

STAKEHOLDER ENGAGEMENT PLAN

Bhutan: Livable and Resilient Cities Project (LRCP)

Ministry of Infrastructure and Transport

September 2026

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1. Introduction/ Project Description

1.1. Project Overview

The Bhutan Livable and Resilient Cities Project (P519349) (hereafter “LRCP” or “The Project”) is a US\$48 million initiative jointly financed by the International Development Association (IDA) and the Green Climate Fund (GCF) to make Thimphu more livable, climate-resilient, and sustainable. The project's largest component, Resilient and Low-Carbon Service Delivery, focuses on improving water supply, public spaces, and public transportation. It aims to modernize the city's water system through real-time monitoring technology, climate-resilient water intakes, slope stabilization measures, and replacement of aging pipelines, helping to reduce water losses and increase daily water availability. The project will also transform Norzin Lam into a safer and more attractive public space with pedestrian-friendly streets, improved drainage, better lighting, and accessible sidewalks. In addition, it will introduce a modern, low-emission public transport system featuring an 18.9 km bus-priority corridor, 50 electric buses, new bus terminals, and smart transport technologies such as e-ticketing and real-time fleet management to encourage greater use of public transport.

Under the second component, Urban Management, Planning, and Capacity Building, the Project will strengthen the institutions responsible for managing these investments and ensuring their long-term sustainability. It will establish a dedicated Water and Wastewater Services Division within Thimphu Thromde, supported by digital billing systems, tariff reforms, climate risk mapping, and emergency response mechanisms. The project will also support the transformation of the City Bus Service into a State-Owned Enterprise, provide training opportunities for female drivers and mechanics, and develop the Bhutan Land Information System to integrate land records with disaster risk information. Funding will further support project management, monitoring, and effective Grievance Redress Mechanism. Overall, the project is expected to directly benefit more than 104,000 people, including over 50,000 women, indirectly benefit nearly 272,000 people, and reduce greenhouse gas emissions.

The project extent is indicated in Figure 1.



Figure 1: LRCP Project Area

LRCP will comprise two components:

Component 1: Resilient and low-carbon service delivery includes 3 sub-components

Component 1.1: Resilient water services

The sub-component aims to improve the reliability of the water supply in Thimphu's city center. It will introduce a modern monitoring system (SCADA) that helps track water production, treatment, and distribution in real time. The project will also install water meters and pressure control equipment, improve water intake facilities, and strengthen pipelines and transmission routes to better withstand floods, droughts, landslides, and erosion. In addition, the project will improve how water is stored and distributed across the city so that people receive a more reliable and fair water supply, even during dry periods. Old and damaged water pipes along Norzin Lam and the transport corridor will be replaced to reduce water losses and leaks. Overall, these investments will make

Thimphu's water system more resilient to climate-related risks while improving the quality and continuity of water services.

Component 1.2: Resilient urban public spaces and low-emission mobility

The subcomponent will make streets and public spaces in central Thimphu safer, more accessible, and more comfortable for people. It will improve Norzin Lam and the bus corridor by upgrading sidewalks, removing obstacles, improving walking surfaces, and adding street furniture and other public amenities. The improvements will make it easier for everyone, including people with disabilities, to move around the city. The project will also improve traffic management to give greater priority to pedestrians and public transport while still allowing access for emergency and service vehicles. In addition, drainage and sewer systems will be upgraded to better manage rainwater and reduce flooding in the city center. Overall, these investments will create a more pedestrian-friendly, resilient, and attractive urban environment while supporting local businesses and public transport services.

Component 1.3: Low-emission public transport

The component will improve public transport in Thimphu by creating a faster, cleaner, and more reliable bus system. It will build an 18.9 km bus priority corridor with dedicated bus lanes, bus stops, shelters, and related road and bridge improvements. The project will also purchase 50 electric buses to replace diesel buses and provide more frequent services for passengers. New bus terminals and charging facilities for electric buses will be built, along with modern technology to provide real-time bus information, e-ticketing, and better service management. The project will also install pedestrian crossings near bus stops to make travel safer and easier. Overall, these improvements are expected to encourage more people to use public transport and walk instead of relying on private vehicles.

Component 2: Urban management, planning, and capacity building for improved climate resilience i

Component 2.1: Capacity building and institutional strengthening for resilient water and urban service delivery

The sub-component will strengthen Thimphu's water management system and help provide more reliable and climate-resilient water services. It will create a dedicated Water and Wastewater Services Division with clear responsibilities, staff, and budget. A modern monitoring system (SCADA) will be installed to track water supply operations, detect leaks, monitor water pressure, and improve the overall performance of the network. The project will also help the city prepare for emergencies such as floods, glacial lake outburst floods (GLOFs), pipe bursts, and blockages by identifying climate risks and establishing clear response procedures. To improve financial sustainability, it will introduce a digital billing system and improve revenue collection. In addition, the project will study options for improving water service delivery and regulations across Bhutan, while promoting water conservation through public awareness and customer engagement programs.

Component 2.2: Capacity building and institutional strengthening for resilient transport service delivery

The sub-component will strengthen the institutions that manage public transport in Thimphu and improve bus services. It will support City Bus Services (CBS) with better management, staff training, modern technology, and stronger policies to make public transport more reliable, efficient, climate-resilient, and financially sustainable. The project will also promote greater participation of women in the transport sector. In addition, the project will develop a modern Bhutan Land Information System (BLIS) that brings land records, registration, leasing, mortgages, and public land management into one digital platform. This will improve land administration, support better management of public and natural resources, reduce disaster risks, and make land services more efficient and accessible for citizens.

Component 2.3: Project management

The project will support the Ministry of Infrastructure and Transport (MoIT) in managing project implementation in coordination with Thimphu Thromde. This sub-component will finance the costs associated with the Project Management Unit (PMU) and the Project Implementation Unit (PIU) for coordination, procurement, financial management, environmental and social management, and Monitoring and Evaluation (M&E). It will also finance the rollout of the Grievance Redress Mechanism (GRM).

2. Objective/Description of the SEP

The overall objective of the SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the Ministry of Infrastructure and Transport (MoIT) will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the project and any activities related to the project. The SEP specifically emphasizes methods to engage all stakeholders throughout the project to ensure smooth implementation by minimizing incidents/reports of grievance and to ensure that all parties participate in the project process.

3. Stakeholder Identification and analysis per project component

3.1. Methodology

For the Livable and Resilient Cities Project (LRCP), the following stakeholders have been identified and analyzed per project component. These stakeholders include affected parties (as defined in section 3.2), other interested parties (as defined in section 3.3) and disadvantaged/vulnerable individuals or groups (as defined in section 3.4).

3.2. Potentially Affected Parties

Affected parties include local communities, community members, and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category:

Component 1.1: Resilient water services to enhance the resilience and reliability of Thimphu's water supply in the core city

- All beneficiaries facing water supply disruption during the construction phase
- Property/landowners due to the construction of Water Supply Infrastructure
- Jigme Dorji National Park since the water intake source is located there

Component 1.2: Resilient urban public spaces and low-emission mobility

- Urban public spaces and road users in the project area
- Pedestrians during the infrastructure improvement activities
- Government and corporate offices in the project area
- Property/landowners who own land and property in the project impacted areas
- Persons/agencies leasing property
- Businesses along the NMT section, including the parking fee collectors
- All informal vendors currently using the NMT section

Component 1.3 Low emission public transport

- All users of City Bus Service infrastructures temporarily during construction phase
- Persons living near the new construction
- Property/landowners whose land and/or property will be impacted
- Users of bridges during their widening
- Residents living near the project area of bus terminals in the north and south axis
- Users of the existing BPS route temporarily impacted during construction phase
- Property/landowners whose land and property will be impacted
- Persons/agencies leasing property that will be impacted by the BPS Type 2 road expansion

Component 2.1: Capacity building and institutional strengthening for resilient water and urban service deliver

- All the water users facing potential water supply disruptions during installation and commission the SCADA system and other improvements
- Property owners or businesses with limited access during leak detection and repairing

Component 2.2: Capacity building and institutional strengthening for resilient transport service delivery

- Public transport users during the upgrade phases

3.3. Other Interested Parties

The projects' stakeholders also include parties other than the directly affected communities. For each component Interested Parties include

Parties common to all Components.

- Theumis/local representatives
- Department of Energy and Climate Change

Component 1.1: Resilient water services to enhance the resilience and reliability of Thimphu's water supply in the core city.

- Government Agencies and Corporations: Bhutan Power Corporation, Bhutan Telecom
- Water Treatment Plant (WTP) caretakers at Taba, Motithang, Jungshina
- Environment Interest Groups and concerned government Agencies
- Royal Monetary Authority and Financial Institutions
- Department of Revenue and Customs, Ministry of Finance
- Interested Contractors
- CSOs and NGOs
- Media

Component 1.2: Resilient urban public spaces and low-emission mobility.

- Concerned Government Agencies and Corporations and private agencies
- MoF, Royal Monetary Authority and Financial Institutions
- Department of Revenue and Customs, Ministry of Finance
- Interested Contractors
- CSOs/NGOs and Media

Component 1.3 Low emission of public transport.

- Government Agencies and Corporations and private agencies
- Kawang Gewog, Thimphu Dzongkhag
- Environment Interest Groups and Government Agencies
- MoF, Royal Monetary Authority and Financial Institutions
- Department of Revenue and Customs, Ministry of Finance
- Interested Contractors
- Bus supplier companies and private sector for charging stations

- Interested Contractors
- CSOs and NGOs
- CSOs/NGOs and Media

Component 2.1: Capacity building and institutional strengthening for resilient water and urban service deliver

- Environment and social interest groups
- Consumers' right groups
- Concerned government agencies, including road management and local traffic police
- Royal Monetary Authority and financial institutions
- Department of Revenue and Customs, Ministry of Finance
- Interested suppliers and contractors
- CSOs and NGOs
- Media

Component 2.2: Capacity building and institutional strengthening for resilient transport service delivery

- Other public and private transport operators
- Other government agencies looking for building capacity opportunities
- Private entities interested in providing capacity building training

3.4. Disadvantaged/Vulnerable Individuals or Groups

Within the Project, the vulnerable or disadvantaged groups include the following:

BPS bus stop/shelter/bay/terminal along route:

- Dechencholing: People living in the 2024 flood-impacted buildings and structures along the Dechencholing Chhu (e.g. Drangtoe settlement—Figure 5)
- Babesa: One temporary settlement below the left lane of Thimphu Zero-Olakha expressway) falls at a proposed bus shelter (Figure 6).

BPS four lane reconfiguration section (Type 2 road)

- CSI-Chorten: Temporary settlements beside the road, including rental residents
- BAOWE Local vendors at the entrance to JDWNRH hospital

NMT: Parking fee collectors and street vendors along the NMT route at various locations.

Identification of vulnerable groups within the communities:

Vulnerable groups within the communities found in different locations of the project are as follows:

Persons living with disabilities (PwD): The survey carried out at **Norzin Lam** revealed that there are 73 household (HH) members reported facing some form of disability. Of this, 24 HH members had physical disability while 11 members faced intellectual disability, and 31 HH members had other forms of disability which are mainly related to senility and chronic physical illnesses. Only 18 (28%) hh members faced a severe disability. Only 14 household members (22%) with disabilities required a full-time attendant. The

survey carried out at the **Bus Priority Service Lane** revealed that there were 64 persons (4%) living with disabilities of the total members in the households with about equal composition of males and females facing disabilities. There were 24 persons (37%) who had physical disabilities; 11 (17%) lived with intellectual disability, while the rest were rendered incapacitated due to terminal illnesses and old age. Of the total 64 persons with disabilities, 18 (28%) had severe disabilities, and fourteen persons (22%) of the total persons living with disabilities require a full-time attendant.

Informal sector: Other than the BAOWE shed businesspersons, no other sector of informal vendors were interviewed. BAOWE business units are considered informal as some of them are vegetable and momo vendors operating without licenses. The BAOWE shopkeepers beside the Jigme Dorji Wangchuk National Referral Hospital gate are operating in the shed built by BAOWE to give them decent sheds to sell their products, which are mostly edibles prepared by themselves like momos (dumplings) and noodles. Even though the sheds were built and provided free of cost, the sheds are too small, and one window shed has to be shared between two sellers on a rotation (turn wise) basis. Most vendors shared that their income is just enough to cover basic expenses, though not sufficient for other needs. The vendors acknowledged the road widening along the hospital; Memorial Chorten area will likely affect their income(s), as they are situated just by the roadside. Most of the vendors are from poor economic backgrounds with family members to support.

Some of the challenges facing them shared were:

- Reports of petty burglaries, requesting for installation of CCTV to track the petty thieves
- Toilets: No dedicated toilet facilities for the vendors. Currently, they are using hospital toilets, which are a bit farther away and inaccessible immediately.
- The sheds are also not provided with seating arrangements for the customers.
- Some vendors have taken microloans from RENEW to set up their shops, so if they get displaced, they fear defaulting every month's instalments and thereby may face emotional and mental stresses leading to other forms of domestic violence.

The description of the methods of engagement that were undertaken by the project during the BGTP preparation is provided in the following sections. ☐

4. Stakeholder Engagement Program

4.1. Summary of Stakeholder Engagement carried out during project preparation

The Stakeholder Engagement Plan below outlines the engagement process, methods, including sequencing, topics of consultations, and target stakeholders. The World Bank and the Borrower will not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

Table 1: Summary of Stakeholder Consultations

List of Meetings	Date	Type	Number of Participants	Key Issues Discussed
Introduction meeting with TT and SUNJIN	20/09/2022	KII	Thimphu Thromde (TT) 20 men & 2 women	Discussion in the bus system scenario. TT shared past hindrances to project implementation included inadequate stakeholder consultations and not assigning timelines for implementation. TT referred consultants to staff, agencies, and other reports for their data requirements.
Introduction meeting to explain the broad objectives of the project and proposed activities, including project components, route and conditions, pedestrianization requirements, technical, gender, and E&S	21/09/2022	Stakeholder/ community consultations for feedback on 2023 ESIA	Ministry of Finance, MOIC, MOWHS, NLCS, GNHC, UNDP, JICA, EV Project of PMO 19 men, 2 women	Number of electric taxis already in operation and electric buses to be considered. Suitability of current bus route and characteristics of roads, GPS capabilities and readiness of project preparation for access to GCF funding. Completed identifying and site leveling for north terminal and four-lane road development in preparation for this project. Dedicated bus stops away from the route, EV charging stations, parking spaces and the Transportation 2030 Report.
Introduction meeting to explain the broad objectives of the project and proposed activities, including project components, route and conditions, pedestrianization requirements, technical, gender, and E&S	22/09/2022	Stakeholder/ community consultations for feedback on 2023 ESIA	RSTA, CBSO, RBP, BPC, TT, NEC, ABS, Thromde Thuemis 21 men, 2 women	Need to improve the bus service to enhance public adoption, considerable fuel expenses for bus services, enhance safety of women and preference seating for elderly, disabled etc. BPS to avoid congestion in rush hours. Providing dedicated bus lanes is also challenging, but bus services and circulation can be improved, better audiovisual announcement and security systems. improvement of Norzin Lam for better local economy.
Consultation with stakeholders in relation to gender	22/09/2022	Stakeholder/ community consultations for feedback on 2023 ESIA	NCWC, BAOWE, CBS, TT, SUNJIN	Use of bus services by women depends on pricing, but other improvements for safety considerations (street lighting, distance from bus stop to home, inadequate seating, behavior of bus drivers and male passengers, inadequate CCTV) were also

List of Meetings	Date	Type	Number of Participants	Key Issues Discussed
				discussed. Encouragement of women bus drivers. Plans for Norzin Lam discussed gender, elderly, disability-friendly considerations.
Meeting to identify transport behaviors, needs and perceptions of different social groups, especially women and vulnerable	22/09/2022	KII	TT and City Bus Service (CBS) staff with SUNJIN Consultants 7 men and 3 women	Poor implementation of existing legal frameworks, and poor understanding of gender responsive infrastructure. Experiences of women public transport users and drivers were gauged. Need for sensitization of gender in public transport.
Information on tasks of Activity 1, review of plans of the BRT, low emission transportation plan, international transportation services of some countries	27/09/2022	Stakeholder/ community consultation s for feedback on 2023 ESIA	MOWHS, NLCS, JICA, NECS, RSTA, CBS, RBP, BPC, TT, ABS, RENEW, NCWC, Thuemis, TT 26 men and 6 women	After a presentation on international transportation services of other countries, participants split into groups and members suggested selection of BRT components: general bus, Bus Priority Service, semi-open transfer facility, bus route and bus arrival information in the BIS, payment in the bus through cash, mobile phone payments, and smart card and plug in bus charging.
Stakeholders meeting regarding BRT Line	16/11/2022	Stakeholder/ community consultation s for feedback on 2023 ESIA	MOWHS, CBS, RSTA, RBP 15 men and 2 women	Difficult terrain in Taba and built-up area. Expansion of bus stops beyond city boundary Road widening at Chorten Bus Priority Service policy discussed and more appropriate than calling it BRT. CBS' suggestion for a shuttle bus system at Norzin Lam will be considered after pedestrianization.
City Bus Service regarding Data Acquisition for Bus Operations	17/11/2022	KII	City Bus Service (CBS) 5 men and 3 women	Data requirements on travel data, passenger by load, fare collection system, annual operations data on income and expenses. CBS provided access to the data.
Taxi Association Meeting for Data Acquisition on Taxi Operations	17/11/2022	KII	Bhutan Taxi Association (BTA) 4 men	Understanding the workings of BTA as a CSO and standard charges. BTA expressed the need for additional taxi stations near transit points and bus stations and terminals especially for last mile connections.
Stakeholders meeting regarding	18/11/2022	KII	EV-PMO, CBS, BPC	Electric bus on trial proposed for operation with charges at 2

List of Meetings	Date	Type	Number of Participants	Key Issues Discussed
EV Supply chain, Power infrastructure for charging			4 men	terminals EV taxis, trucks being discussed EV charging stations and power supply requirements and source discussed. Need to study international examples of EB, EB battery swap arrangement, and e-waste issues.
RSTA Meeting for Regulations on Bus Priority Service and Taxi Operations	18/11/2022	KII	Road Safety and Transport Authority (RSTA) 4 men	Informed RSTA that BPS is designed as no entry zone for other cars. Need prior to public education before implementation, disability-friendly buses and infrastructure, and taxi stations near trunk routes and transit points.
Stakeholders meeting regarding EV Supply chain, Power infrastructure for charging	21/11/2022	Stakeholder/ community consultations for feedback on 2023 ESIA	RSTA, DHS, MOWHS, CBS 12 men and 6 women	TSP and plans for overall development of city and need for BTTP to align Sites for additional MLCPs Pedestrianization of Norzin Lam, MLCPs and traffic need study Lane marking and road configuration for bus lane.
2nd Workshop on Stakeholders meeting regarding EV Supply chain, Power infrastructure for charging	22/11/2022	Stakeholder/ community consultations for feedback on 2023 ESIA	MOIC, UNDP, OMO, MOWHS, CBS, RSTA, NLCS, DGPC, TT 27 men and 3 women	Selection of the final route for the Bus Priority Lane through the Stakeholders discussion and presentation will be studied by the Consultant. Changes of the traffic circulation system around the Memorial triangle for efficient operation of Bus Priority Service and reduction of the traffic delays shall be based on the traffic volume survey data
FGD on Gender Aspects to incorporate views in project design and Gender Action Plan	February 2023	KII/FGD	Female, persons with disabilities (PwDs), NCWC, RENEW, BAOWE, teachers, parents etc. 82 women and 18 men	Perspectives of women working as bus drivers; women using city bus services, staff working at women and children organizations, persons with disabilities and their teachers, parents; female students from high school and college on 1) working conditions 2) career prospects 3) safety and security concerns in public transport 4) quality of bus services 5) safety issues for PwDs
Consultations during ESIA Phase 2023				
Public consultation	18/08/2023	Stakeholder/ community	DGPC, MOIT, BCTA, DECC,	Safety needs to be considered when planning pedestrian

List of Meetings	Date	Type	Number of Participants	Key Issues Discussed
		consultations for preparation of 2024 ESIA	NLCS, ABS, BAOWE, RBP, Thromde	crossings near bus bays. Concern that feeder bus lines not considered For Norzin Lam can also consider change in working hours, using carpool and odd-even numbered cars entry on specific days after careful examination
Public consultation	18/08/2023	Stakeholder/ community consultations for preparation of 2024 ESIA	PMO, CBS, MOIT	EV suppliers ask for 100% payments before supplies. Need comprehensive e-bus specifications and requirements Consultant to use CBS specification or propose similar but with additional features for operators and users and standardized for Bhutan Reputed global suppliers familiar with Bhutan to be shortlisted
Public consultation	24/08/2023	Stakeholder/ community consultations for preparation of 2024 ESIA	Thimphu Thromde Council	Suggested addressing missing gaps: measures to reduce taxi operation, supportive document for being in GCF Fund, EV promotional plan, connective feeder lines to trunk route, economic analysis and GHG emissions calculations.
Public consultation	25/08/2023	Stakeholder/ community consultations for preparation of 2024 ESIA	Thimphu Thromde Task Force	Require an Action Plan to include women driver training and to prioritize make up the most critical activities. Smart cards to be made available at bus shelters in vending machines EV batteries disposal is a concern. Take-back batteries by bus suppliers to be included in contract Shuttle bus routes to be thought out well for passengers coming to and from Norzin Lam. Suggest an online survey to collect public's opinion
Community consultation	26/08/2023	Stakeholder/ community consultations for preparation of 2024 ESIA	Business, residents, and other stakeholders from Northern area	No bus stop is provided for 35 shopkeepers in Dechencholing town Taxi stands required at different areas bus stops/parking for people carrying loads

List of Meetings	Date	Type	Number of Participants	Key Issues Discussed
				Need for underpasses and overpasses for bus as current roads will not manage increased future traffic
Community consultation	27/08/2023	Stakeholder/ community consultations for preparation of 2024 ESIA	Business, residents, and other stakeholders from Middle area	BPS causes congestion for private cars in other lanes. Consistent resistance to Norzin Lam pedestrianization and no justification as NL is the main economic hub with highest taxpayers in Thimphu. High financial losses of NL businesses are expected. The pedestrianization project has always been opposed, and participants expressed that they will continue advocating for cancellation of the project. Previous commitment to improving infrastructure along not taken up so far.
Community consultation	27/08/2023	Stakeholder/ community consultations for preparation of 2024 ESIA	Business, residents, and other stakeholders from South area	Essential to include provisions for people with disabilities for both BPS and Norzin Lam. Acceptable and advance compensation for affected land and properties to avoid any problems.
Community consultations	31/06/ 2025	Community consultations for project activities, including water interventions	Property owners and business owners from Norzin Lam Property owners and business owners from CSI Market till Memorial Chorten	Concerns about potential negative impacts on businesses and inconvenience for residents to move around during construction of the route. Concern about the removal of the current parking space and poor access and maintenance of the existing sidewalks. Overflows of sewerage system, which pose serious health risks and hinder mobility. Inconsistent water supply, sometimes twice a day, and urged ensure a continuous supply. Discussed on the need to improve water quality.
Consultations with social service provider	01/06/ 2025	Consultations with	School principals, counsellors	Present the project components and discuss the key risks specific to schools and school children

List of Meetings	Date	Type	Number of Participants	Key Issues Discussed
		schools (3 total)	and other staff	Explain the GRM process.

4.2. Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement

Different engagement methods are proposed and cover different stakeholder needs as stated below:

Project Stage	Target Stakeholders	Topic of Consultation	Method Used	Responsibilities	Frequency/ Tentative Timeline
Preparation	Indian Embassy Bangladesh Embassy	Project scope and impacts	High Level G-to-G Formal consultation	MoIT through Ministry of Foreign Affairs	To be determined
Preparation	Three Schools, School principals, counsellors and other staff	• Present the project components and discuss the key risks specific to schools and students • Explain the GRM process • Seek input for code of conduct	Formal meeting - FGD	PMU, PIU, Consultant	Jan 2027
Preparation	• North region Building owners • Business owners Government agencies • Corporate bodies, CSO • Dangrina-Drongtoe HHs impacted by the August 2024 flood	• Present the project components and discuss the key risks • Explain the GRM process • Seek input for code of conduct	Formal meeting and FGDs	PMU, PIU, Consultant	Jan 2027
Preparation	Central Region of the BPS • Building owners • Business owners • Government agencies- RBP, Desuung HQ, • Corporate bodies - Bhutan Insurance Limited, Bhutan Power Corporation	• Present the project components and discuss the key risks • Explain the GRM process • Seek input for code of conduct	Formal meeting - FGD	PMU, PIU, Consultant	Jan 2027

Preparation	NMT project - Building owners • Business owners, including those along alleyways • Government agencies • Corporate bodies, and offices	• Present the project components and discuss the key risks • Explain the GRM process • Seek input for code of conduct	Formal meeting - FGD	PMU, PIU, Consultant	Jan 2027
Preparation	South region – • Building owners • Business owners • Caretaker of Chorten near Changji Bridge • Government agencies • Corporate bodies	• Present the project components and discuss the key risks • Explain the GRM process • Seek input for code of conduct	Formal meeting - FGD	PMU, PIU, Consultant	Jan 2027
During Construction	Three schools along the BPL • School Principals, counsellors and other staff & student or representatives	• Present the project status • Discuss if they are experiencing any risks • Reiterate the GRM process, wherever needed.	Formal meetings	PMU, PIU, Consultant	Bi-annual activity
During Construction	North region - • Building owners • Business owners • Government agencies • Corporate bodies, CSO • Dangrina HHs impacted by the August 2024 flood)	• Present the project status and evaluate the situation • Explain/reiterate GRM process • Seek feedback on effectiveness of Code of Conduct being followed by the Contractors	Formal meetings	PMU, PIU, Consultant	Bi-annual activity
During Construction	Central Region: BPS/BPL: • Building owners • Business owners	• Present the project status and discuss where it can be done better	Formal meetings	PMU, PIU, Consultant	Bi-annual as separate groups or together

	- Government agencies- RBP, Desuung HQ, - Corporate bodies - Bhutan Insurance Limited, Bhutan Power Corporation	- Revisit the GRM efficiency if there were grievances - Revisit effectiveness of Code of Conduct			
During Construction	NMT Area: - Building owners - Business owners - Government agencies- RBP, Desuung HQ, - Corporate bodies and office	- Present the project status and get feedback on its implementation - Discuss GRM and its effectiveness - Solicit feedback on Code of Conduct being followed by the Contractors	Formal meeting - FGD	PMU, PIU, Consultant	Bi-annual
During Construction	South Region: - Building owners, - Business owners - Caretaker of Chorten near Changjiji Bridge - Government agencies - Corporate bodies	- Present the project status and get feedback on its implementation - Discuss GRM and its effectiveness - Solicit feedback on Code of Conduct being followed by the Contractors	Formal meetings	PMU, PIU, Consultant	Bi-annual
Preparation	Parking fee collectors along Norzin Lam and CSI-Chorten (Type 2 road section) below JDWNRH	- Present the project components and discuss the key risks - Explain the GRM process - Seek input for code of conduct	Formal meeting - KII, FGD	PMU, PIU, Consultant	Jan 2027
Preparation	Street vendors	- Present the project components and discuss the key risks - Explain the GRM process	KII	PMU, PIU, Consultant	Feb 2027

		• Seek input for code of conduct			
Project Preparation	• Vulnerable persons living in temporary settlements at Changzamtog • Dechencholing HHs living in flood-impacted buildings • Babesa: One temporary settlement at a proposed bus shelter • CSI-Chorten: Temporary settlements beside the road, • BAOWE Local vendors at the entrance to the hospital • Senior Citizens at Memorial Chorten	• Present the project components and discuss the key risks • Explain the GRM process • Seek input for code of conduct	KII	PMU, PIU, Consultant	Feb 2027
Project Preparation	Community near the proposed Dangrina Bus Terminal	• Present the project components and discuss the key risks • Explain the GRM process • Seek input for code of conduct	-Stakeholder Consultation -FGD	PMU, PIU, Consultant	March 2027
During Construction	Vulnerable Groups: • Parking fee collectors, street vendors,	• Present the project status and discuss any risks/challenges facing them	KII, FGD	PMU, PIU, Consultant	Bi-annual

	• BAOWE shed business houses along Norzin Lam and CSI-Chorten • Temporary settlements near Changzamtog • 2024 flood-impacted HHs • Vulnerable HH below the Expressway	• Check if they had to resort to GRM process • Solicit feedback on CoC and its effectiveness/impact on them			
During Construction	Cultural heritage • Caretakers/Lams of Chortens and Lhakhangs • Memorial Chorten • RBP Lhakhang	• Present the project status and get feedback • Discuss GRM and its effectiveness • Get feedback on CoC	KII	PMU, PIU, Consultant	Annual/Once during the entire construction phase
During Construction	Community near Dangrina Bus Terminal	• Present the project status and get feedback on its implementation • Discuss GRM and its effectiveness • Get feedback on CoC	-Stakeholder Consultation -FGD	PMU, PIU, Consultant	Bi-annual
Project Preparation	• Civil Society Organizations and NGOs • Kidu Welfare Centre • Kidney Foundation • RENEW and YDF • Tarayana Foundation • SAARC, RTA, and BCCI • Bhutan ICT & Training Association • Youth Welfare Office	• Present and discuss project components, key risks • Present draft GRM process including SEA/SH risks • Seek input for code of conduct	Formal meeting(s)-	PMU, PIU, Consultant	Aug 2027

Project Preparation	Government Agencies • Department of Environment and Climate Change, • Department of Water, MoENR	• Environmental Clearance Requirements for Water Supply components and GRM mechanism	Formal meeting	PIU, Consultant	March 2027
Project Preparation	Gewog Administration	• Project components, ESIA, ESMP, RAP, SIA, GAP	Formal Meeting	PIU, Consultant	March 2026
Project Preparation	NCWC	• Present and discuss project components, key risks • Present draft GRM process including SEA/SH risks, • Seek input for code of conduct	Formal Meeting	PMU, PIU, Consultant	March 2026

4.3. Stakeholder engagement plan

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Component 1.1: Resilient water services to enhance the resilience and reliability of Thimphu's water supply in the core city					
Project implementation stage	Pre-construction	Status of the project, planned activities, affected areas, and timelines	Formal Meetings	Embassies: India House and Bangladesh Embassy	PIU, Thimphu Thromde (TT)
Project implementation stage	Pre-construction and During construction	- Status of the project, planned activities, and timeline, RAP implementation, Stock taking on their living conditions and other issues as PAPs and GRM procedure - Clearly explain the project strategy of combining road/NMT work with water pipeline replacement	Public Consultation	Affected persons, Building owners, business owners, business employees, residential tenants	PMU, PIU, Consultant

		to minimize overall disruption • Present an integrated timeline showing how different works will be sequenced. • Use clear visual aids (maps showing both road and pipeline alignments).			
Project implementation stage	Pre-construction	• To inform on the status of the project, planned activities, and timeline • To disclose the RAP and GRM procedure	KII/FGD	Affected persons and Vulnerable people	PMU, PIU, Consultant
Project implementation stage	Pre/during construction	To inform on the status of the project, planned activities, and timeline review	Public Consultation	Affected parties Depending on the area of work	PMU, PIU, Consultant
Project implementation stage	Pre/during construction	To inform the status of the project, planned activities, and timeline and coordinate for any complementary activities (e.g. pole shifting etc.)	Coordination meeting with PMU and PIU	Interested Stakeholders	PMU, PIU, Consultant
Project implementation stage	Pre/during construction	To coordinate and schedule the project activities for water sub-components Status and issues with WTP operations	Internal coordination meeting with PMU and PIU	Water Sector activities engineers, plumbers, etc.	PMU, PIU, Consultant
Project implementation stage	Pre-construction	To discuss environmental and water-related concerns and considerations for the project, the GRM mechanism and for required environmental clearances.	Formal meetings	Interest parties (Government Agencies)	PMU, PIU, Consultant
Project implementation stage	Pre /during construction	Discussion on incentive mechanism for affected stakeholders	Formal meetings	Royal Monetary Authority and Financial Institutions	PMU, PIU, Consultant
Project implementation stage	Pre-construction	Validating the genuineness of PAPs filing for loan waivers	Formal Meetings	Department of Revenue and Customs, Ministry of Finance	PMU, PIU, Consultant
Component 1.2: Resilient urban public spaces and low-emission mobility					

Project implementation stage	Pre-construction	To inform on the status of the project, planned activities, and timeline and discuss draft RAP and GRM procedure	Community Consultation	Private affected persons, Building and business owners, business employees, residential tenants	PMU, PIU, Consultant
Project implementation stage	Pre-construction	Opening of bank accounts for project affected families	Formal meeting	Financial institutions	PMU, PIU, Consultant
	Pre-construction	Roll out RAP, payment modes, alternatives and training options that will be made available	Community Consultation	Affected persons, Building owners, business owners, business employees, residential tenants	PMU, PIU, Consultant
Project implementation stage	Pre-construction	Livelihood restoration	Public Consultation	Affected persons, Vulnerable Group	PMU, PIU Consultant
Project implementation stage	Pre-construction	- To inform on the status of the project, planned activities, and timeline - Explore possibilities of collaboration for livelihoods and skills development/capacity building initiatives for the PAPs/vulnerable groups who lose their livelihood/experience drastic reduction of incomes due to the Project activities.	Public Consultation	Affected institutions (Government Agencies, Corporations)	PMU, PIU, Consultant
Project implementation stage	Pre-construction	To inform the status of the project, planned activities, and timeline and coordinate for any complementary activities (e.g. pole shifting etc.)	Coordination Meetings	Interested Stakeholders (Government Agencies, Corporate)	PIU, Consultant
Project implementation stage	Pre-construction	Discussion on incentive mechanism (loan deferrals, interest waivers) for affected stakeholders Explore feasibilities of deferring loans and reducing interest on loans for the building/business owners	Formal Meetings	MoF, Royal Monetary Authority and Financial Institutions	PMU, PIU, Consultant

		who have OD against their businesses but are adversely affected due to construction works			
Project implementation stage	Pre-construction	Validating the genuineness of PAPs filing for loan waivers, if required	Formal Meetings	Department of Revenue and Customs, Ministry of Finance	PMU, PIU, Consultant
Project implementation stage	Procurement Process for contractors	Sharing of bidding requirements, ESMP, compliance to national regulations, WB ESF and preparation of contractors EMP and budgeting for EMP activities	Formal Meetings	Interested Contractors	PIU
Project implementation stage	During-construction	To inform on the status of the project, timeline review against activities Review of effectiveness of GRM procedure Verification/soliciting feedback on the effectiveness of CoC	Public Consultation	Private affected persons Building owners, business owners, business employees, residential tenants, Vulnerable Groups	Project implementation stage
Project implementation stage	During-construction	Status update of the project, planned activities, and timeline progress check Report/share on the status of the PAPs and their livelihoods	Public Consultation	Affected institutions (Government Agencies, Corporations)	PMU, PIU, Consultant
Project implementation stage	During construction	To update status of the project, planned activities, and timeline and coordinate for any complementary activities (e.g. financial and other policy support)	Coordination meeting with PMU and PIU	Government Agencies, Corporations Royal Monetary Authority and financial institutions, BPC, Bhutan Telecom (BT), Bhutan Chamber of Commerce and Industry (BCCI)	PIU, Consultant

Project implementation stage	During construction	Follow up discussions on incentive mechanism (loan deferrals, interest waivers) for affected stakeholders	Formal Meetings FGD or KII	MoF, Royal Monetary Authority and Financial Institutions	PMU, PIU, Consultant
Component 1.3 Low emission public transport					
Project implementation stage	Pre-construction	To inform on the status of the project, planned activities, affected areas, and timeline for approvals	Formal Meetings	Embassies: India House and Bangladesh Embassy	PMU
Project implementation stage	Pre-construction	To inform on the status of the project, planned activities, and timeline To disclose the RAP and GRM procedure	Public Consultation	Affected persons, Building owners, business owners, business employees, residential tenants,	PMU, PIU, Consultant
Project implementation stage	Pre-construction	To inform on the status of the project, planned activities, and timeline To disclose the RAP and GRM procedure	KII/FGD	Private affected persons (physically or economically displaced, livelihood impacted): Vulnerable people	PMU, PIU, Consultant
Project implementation stage	Pre/during-construction	To inform on the status of the project, planned activities, and timeline	Public Consultation	Affected institutions (Government Agencies, Corporations)	Project implementation stage
Project implementation stage	Pre/during-construction	To inform/update the status of the project, planned activities, and timeline and coordinate for any complementary activities (e.g. financial support, pole shifting etc.)	Coordination meeting with PMU and PIU	Interest stakeholders: Bhutan Telecom (BT) Bhutan Insurance Limited (BIL) Memorial Chorten, Kawang Gewog, Thimphu Dzongkhag	PIU, Consultant
Project implementation stage	Pre/during construction	To discuss environmental and water related concerns and considerations for the project, GRM mechanism and for required environmental clearances.	KIIs/Formal Meetings	Interest Groups/Stakeholders (Government Agencies): Department of Environment and Climate Change (DECC), Department of Water (DoW)	PMU, PIU, Consultant

Project implementation stage	Pre/during construction	Discussion on incentivize mechanisms/ arrangements for ease of interest on loans/deferrals for affected stakeholders	Formal Meetingl	Royal Monetary Authority and Financial Institutions	PMU, PIU, Consultant
Project implementation stage	Pre/during construction	Validating the genuineness of PAPs filing for loan waivers	Formal Meetings	Department of Revenue and Customs, Ministry of Finance	PMU, PIU, Consultant
Project implementation stage	Procurement Process for contractors	Sharing of bidding requirements, ESMP, compliance to national regulations, WB ESF and preparation of contractors EMP and budgeting for EMP activities	Formal Meetings	Interested Contractors	PIU
Project implementation stage	Procurement Process for contractors	Emphasize on bus design to ensure these are gender and disability inclusive. Material quality, and charging station designs	Formal meeting	Bus supplier companies and private sector for charging stations	PMU and CBS
Project implementation stage	During Construction	Status update of the project, stock taking of the vulnerable groups on the impacts in their lives To enhance GRM procedures if there are some who are not aware of it	Public Consultation	Affected persons livelihood impacted Building owners, business owners, business employees, residential tenants, Vulnerable Groups	PMU, PIU, Consultant
<i>Component 2.1: Capacity building and institutional strengthening for resilient water and urban service deliver</i>					
Project implementation stage	Pre-construction	Project status update, including upcoming activities Means of information on possible disturbance on water supply	Public Consultation Uptake channels for grievance	Water users	PIU, Thimphu Thromde (TT)

During construction	Project status update, including upcoming activities	Public Consultation	Project stakeholders Water users	PIU, Thimphu Thromde (TT)
	Information about the availability of grievance in case of any concerns and questions	Uptake channels for grievance		
	Project status update, including upcoming activities, possible impacts, mitigation measures, and cooperation and support	Targeted consultative meetings	Responsible public and private entities and other interested parties	PIU, Thimphu Thromde (TT)

Component 2.2: Capacity building and institutional strengthening for resilient transport service delivery

Project implementation stage	Pre-construction	Stakeholder consultations to inform bus users and pedestrians about upcoming activities, potential disruptions, and proposed mitigation measures.	Targeted consultative meetings	Project stakeholders, public transport users, and pedestrians	PMU, MoIT
	During construction	Continue Stakeholder consultations to inform bus users and pedestrians about upcoming activities, potential disruptions, and proposed mitigation measures.	Targeted consultative meetings	Project stakeholders, public transport users, and pedestrians	PMU, MoIT

4.4. Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism, and on the project's overall implementation progress.

5. Resources and Responsibilities for Implementing Stakeholder Engagement

5.1. Implementation Arrangement and Resources

The project is multisectoral and therefore brings together several implementing entities. These are MoIT's Department of Human Settlements (DHS), Thimphu Thromde, and City Bus Service (CBS). The project will create a Project Steering Committee (PSC) for high-level oversight and a Technical Committee (TC) to facilitate coordination at a technical level:

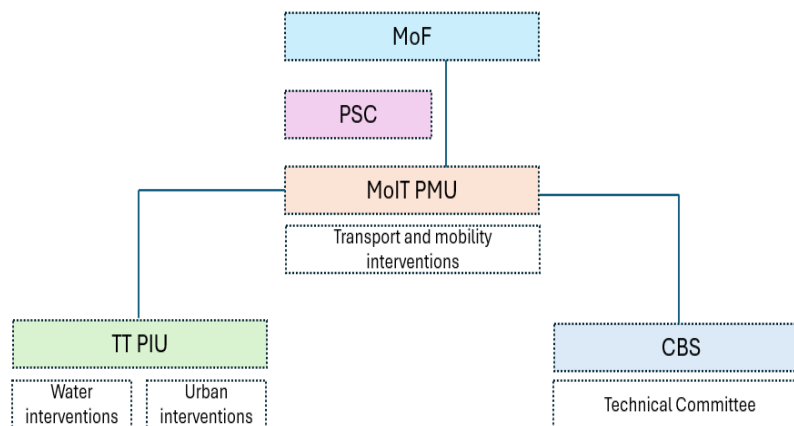


Figure 2: Institutional Arrangements

Project Steering Committee (PSC): The PSC will serve as the highest supervisory body, providing strategic oversight, resolving cross-agency issues, and bringing in synergies across the projects implemented.

Project Management Unit. The Department of Human Settlement, MoIT will house a Project Management Unit (PMU), that will be responsible for overall day-to-day project coordination and technical oversight. The PMU will also facilitate public, community, and stakeholder engagement meetings as part of the ESIA update process. The PMU will ensure coordination between MoIT, TT and City Bus Services (CBS) and provide support to CBS in ensuring delivery of services as planned. Any issues related to bus priority lanes, sidewalks, bus stops and shelters, terminal buildings, charging infrastructure, depot improvements, and road markings and signs will be addressed by PMU in coordination with the relevant agencies.

Project Implementation Unit. Thimphu Thromde will house a Project Implementation Unit (PIU). It will be responsible for implementing the project's urban placemaking infrastructure and water investments. These include the improvement of road, alleyways, connecting footpaths, and the implementation of water interventions. It will be responsible for the dissemination of information on project activities, scheduling, updating the public in case of unanticipated events, and addressing project related grievances. Similarly, for the Water Supply Component, the Thimphu Thromde will be the focal agency that will inform

all water users regarding the project activities and scheduling. Communities will also be kept up to date about events and news through the Thuemis (local representatives), social media, and TV.

The Social and Environmental Focal Person from Thimphu Thromde and the Environmental Focal from DHS will be responsible for all stakeholder engagement planning and implementation.

The two implementing agencies, MoIT and the Thimphu Thromde (TT) will be in charge of stakeholder engagement activities including the responsibility for carrying out stakeholder engagement activities. The overall responsibility for SEP implementation lies with the Project Management Unit (PMU) of the MoIT and the Project Implementation Unit (PIU) of the TT. The project's stakeholder engagement implementation arrangements are as follows.

Table 5.1: Responsible entities and individuals responsible for SEP implementation

Responsible person	Responsibilities
Project Directors of the PMU and PIU	• Approving the SEP, briefing to the chair of the Project Steering Committee (PSC) on stakeholder engagement and GRM, • Providing overall guidance to the implementation of the SEP, including timely approval of the annual budget required for implementation. • Oversighting the functioning of Level 2 and Level 3 GRM escalated from Level 1
Senior ESHS specialists of the ESHS Sections of PIU and PMU	• Take a lead role in implementation of the SEP, including the functioning of the GRM in an inclusive and transparent manner, organization of the periodic meaningful consultations with the stakeholders and vulnerable communities, and ensuring timely disclosure of project-related information • Preparing annual budget for the SEP implementation and managing monitoring and supervising the overall implementation of the SEP, including securing required financial resources and other logistics • Supporting the preparation and disseminating quarterly SEP implementation reports
Social and GRM specialists of the E&S Units in PIU and PMU	• Responsible for the overall implementation of the SEP, including periodic consultations, information disclosure, and effective functioning of the GRM. • Coordinate the SEP activities among the provincial agencies and Local Levels. • Updating the SEP to accommodate any changes and take corrective actions immediately as and when required. • Take a lead role in preparing quarterly SEP implementation report and submit to the Word Bank, and other MFIs as relevant

	• Facilitate and support the social mobilizers in the implementation of the SEP • Coordinating the social mobilizers activities on the ground, including regular training and briefings • Hold monthly meetings with social mobilizers to examine and update the stakeholder engagement/feedback and grievance register records. • Provide a monthly summary of feedback, grievances, and SEP activities to the Senior ESHS specialists
Gender (GBV/SEA/SH) Officer/ Focal Person of the Social Unit	• Contribute to ensuring the integration and implementation of SEA/SH risk mitigation measures incorporated in the documents like ESCP, SEP, LMP, ESIA, ESMF, and SEA/SH Action Plan. • Ensure to carry out regular consultations in safe and enabling spaces. • Ensure that issues related to Gender and GBV, SEA/SH are covered in consultation sessions • As needed, separate FGDs should be considered to raise concerns, issues related to SEA/SH induced by the project or on women's empowerment.

The stakeholder engagement activities will be documented through minutes of meetings, photo documentation, and signed participant lists. The PIM and PMU will lead and document stakeholder engagement activities with identified stakeholders and local communities, incorporate all views, concerns, and recommendations from the consultations wherever relevant during project implementation and update the SEP.

5.2. Indicative Budget for SEP Implementation

Table 5: Indicative Budget for SEP Implementation

Budget Category	Quantity	Unit Cost	Years	Total Cost	Remarks
1. Estimated staff salaries					
1.1. Staff Salaries	-	-	-	-	Included in project budget
1.2. Travel cost	-	-	-	-	Included in project budget
2. Consultative Meetings					
2.1. Meetings for Component 1.1: Resilient water services to enhance the resilience and	Lump sum	100,000.00	3	300,000.00	

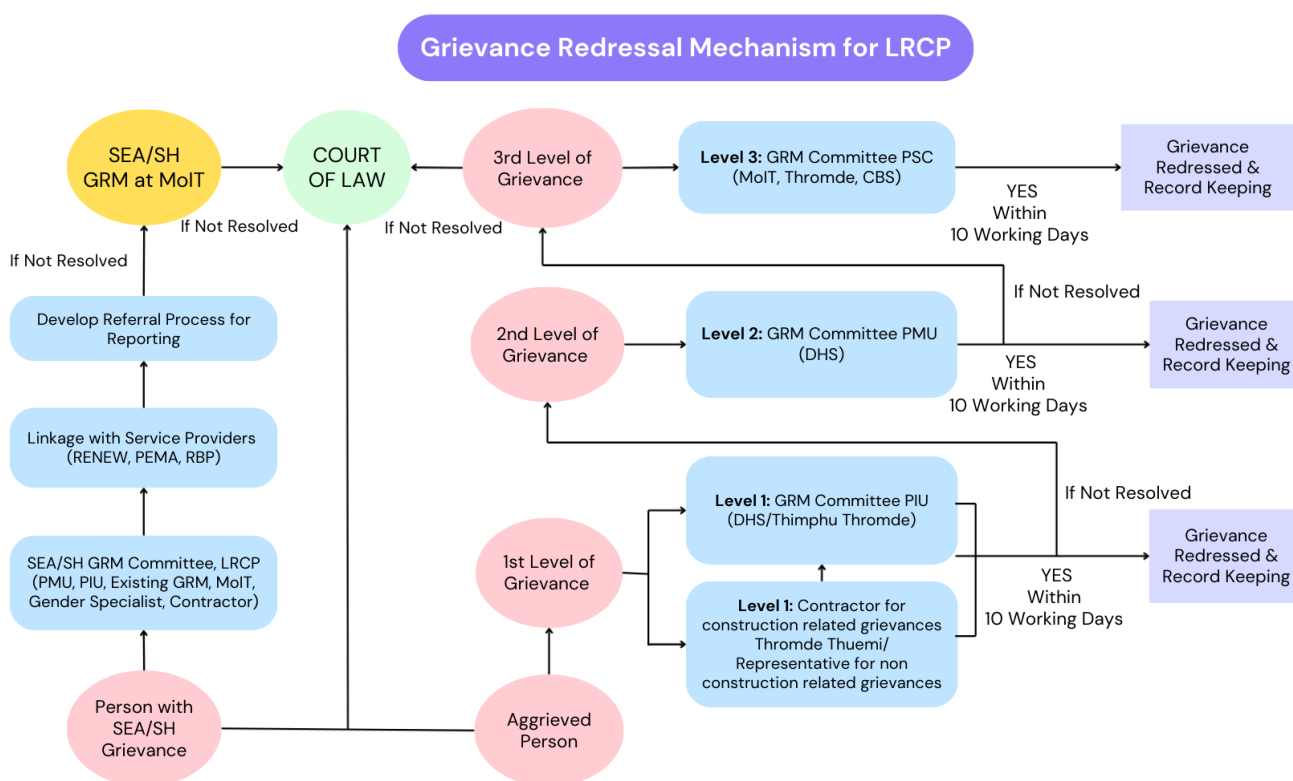
reliability of Thimphu’s water supply in the core city					
2.2. Meeting for Component 1.2: Resilient urban public spaces and low-emission mobility	Lump sum	300,000.00	3	900,000.00	
2.3. Meeting for Component 1.3 Low emission public transport	Lump sum	100,000.00	3	300,000.00	
3. Grievance Redressal					
3.1. Verification of Grievances and GRM meetings	Lump sum	50,000.00	5	250,000.00	
3.2. Compensation (if required)	-	-	-	-	From contingency budget
4. Communication Campaigns- Information brochures, posters, public announcements Project information TV,radio, social media					
4.1. Component 1.1: Resilient water services to enhance the resilience and reliability of Thimphu’s water supply in the core city	Lump sum	1,50,000	5	750,000.00	Budget can be allocated so that it will decrease in later years.
4.2. Component 1.2: Resilient urban public spaces and low-emission mobility	Lump sum	1,50,000	5	750,000.00	
4.3. Component 1.3 Low emission public transport	Lump sum	1,50,000	5	750,000.00	
5. Trainings					
GRM for GRM Committee members	Lump sum	100,000.00	1	100,000.00	
Training for Gender consultations and SEA/SH	-	-	-	-	Included under GAP budget
Training for RAP, livelihood	-	-	-	-	Included under RAP budget
Training on CoC	-	-	-	-	Included under

					GAP
Grand total				4,100,000.00	

The budget estimate for implementing the SEP is USD 48,200 (Nu 4,100,000.000). The budget will be updated before the implementation of this SEP.

6. Grievance Redress Mechanism

6.1. Grievance Redressal Process



6.2. GRM steps

The GRM Implementation Structure will comprise 3 tiers, from the contractor/PIU (Thimphu Thromde and City Bus Service); PMU (Department of Human Settlements, MoIT); and the Project Steering Committee. The Sexual Exploitation and Abuse (SEA) and/or Sexual Harassment (SH) GRM will be linked to the existing GRM at MoIT. At each level, grievances will not take more than 10 working days from the date of receipt to review cases and resolution.

Type of grievances include:

A. Construction impacts related grievances (Contractor)

A1 - disturbance and inconvenience due to construction activities, A2 - unanticipated impacts on property and disruption of utilities, A3 - waste and pollution, A4 - health and safety, A5 - workers grievances.

B. SEA/SH related grievances (PMU)

Directly to SEA/SH GRM at MoIT.

C. Operations-related grievances (PIU - both Thimphu Thromde and City Bus Services)

C1 - Operations of bus infrastructure (terminals, bays, stops and shelters), C2 - Operations of bus services

D. RAP-related grievances (PMU, PIU, PSC)

D1 - property and land, D2 - livelihood, D3- livelihood restoration activities

Table 6: Illustrative Table on the GRM steps

Step/Stage	Description of Process	Timeframe	Responsibility
GRM Implementation Structure	The GRM structure will comprise 3 tiers, from the contractor/Thromde representative- PIU- PMU and PSC. The contractor will only deal with issues/grievances that are listed as Construction impacts related grievances The SEA/SH GRM will be linked to the existing GRM at MoIT.	At each level, grievances will not take more than 10 working days from the date of receipt to review of cases and resolution	Thimphu Thromde DHS, MoIT CBS
Grievance Uptake/Submission	Grievances can be submitted through the following channels; • In person at the contractor's office • In person at the Thromde or MoIT office • Via the means of social media (direct message on Thromde Facebook & Instagram Page), Emails, Thromde Complaint Management System and Toll-Free Number (1009) • Via Thromde Thuemis • Via email to the project focal officer • Via phone call to the project focal officer followed by a request to submit a formal letter • The link on the project website where the aggrieved person can lodge the grievance online		GRM Focal Persons from PMU and PIU, Contractor
Sorting, Processing	Submissions will be sorted into grievances or 'information requests'.	For the entire duration of the project period	GRM Focal Persons from PMU and PIU, Contractor

	For grievances, a grievance register will be maintained at the following offices; • Contractor • Thromde • DHS • CBS Any grievance shall be registered with the following information: Time, date and nature of grievance; Type of communication (Telephone, letter, personal contact); - Name, contact address and contact number; - Response and investigation undertaken as a result of lodging the grievance; and - Actions taken and name of the person taking the action - Date of informing the complainant		
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant If the submission is an 'information request', a response will be shared to the submitter	5 working days	GRM Focal Persons from PMU and PIU
Verification, investigation and action	Prior to the GRM committee meeting, coordinate with the aggrieved person or party to obtain proper and timely information. Based on the nature of the grievance, appropriate investigation and actions to redress the grievance will be undertaken.	5 working days	Grievance Focal Person
Appeal to higher level GRM Committees	The GRM committee at each level will seek to resolve the grievance as soon as possible and avoid escalation. However, where a grievance cannot be readily resolved to the satisfaction of the aggrieved, then the grievance shall be immediately referred to the next level. If the person/party is not satisfied with the resolution of the GRM committee, the person/party can appeal to the next GRM committee.	Within 10 working days	Grievance Committee
Monitoring and evaluation	For Monitoring purposes, a Grievance Register will be retained that will document all grievances lodged and actions taken. Proper record of the minutes of the GRM committee meetings will be maintained Data on grievances will be reported each month to the PMU and in the semi-annual EMR to WB	Semi-annually	PMU, WB
Provision of feedback/response	The aggrieved person or party will be notified of the proposed outcome through a formal	Within 10 days of the grievance being resolved	GRM Focal Persons

	letter and also informed in person or via telephone. Information on the GRM will be widely disseminated through the local media, social chat groups and at project work sites.		
Training	All GRM Focal Persons and GRM committee members, contractors and Theumi/ Thromde Representatives will be trained on the GRM procedures and redressal mechanism	As soon as the GRM committee members are identified and notified, supervision consultants are onboarded.	PMU
If relevant, payment of reparations following complaint resolution	Contingency budget will be retained to address reparation requirements. Payment for this will only be made to the account number of the aggrieved person/party, based on the recommendation and decision of the GRM committee and approved by the PSC	Construction and Operation Phase	PMU
	The contractor will be fully liable for any reparations caused by his staff/workers/trucks/machines	Construction phase	Contractor
Appeals process	The resolution of the GRM committee will be communicated to the aggrieved person/party. If the person/party is not satisfied with the resolution of the GRM committee, the person/party can appeal to the next GRM committee.	Throughout the project period	MoIT

Establish and strengthen existing mechanisms under LRCP that can respond to GBV/SEA/SH

A detailed GRM Standard Operating Procedures will be developed during implementation. Additionally, the SEA/SH Action Plan will elaborate on how the project GRM will be integrated survivor-centric response to SEA/SH complaints.

To effectively prevent and respond to Gender-Based Violence (GBV), Sexual Exploitation Abuse and Sexual Harassment (SEA/SH), critical institutional mechanisms need to be established and strengthened. This necessitates setting up a dedicated SEA/SH Grievance Redress Mechanism (GRM) Committee for LRCP linked to existing GRM of MoIT and comprising representatives from the Project Management Unit (PMU), PIU, Gender specialist of PMU and contractors. The committee will oversee the SEA/SH case management, ensure coordination with focal points and onboard selected Partner Organizations (PO). Each implementing institution will appoint a trained SEA/SH focal person to monitor activities and facilitate confidential reporting. The SEA/SH hotline will be integrated with existing services, with strong linkages to national support systems including the Pema Secretariat, RBP helpline 113, and RENEW's provincial

networks. Standard Operating Procedures (SOPs), referral pathways, and case management flowcharts will be developed to ensure coordinated, survivor-centered responses. Awareness campaigns will promote use of grievance systems, while stakeholder consultations will address GBV concerns. Safety audits, service mapping, and assessments will guide quality assurance, and capacity building for local gender focal persons who will reinforce service delivery and coordination with relevant local authorities like Policewomen cell, Dzongkhag Committee, hospital/BHUs (Basic Health Unit), school committee, local Government office. If the matter is not resolved at this level, it will be referred to the court of law by the SEA/SH GRM committee.

A comprehensive capacity-building package will be developed for administrative staff, contractors, and Project Management Unit (PMU) to strengthen safeguarding mechanisms. This will include training on ethics, rights and responsibilities, positive discipline, GBV prevention, reporting, and referral procedures. Specialized training will deepen understanding of Codes of Conduct (CoC), grievance redress mechanisms, and case handling protocols. CoCs will be developed, signed by all personnel on-site, and disseminated through orientations and visual materials to both workers and surrounding communities. Gender responsive infrastructure will be prioritized with safe, separate, and accessible facilities for men and women, childcare options, and well-lit public areas. Visible signage will reinforce the project's zero-tolerance approach to GBV, SEA/SH incidences.

Monitoring and evaluation will include regular field visits, quarterly reviews of the SEA/SH Prevention and Response Action Plan, and performance reporting to ensure effective implementation and oversight.

7. Monitoring and Reporting

7.1. Summary of how SEP will be monitored and reported upon (including indicators)

The PMU will take the overall responsibility for SEP monitoring and reporting. Bi-annually, all implementing agencies - Thimphu Thromde, DHS and CBS will submit a report/update on the number and types of consultations undertaken, target stakeholders consulted, the number of participants and the types of topics discussed and issues requiring attention (future/next steps). Any issues that need to be discussed at the project management level will be included in the bi-annual project review meeting.

Table 7. Reporting format for consultations carried out by implementing agencies

Date	Type of Consultation	Stakeholders/Participant/Agency	Number of participants			Issues discussed /raised	Future steps
			Male	Female	Total		

All data, consultation, stakeholder engagement activities, information disclosure and grievances will be maintained in a database maintained at the PMU. If required, relevant data will be anonymized and made available for public review upon request. The information on the database can be stored as shown in table 8.

Table 8. Reporting format on the status of grievances by implementing agencies

Date	Month	Number of grievances received	Number of grievances for which actions have been initiated for resolution	Number of grievances addressed	Level of Resolution Level 1 Level 2 Level 3	Number of Pending grievances

Monitoring Reports documenting the environmental and social performance of the Project will include a section regarding stakeholders' engagement and grievances management. The section below proposes a set of indicators relating to the SEP performance.

7.2. SEP Performance Indicators

Monitoring Reports documenting the environmental and social performance of the Project will include a section regarding stakeholder engagement and grievances management. The set of indicators relating to the SEP performance is listed in Annex 2.

7.3. Reporting back to Stakeholders/Interest Groups

The Stakeholder Engagement Plan (SEP) will undergo periodic revisions and updates throughout project implementation . These updates will encompass all stakeholder engagement activities conducted to date, including inquiries, concerns, recommendations, or grievances, along with corresponding responses, decisions made, or corrective actions implemented. The revised SEP will be accessible on the Project website and at the project offices at DHS, TT and CBS.

For stakeholder consultations, the Project will circulate the minutes to stakeholders for their review and input prior to finalization. When actions are required, responsible individuals or agencies will be identified within the implementing agencies as focal persons and these focal persons will be the link within key stakeholders, keeping them informed regarding the LRCP project.

Thimphu Thromde will use the Thuemis/Representatives to be the primary link to report back to the local community/businesses/residents on project activity updates, activities and actions taken.

Annexes

Annex 1. Grievance Register Form

Grievance Form

Grievance registration no.	
Date of registration	

Details of complainant:

☐ (Tick the box for anonymity)

Name:

First name	Middle name	Last name

Gender:

☐ Male☐ Female☐ Others

Address:

Dzongkhag	Gewog	Chiwog	Name of place

Contact details:

Primary mobile no.		Email	
Secondary mobile no.		Social media	

Preferred mode of contact:

Brief description of grievance:

The following table shows the results of the regression analysis. The dependent variable is the number of days off work due to sickness absence. The independent variables are age, gender, education, income, and job tenure. The model explains 12% of the variance in the dependent variable.

Mode of submission of grievance:

☐ Verbal

☐ Written

☐ Complaint Box☐ Phone☐ Email☐ Others

Signature of Complainant

Signature of Grievance Officer

Annex 2. Grievance Closure Form

Grievance Closure Form	
Resolution	
Grievance number	
Grievance registered date	
Describe the steps taken to resolve the grievance:	
Describe the resolution:	
Department:	
Mode of communication for reply (meeting/ written/ verbal/ display):	
Date closed:	
Signatures	
Complainant: Date:	Project representative: Date:

Annex 3. Resolution Notification Form

Resolution Notification Form

Grievance number:

Grievance registered date:

Resolution date:.....

GRM level:

Resolution

On behalf of DHPP		On behalf of complainant
Prepared by	Verified by	Received by
Name:	Name:	Name:
Date:	Date:	Date:
Signature:	Signature:	Signature:

Annex 4. Public Notices regarding Environment and Social Assessment and RAP Survey

Public Notice!

Thimphu Thromde, in collaboration with the Ministry of Infrastructure and Transport, is currently undertaking the **Livable and Resilient Cities Project (LRCP)**.

As part of the preparations for the Environmental and Social Assessments required under the project, we kindly request the cooperation of residents, land owners, business owners, and building owners along the Bus Priority Service (S Doebum Lam, Doebum Lam and N Doebum Lam) and Norzin Lam.

Your support is essential for the smooth and timely completion of the assessment work.

The survey will take place from **May 14, 2025 to June 7, 2025**.





Thimphu Thromde

Keep Thimphu City Clean and Green



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 Notification Period: 13 May 2025

Thimphu Thromde, in collaboration with the Ministry of Infrastructure and Transport, is currently undertaking the Livable and Resilient Cities Project (LRCP). As part of the preparations for the Environmental and Social Assessments required under the project, we kindly request the cooperation of residents, landowners, business owners, and building owners along the Bus Priority Service (S Doebum Lam, Doebum Lam and N Doebum Lam) and Norzin Lam. Your support is essential for the smooth and timely completion of the assessment work. The survey will take place from May 14, 2025, to June 7, 2025.

Attachment	Size	
 LRCP.jpg	410.09 KB	Download

Announcement Type

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