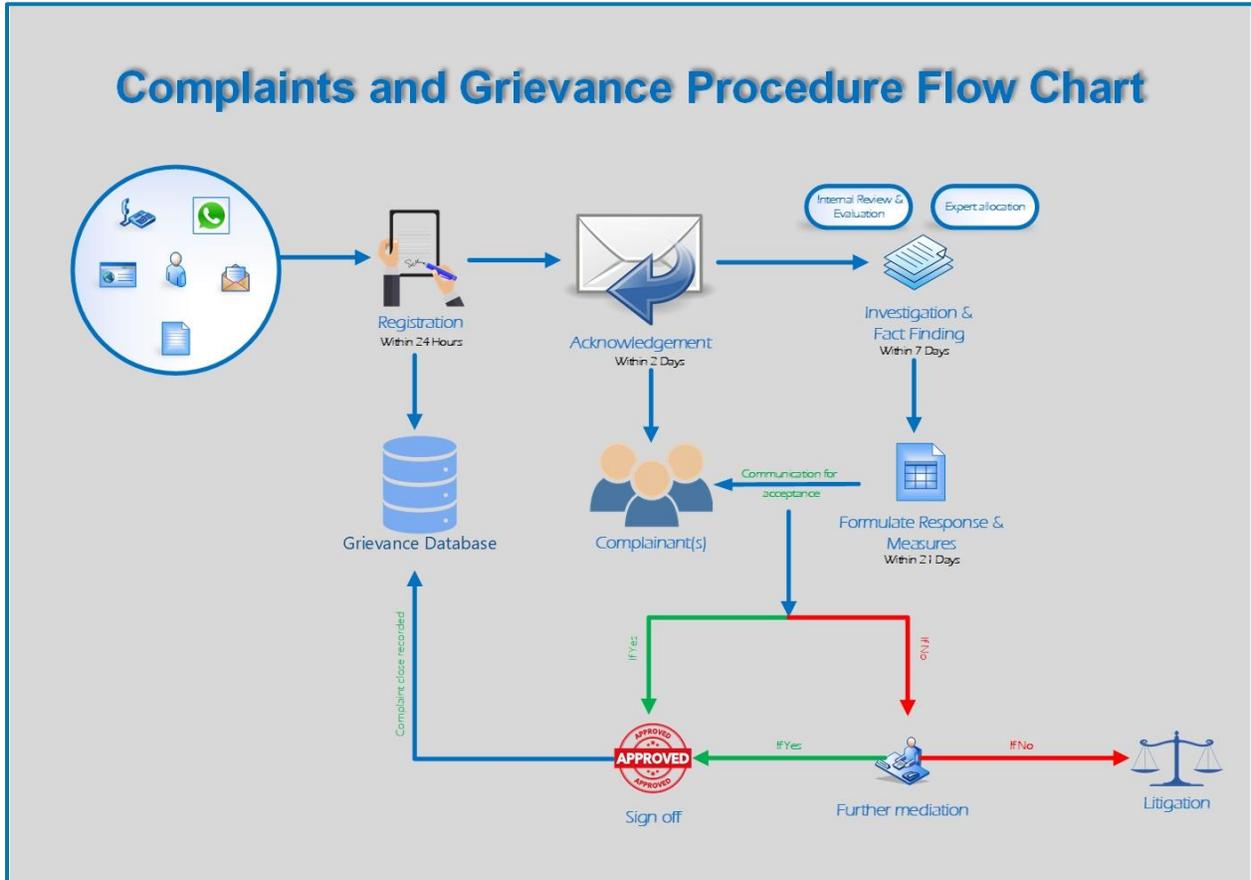


Figure 1: GRM Flow chart

Grievance Log:

An internal **Grievance Log** is maintained to record and track all grievances received through the GRM. This log includes:

- **Grievance Details:** Date of submission, nature of the grievance, and relevant stakeholder information.
- **Process Tracking:** Status updates at each stage of the grievance resolution process, ensuring transparency and accountability.
- **Outcome Records:** Final resolution details, including the actions taken to resolve the issue and the closure date.

The grievance log is reviewed periodically to identify any patterns or recurring issues that may require broader project adjustments. This ongoing analysis supports continuous improvement in project implementation and stakeholder engagement.

By integrating the SCSRP GRM, including various intake channels, the SuPER project aims to provide accessible, responsive, and transparent mechanisms for addressing community concerns.

8. Monitoring and Reporting

Project progress will be documented in quarterly reports that summarize key engagement activities, stakeholder feedback, and grievance resolution outcomes. Summaries of these reports will be publicly shared on the project website to enhance transparency. A template to register consultations/ stakeholder feedback minutes is included in Annex 4. Template to capture consultations/ stakeholder feedback minutes

Overall project monitoring indicators will include:

- The number of stakeholder meetings held,
- The percentage of grievances resolved within set timelines, and
- Overall stakeholder satisfaction levels.

Annexes

Annex 1: Grievance submission form

GRIEVANCE FORM		
<i>To be completed by the Administrator</i>		
Grievance record		
Reference No.		
Anonymous	YES	NO
Name of complain submitter		
Name Complainant		
Contact Information		Address:
Wants to be contacted via:		
Letter	<input type="checkbox"/>	
Phone (call)	<input type="checkbox"/>	Phone#:
WhatsApp	<input type="checkbox"/>	
Email	<input type="checkbox"/>	Email address:
Preferred Communication Language		
Description of complaint, claim, incident, etc.		<i>What happened? Where, when, and to whom? What is the result of this?</i>
Period of Grievance occurrence		Date
<input type="checkbox"/>	One time incident/ grievance / /
<input type="checkbox"/>	Happened more than once / /
<input type="checkbox"/>	On-going (currently happening) / / <i>(on set date)</i>
What would you like to see happen to resolve the problem?		
Additional comments:		

Annex 2: Grievance registration overview

GRIEVANCE RECORD			
Grievance number	Received by (Name Administrator)	Date submitted	Target date for resolution
	 / / / /
Name:			
Address:			
Phone#:			
Email:			
Description of Grievance			
Phase		Discussed with key experts/ department	
Acknowledgement <input type="checkbox"/>	Investigation <input type="checkbox"/>	YES	NO
Resolve <input type="checkbox"/>	Sign off <input type="checkbox"/>		

ACTIONS TO RESOLVE GRIEVANCE			
Referred to:			
Action	Who	When	Completed
Response/ Resolution:			
Response communication:			
Sign-off:			
Date			

CONCLUSION	
Is complainant satisfied?	YES
	NO
Grievance closed?	YES
	NO
Grievance resubmitted?	YES
	NO
Resubmission date:	
Comments Administrator:	

Annex 3: Grievance receipt letter

Program Management Unit
Address: Duisburglaan #49
Phone# 433122
(Name), Grievance
Administrator

Grievance receipt acknowledgement

Dear,

This letter is to acknowledge receipt of your grievance regarding the Suriname Preparedness And Enhancing Resilient Communities Project on (date) Project. With the information you provided, we will investigate your grievance and inform you of any further steps to be followed based on the outcome.

During the investigation period you may be asked to provide additional information. The Grievance Administrator in charge of your case may therefore contact you.

Please be informed that all information you provided will be handled confidentially and we will do anything in our power to protect your rights.

If you have any questions regarding the process you may contact the Administrator via the address details provided above.

Please note the Grievance details below.

Sincerely,

(...)

Grievance details:

Grievance number	Date submitted
Short description of Grievance	

Annex 4. Template to capture consultations/ stakeholder feedback minutes

i. Background:

- Background about the stakeholder engagement/consultation activity (e.g., Is it a follow up from a previous consultation? Did it take place as part of a supervision mission?)
- Objective of the consultation.

ii. Description of the Stakeholder Engagement Activity:

- **Who** was consulted?
- **What?** (What is the engagement about? Which sub-project? Which issue?)
- **Where?**
- **When?**
- **How?** Methods used for the stakeholder engagement activity (public meeting, small group discussion via – zoom, WhatsApp, individual consultations by phone, feedback via online survey etc.)

Feedback received from stakeholders and project team’s response

Question/ feedback/ comment received from participants	Response of project team	Next steps/ actions to be taken based on this feedback (if any)	Entity/ person responsible for the follow-up Action (if any)	Date for follow-up action (if any)

iii. Supporting Documents

- List of stakeholders consulted. Contact information.
- Any photos, if available.
- Other relevant documents

Note: Photos and personal contact information of the individuals can be kept in internal records, however, will not be included in publicly disclosed documents for reasons of confidentiality.