

Annex 7. Stakeholder engagement plan

Engagement and Communication Plan

Community resistance to redevelopment projects can slow them down or prematurely kill them. On the other side of the coin, fear of opposition can push development efforts away before they even get started. Winning over sceptical residents can appear a daunting task, but it is one worth making, and early and consistent stakeholder engagement is a critical component of project success.

Table 1. Step-by-step process for conducting community consultations.

Step 1. Plan and organize Commit to considering the results of the consultation in the decision-making process. Consultations should only be done if there is a reasonable chance that they will affect the outcome of a decision. Consultations should not be undertaken to convince stakeholders that a particular course of action is the right one.	<ul style="list-style-type: none">• Identify and map stakeholders by importance and influence relative to the project• The consultation plan should be approved before starting the consultations• Consultations should be planned thoroughly with considerations of the key decisions for which input is sought, the methods to be used to obtain this input, the resources needed, identification of participants, schedules and plans for evaluation of the consultation
Step 2. Conduct the consultations Accountability refers to the roles and responsibilities during the consultation process.	<ul style="list-style-type: none">• Define the roles and responsibilities of all involved beforehand.
Step 3. Follow-up Transparency requires that the consultations be documented, and the outcomes distributed appropriately in a timely fashion.	<ul style="list-style-type: none">• Document the following: Input that is given at key decision points; statements of the decisions taken; a list of participants; the issues on which the consultation was based; a summary of views, important comments, criticisms and suggestions; specific responses to significant issues

Continuous stakeholder engagement throughout the project cycle is important to bringing about behavioural change in tandem with projects interventions. Stakeholder engagement being conducted on a continuous sustained basis allows for insight into the social consequences of the project, an appropriate gauge on the expectations that stakeholders have of the project; identification and analysis of social, political, environmental, economic contexts in the target area; and the determination of their appropriate responses and strategies for mitigation of conflict.

Women's CSOs in Antigua and Barbuda



Figure 1. Women's Organizations in Antigua and Barbuda, identified by the Directorate of Gender Affairs¹

Concrete steps and requirements should be in place to ensure the heads of the HIV groups, especially abled and other key groups are involved in the project meetings since they are mentioned and again as a risk mitigation strategy. Youth is also mentioned but for them to really benefit from the training, the groups and places they frequent must have information disseminated to them in a timely manner for possible involvement through the work of the contractors. This is a mitigation against theft and for ongoing maintenance since there is local ownership and buying once the youth is included and involved in the installation process where knowledge and awareness will take place and green jobs provided. Churches can serve as entities for the dissemination of information for increasing public awareness creating the local ownership and buy in for this project. Stakeholders for this project are mapped below and it is recommended that the project provided targeted outreach to these stakeholders.

Power Interest Grid

<p>Guiding questions for:</p> <p>Opinion, interests, feelings, discourse, information etc about the ecosystem service and the change in question.</p>
<ul style="list-style-type: none"> • What financial/ emotional or other interest does this group have with regard to the ecosystem service and the changes necessary for its maintenance/enhancement? • How well informed are they on the issue? • What is their current opinion on the issue? Discourse (i.e. the economy is most important)? Is it based on good information? • Who influences their opinions and whose opinions do they influence? • If they are not in quadrants B or D (high interest), how can you increase their interest?

¹Source:

<https://genderaffairs.gov.ag/uploads/1494248893ANTIGUA%20&%20BARBUDA%20CEDAW%20REPORT.compressed.pdf>

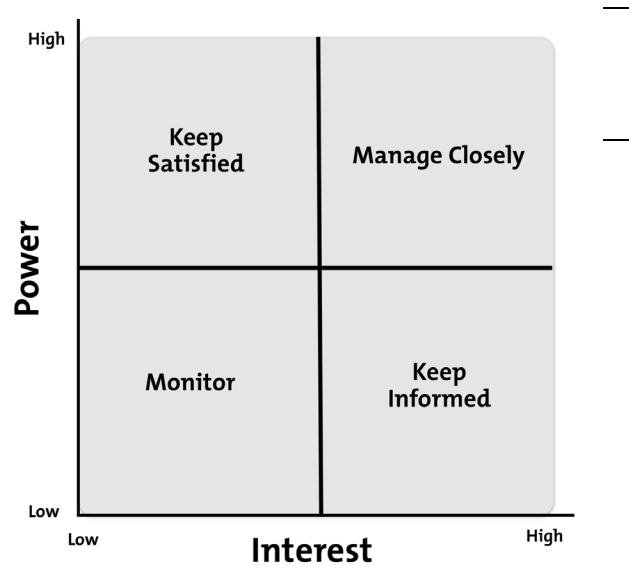


Figure 2. Guidelines for identifying stakeholder groups and guiding project engagement.

The key person responsible for implementation will be the Department of Environment's **Public Awareness and Community Liaison Officer**. This stakeholder engagement plan is a living document and will be updated during project implementation.

Table 2. Stakeholder engagement plan for the GCF BUILD

Type	Stakeholder	Position in Power / Interest Grid ²	Opinion, interests, feelings, discourse, information etc about the project change in question	How can they help in making the necessary change happen? (Concretely, what can they do?)	How should they be reached?
Government	Ministry of Education	Keep Satisfied	Interest in the intervention and endorsement of the project; usually understaffed and unable to fully participate	Integrating climate proofing into curricula	Technical Advisory Committee (TAC)
	Ministry of Health & Environment	Keep Satisfied	Interest in the intervention and endorsement of the project; usually understaffed and unable to fully participate	Environmental Management Systems to support energy efficiency	Technical Advisory Committee (TAC)
	Ministry of Works & Housing	Keep Satisfied	Interest in the intervention and endorsement of the project; usually understaffed and unable to fully participate	Operations and maintenance	Technical Advisory Committee (TAC)
	Ministry of Energy	Keep Satisfied	Interest in the intervention and endorsement of the project; usually understaffed and unable to fully participate	Scaling-up project interventions to all facilities nation-wide	Technical Advisory Committee (TAC)
	APUA	Manage Closely	Generally, not supportive of grid-interactive system installations; however, APUA Management has shown high commitment to supporting the project; the PMU should maintain positive collaboration	Project Engineer has been assigned from APUA Additional support to installations and commissioning	Technical Advisory Committee (TAC) Monthly Project Implementation Unit (PIU) meetings
	NODS	Keep Satisfied	Interest in the intervention and endorsement of the project; usually	Disaster preparedness and recovery	Technical Advisory Committee (TAC)

² Manage Closely (high power, high interest); Keep Satisfied (high power, low interest); Keep Informed (low power, high interest); Monitor (low power, low interest)

			understaffed and unable to fully participate	Certification of hurricane shelters	
	Barbuda Council	Keep Satisfied	Interest in the intervention and endorsement of the project; usually understaffed and unable to fully participate	Oversee works done on selected buildings in Barbuda	Technical Advisory Committee (TAC) Monthly Project Implementation Unit Small grant to host Information Day
Local Organizations	Beneficiary schools and clinics	Keep Informed	Generally interested but the project needs to empower and structure ownership	Information Day All aspects of the project	
	Antigua and Barbuda Waste Recycling Company	Keep Informed	Supportive; organization faces financial difficulties so would expect payment for assistance	Ensure proper disposal of waste panels and batteries	Feris 562 - 6038 720 - 3574
	E-waste recycling	Keep Informed	Collects and processes e-waste in Antigua and Barbuda	Ensure proper disposal of waste panels and batteries	Emailing list (268) 776-8453 recycle@antiguabarbuda ewastecenter.org
	Zero Waste Antigua Barbuda	Keep Informed	Recently formed NGO, several very active members; likely to support project interventions	Could assist with identifying solar and battery waste management options	Elliot Lincoln
	A&B Training School	Keep Informed	Interest in the intervention and activities; usually teachers are busy but if they see the benefits, they may be interested in closer collaboration	Facilitate vocational training of PV technicians, energy efficiency and wind technicians	Technical Evaluation Committee (TEC)
	Bendals Community Group	Keep Informed	Supportive; an active community group with capacity to support implementation, O&M, and other training	Benefit from training with Bendals Clinic RE installation and post-O&M	Emailing list Linley Winter linleywint@yahoo.com
	A&B Association for Persons with Disabilities	Keep Informed	Early adopted of Solar PV and very experienced with lessons learned; the association received a GEF SGP to install solar PV and build a hydroponics setup	Benefit from experience and training; specialized training for special needs populations	Invite to Information Day Bernard Warner President
	Women Against Rape	Keep Informed	Generally supportive; national non-governmental organization formed in response to the unprecedented	Demonstrate benefits to women of installation stable energy sources and mini-grids	Emailing list Alexandrina Wong

			reported number of rape cases in Antigua and Barbuda in 2007		
	Red Cross Red Crescent	Keep Informed	Supportive, would like to learn more	Experienced in deploying new technology through community networks	Invite to Information Day Adolph Audain adolpha@email.com
Local Private Sector	Antigua & Barbuda Institute of Architects	Keep Informed	Supportive; sceptical of working with Government in general due to pace of implementation	Infrastructural works	Emailing list ial@candw.ag +1-268-562-2770
Regional Organizations	Caribbean HIV AIDS Alliance	Keep Informed	Likely to be interested in the impact of an energy project on the health sector	Could be an avenue for scaling up lessons learned for RE systems with batteries for all clinics in the Caribbean	Disseminate lessons learned
	Caribbean Policy Development Center	Keep Informed	Likely to be interested; lessons learned from capacity building and multi-sector partnerships	Could be an avenue for scaling up lessons learned for RE systems with batteries for all clinics in the Caribbean	Disseminate lessons learned
	CANARI	Keep Informed	Sustainable energy is one of CANARI's focus areas; likely to be interested to learn from experiences	Could be an avenue for scaling up lessons learned for RE systems with batteries for all clinics in the Caribbean	Disseminate lessons learned

Information regarding the GCF as well as the DOE Complaints/Grievance Mechanism will be disseminated to all stakeholders above via:

- Electronically sharing a one-page procure and link
- Verbally informing participants at each workshop/event/information day related to project activities
- The video on accessing the DOE Complaints Mechanism can be screened at appropriate info-sessions:
<https://environment.gov.ag/contact>

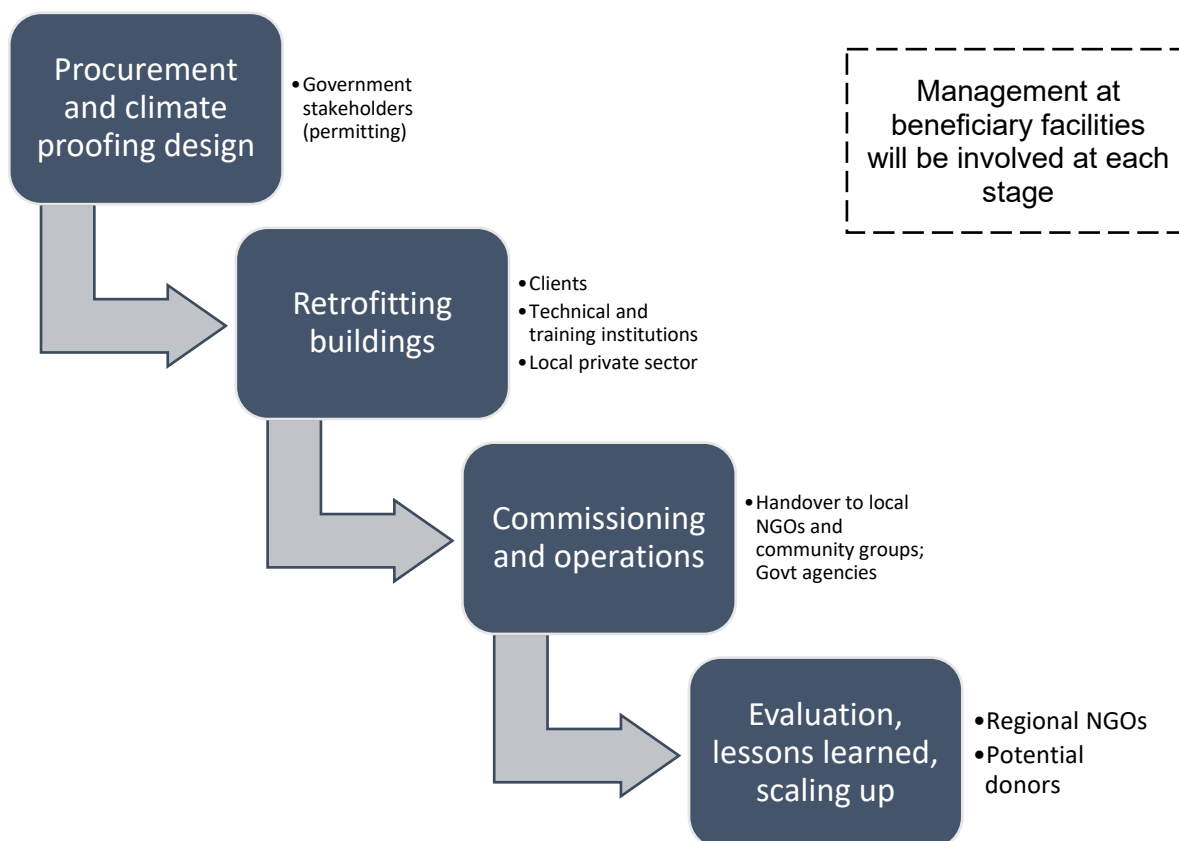


Figure 3. Summary of project delivery process and the main stakeholders to engage at each step.

Activity-level stakeholder engagement plan

Numerous activities under the project will involve periodic engagements with institutional and community representatives to ensure the project remains responsive to community needs and is appropriate for national and local contexts. Where appropriate, these engagements have been incorporated into the design of project activities. The table below outlines the various stakeholder engagements that will be undertaken during project implementation, including the purposes of these engagements and the required participants.

Activity	Sub-activity	Stakeholder engagements	Period of engagement	Stakeholders
Activity 1.1. Implement climate-proofing measures on critical infrastructure.	Sub-activity 1.1.3. Develop site-specific operational procedures for long-term maintenance of climate-proofing interventions for each priority building and integrate these procedures into the project O&M Framework.	Hold a validation workshop with relevant stakeholders from public institutions for the integration of site-specific operational procedures into existing building O&M frameworks.	Year 1	Relevant stakeholders from public institutions

Activity 1.2 Construct climate-resilient storm shelters attached to public clinics.	Sub-activity 1.2.4. Develop emergency protocols for each shelter according to national guidelines.	Five stakeholder engagement workshops with relevant stakeholders from each clinic for the development of emergency protocols for each shelter.	Year 2	Medical personnel as well as other relevant stakeholders from each clinic
Activity 1.3 Construct a climate-resilient bunker to store emergency supplies for the health, energy, building and welfare sectors.	Sub-activity 1.3.3. Develop an operational protocol for the stock and distribution management of emergency supplies that will be stored within the bunker.	One stakeholder engagement workshop with relevant representatives from MoHWE, MoW, PWD, DoE, Ministry of Social Transformation and other relevant stakeholders for the development of an operational protocol for the stock and distribution management of emergency supplies that will be stored within the bunker. The bunker will be managed by a ministerial sub-committee and the Chairperson of this committee will participate in this engagement workshop.	Year 1	Representatives from MoHWE, MoW, PWD, DoE, Ministry of Social Transformation and other relevant stakeholders
	Sub-activity 1.3.4. Develop a battery recharge and replacement protocol for critical services.	One engagement workshop with relevant representatives from MoHWE, MoW, PWD, DoE and other relevant stakeholders for the development of a battery recharge and replacement protocol for critical services.	Year 4	Representatives from MoHWE, MoW, PWD, DoE and other relevant stakeholders

Activity 1.4 Implement measures to preserve vital information/data within public institutions.	Sub-activity 1.4.1 Develop backup protocols for critical information.	Four engagement workshops with representatives from hospitals, clinics, fire and police services for the development of backup protocols for the preservation of vital information.	Year 1	Representatives from hospitals, clinics, fire and police services
	Sub-activity 1.4.2 Train IT teams on the implementation of backup protocols.	Two training workshops per year for IT teams housed within relevant critical public institutions on the protocols for backing up vital data hosted within these institutions.	Annually (Years 1–6)	IT teams housed within relevant critical public institutions
	Sub-activity 1.4.3 Design physical protection measures for critical IT infrastructure	Four engagement workshops with representatives from hospitals, clinics, fire and police services for the appropriate design of physical protection measures for critical IT infrastructure.	Year 1	Representatives from hospitals, clinics, fire and police services
	Sub-activity 1.4.4 Implement physical protection measures for critical IT infrastructure	Four training workshops for relevant stakeholders from hospitals, clinics, fire and police stations on how to implement the backup protocols for preserving vital information.	Year 1	Representatives from hospitals, clinics, fire and police services
		Annual workshops for relevant stakeholders from hospitals, clinics, police and fire stations on the effective implementation of backup protocols. These annual workshops will be held to ensure	Annually (Years 1–6)	Representatives from hospitals, clinics, fire and police services

		that the institutional capacity for the implementation of these protocols is not lost because of staff turnover etc.		
Activity 2.1. Mainstream climate change adaptation into the building sector by making provision for the building code in the Physical Planning Act (2003) and updating the EMS plans.	Sub-activity 2.1.1. Draft regulations for the Physical Planning Act (2003) that makes provision for the Building Code for submission to parliament.	Hold a validation workshop with relevant project stakeholders from DCA, MoHWE and other relevant entities to validate the draft amendments developed by the local consultant.	Year 1	Relevant project stakeholders from DCA, MoHWE and other relevant entities
	Sub-activity 2.1.2. Make recommendations for the EMS Plans to be updated to include climate change adaptation measures for the building sector.	Conduct two workshops with relevant stakeholders from the DoE, DCA, MoW and other relevant entities to review the EMS plans and identify entry points for updating these plans to include climate change adaptation measures for the building sector.	Year 2	Relevant project stakeholders from the DoE, DCA, MoW and other relevant entities
		Conduct one validation workshop with relevant stakeholders from the DoE, DCA, MoW and other relevant entities to validate the recommendations made for updating the EMS plans to include climate change adaptation for the building sector.	Year 2	Relevant project stakeholders from the DoE, DCA, MoW and other relevant entities
	Sub-activity 2.1.3. Conduct annual meetings with participation from relevant stakeholders to	Annual meetings, starting in Year 3 and continuing for the duration of the implementation period, with	Annually (Years 3–6)	Relevant project stakeholders from the DoE, DCA, MoW and other relevant entities

	collate and share lessons learned from implementing the EMS plans and ensure that these plans are updated regularly where necessary.	participation from relevant stakeholders to collate and share lessons learned from implementing the EMS plans.		
		One validation workshop annually with relevant project stakeholders to validate the revised EMS plans.	Annually (Years 3–6)	

Activity 2.2 Mainstream climate change adaptation for the building sector into public and private financial, insurance and banking sectors.	Sub-activity 2.2.2 Coordinate interactions between the SIRF Fund, relevant government departments and the private sector to review funding processes and procedures for climate proofing infrastructure.	Conduct three annual engagement workshops with representatives from the SIRF Fund, relevant government entities and the private sector to facilitate interactions on how to include and expand the additional identified entry points in the SIRF Fund for financing adaptation for the building sector.	Three engagements per year (Years 1–6)	Representatives from the SIRF Fund, relevant government entities and the private sector
		Hold annual engagement workshops with representatives from the SIRF Fund, relevant government entities and the private sector to review the funding processes and procedures for climate proofing infrastructure and update them where necessary.	Annually (Years 1–6)	Representatives from the SIRF Fund, relevant government entities and the private sector
	Sub-activity 2.2.3 Train decision-makers from NODS, DCA and PWD	Annual training workshops facilitated by the international consultant for	Annually (Years 1–6)	Decision-makers from NODS, DCA and PWD

	on how to access financial resources from the SIRF Fund for implementing climate change adaptation measures in the building sector.	decision-makers from NODS, DCA and PWD on how to access financial resources from the SIRF Fund for implementing climate change adaptation measures in the building sector.		
	Sub-activity 2.2.4 Collate and share lessons learned from SIRF Fund application & funding process, including fund replenishment.	Annual engagement workshops to collate and share lessons learned generated from interactions on the use of the SIRF Fund as well as SIRF Fund application & funding process, including fund replenishment.	Annually (Years 1–6)	SIRF Fund representatives as well as members of the financial and private sectors

Activity 2.3 Train relevant staff from the National Office of Disaster Services (NODS), Development Control Authority (DCA) and the Public Works Department (PWD) on operational procedures for long-term monitoring, maintenance and upscaling of climate-resilient renewable energy (RE) and water harvesting technologies in accordance with the national building code.	Sub-activity 2.3.1 Train building inspectors from DCA, building maintenance teams from PWD as well as other technical staff from these institutions on the implementation of the operational procedures for the long-term maintenance of climate-proofing interventions in the target buildings, based on building-specific O&M plans and updated national building code.	Two training workshops per year for the duration of the project period for building inspectors from DCA, building maintenance teams from PWD as well as other technical staff from these institutions on the implementation of the operational procedures for the long-term maintenance of climate-proofing interventions in the target buildings, based on building-specific O&M plans and updated national building code.	Biannually (Years 1–6)	Building inspectors from DCA, building maintenance teams from PWD as well as other technical staff from these institutions
	Sub-activity 2.3.2 Design and implement a long-term	One engagement workshop with relevant stakeholders	Year 3	National Office of Disaster Services (NODS), Development

	monitoring framework for building-specific climate-proofing measures – including cost-benefit analyses – to demonstrate the long-term adaptation benefits.	conducted at mid-term (Year 3) to assess the monitoring framework developed for building-specific climate-proofing measures and update the framework where necessary.		Control Authority (DCA) and the Public Works Department (PWD)
	Sub-activity 2.3.3 Partner with local training institutions such as ABICE to develop training programmes for relevant technical staff from MoW and DCA; building inspectors, engineers, architects and draughtsmen; and the private sector on best practices for implementing, monitoring and maintaining climate change adaptation technologies, including climate-resilient RE and water harvesting solutions, and how to apply the updated national building code during the installation of these technologies.	Engagement meetings with local training institutions such as ABICE to establish partnerships for the development and delivery of certified courses to the public and private sectors on climate change adaptation measures specific to the building sector, including best practices for implementing, monitoring and maintaining these measures in line with the national building code.	Year 2	ABICE, University of the West Indies (UWI)

Activity 2.4 Train the local workforce on the installation, operation and maintenance of climate-proofing measures for the targeted buildings.	Sub-activity 2.4.1 Engage with suitable training institutions such as ABICE and UWI to develop and deliver a training programme that	Engagement meetings with local training institutions such as ABICE to establish partnerships for the development and delivery of	Year 2	Local training institutions such as ABICE and members of the local workforce
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	targets the local workforce on how to install, operate and maintain climate change adaptation technologies in the building sector as well as implement early action protocols.	certified courses to develop and deliver a training programme that targets the local workforce on how to install, operate and maintain climate change adaptation technologies in the building sector as well as implement early action protocols.		
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Activity 3.1 Climate information services strengthened to facilitate early action for extreme climate events.	Sub-activity 3.1.2 Increase the technical capacity of staff within ABMS to collect, process and manage climate data in real time.	Conduct annual training workshops, using the training modules developed, for relevant technical staff from ABMS on how to collect, process and manage climate data in real time using the centralised online server.	Annually (Years 1–6)	Technical staff within ABMS
	Sub-activity 3.1.3 Conduct a knowledge exchange trip to the Regional Climate Centre in Washington D.C to strengthen the technical and institutional capacity within ABMS for impact-based forecasting.	One meeting between the Regional Climate Centre in Washington D.C and ABMS to sign a MoU for a knowledge exchange trip to be conducted for relevant staff from ABMS to strengthen their technical and institutional capacity to implement impact-based forecasting.	Year 1	Technical staff within ABMS as well as relevant stakeholders from the Regional Climate Centre in Washington D.C
		Conduct a knowledge exchange trip for senior staff and technical experts from ABMS to the Regional Climate Centre based in	Year 2	Senior staff and technical experts from ABMS, as well as relevant representative from the Regional Climate Centre in Washington D.C

		Washington D.C to strengthen their technical and institutional capacity for impact-based forecasting. This cost includes return flights for four senior staff from ABMS @US\$3,000 each, DSA of US\$367 each for two weeks and a two-week workshop (10 days) @US\$3,750 per workshop.		
	Sub-activity 3.1.4 Increase the technical and institutional capacity of AMBS to develop early warning information products, including infographics that are locally appropriate and easily interpreted by vulnerable communities.	Annual training workshops starting in Year 2 for technical staff from ABMS on how to develop early warning information products using the modules developed by the international consultant.	Annually (Years 2–6)	Technical staff from ABMS

Activity 3.2 Establish a formalised communication protocol to facilitate rapid information sharing and early action preceding an extreme climate event.	Sub-activity 3.2.1 Design and operationalise a formal communication protocol to facilitate effective communication of impact-based forecasts from ABMS to decision-makers within relevant government entities responsible for preparation ahead of an extreme climate event.	Two training workshops per year, starting in Year 2, for relevant staff from ABMS, NODS, MoW, MoHWE, MoEST and other relevant government entities on how to use the formalised communication protocol effectively.	Biannually (Years 2–6)	Relevant staff from ABMS, NODS, MoW, MoHWE, MoEST and other relevant government entities
	Sub-activity 3.2.3 Train public and private sector	Three training workshops per year, starting in	Three workshops per year (Years 2–6)	Relevant staff from ABMS, NODS, MoW,

	actors on the application of the early action protocols designed and developed under Sub-activity 3.2.2.	Year 2, for relevant staff from ABMS, NODS, MoW, MoHWE, MoEST, other relevant public sector entities and private sector representatives on how to use the early action protocol effectively.		MoHWE, MoEST, other relevant public sector entities and private sector representatives
	Sub-activity 3.2.4 Improve the capacity of ABMS to disseminate early warning information products to critical service providers as well as the private sector to facilitate early action.	Two training workshops per year, starting in Year 2, for relevant staff from ABMS on how to effectively disseminate early warning information products that are locally appropriate and easily interpreted by all citizens of Antigua and Barbuda. These workshops will be informed by the training modules developed by the international and local consultants.	Biannually (Years 2–6)	Relevant staff from ABMS
		Annual engagement workshops for relevant staff from ABMS, NODS, MoHWE, MoEST and other relevant critical public service representatives to collate and share lessons learned generated from the use of effective methods for disseminating early warning information products.	Annually (Years 2–6)	Relevant staff from ABMS, NODS, MoHWE, MoEST and other relevant critical public service representatives