

MILLENNIUM CHALLENGE ACCOUNT-GEORGIA (MCA-Georgia)



**STAKEHOLDER ENGAGEMENT AND CONSULTATION FRAMEWORK
AND GRIEVANCE REDRESS MECHANISM**

MCA – GEORGIA COMPACT II

TBILISI, GEORGIA

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LIST OF ABBREVIATIONS AND ACRONYMS

CEO – Chief Executive Officer
GBPR – Government, Business, , and Public Relations
ERC – Educational Resource Center
ESIDA – Education and Science Infrastructure Development Agency
ESMF – Environmental and Social Management Framework
ESP – Environmental and Social Performance
ESP Director – MCA-Georgia ESP Director
GoG – Government of Georgia
ICT – Information and Communications Technology
IE – Implementing Entity
IFC – International Financial Corporation
LC – Local Community
M&E – Monitoring and Evaluation
MCA-Georgia – Millennium Challenge Account-Georgia
MCC – Millennium Challenge Corporation
MES – Ministry of Education and Science of Georgia
MOE – Ministry of Environmental and Natural Resources Protection
NAEC – National Assessment and Examination Center
PS – Performance Standard
RDPF – Regional Development
SB – School Board
SGA – Social and Gender Assessment
SP – School Principle
STEM – Science, Technology, Engineering and Mathematics
TPDC – Teachers Professional Development Center

**PART ONE: STAKEHOLDER ENGAGEMENT AND CONSULTATION
FRAMEWORK, AND GRIEVANCE AND REDRESS MECHANISM FOR MCA-
GEORGIA COMPACT II**

DEFINITIONS

COMMUNITY. A group of people that live in the same geographic area (i.e. village, town, city) or have common social, economic or political interests (i.e. international community), or professional interests (academic community), or a common history.

COMMUNICATION AND PUBLIC RELATIONS (PR) STRATEGY. This Plan also includes a clearly defined Communications Strategy that will provide guidance on how and when the principles discussed in this document will be communicated to the public and MCA-Georgia stakeholders. Also, the plan will include sections about Private Sector Engagement and Beneficiary Engagement Strategies to encourage two way communications contributing to developing and strengthening overall MCC/MCA-Georgia positive, long-term positive image among all stakeholders: general public, GoG, private sector, international organizations, NGOs, etc.

DIRECT BENEFICIARIES Groups of individuals or communities that receive the benefits of the project directly. These are persons or groups of people who are directly affected by the Project outcomes, either positively or negatively.

EDUCATION AND SCIENCE INFRASTRUCTURE DEVELOPMENT AGENCY (ESIDA) It is represented by Ministry of Education and Science of Georgia; **ETHNIC MINORITIES IN GEORGIA.** It refers to groups of people or communities of ethnic descent whose language and culture is different from mainstream (Georgian). The SECP will ensure that those ethnic minorities are included in the stakeholders and beneficiaries engagement and consultation processes, and have equal access to the grievance and redress mechanisms of the Projects of the MCA-Georgia Compact II.

IFC PERFORMANCE STANDARDS. A set of principles providing guidance on how to identify risks and impacts, and are designed to help avoid, mitigate, and manage risks and impacts as a way of doing business in a sustainable way, including stakeholder engagement and disclosure obligations of the client in relation to project-level activities.

INFORMED CONSULTATIONS. Informed consultation entails the provision of information and data to an individual, or group before the consultation takes place, so that those being interviewed can make informed decisions and provide more objective opinions.

INVOLUNTARY RESETTLEMENT. Forced mobilization of an individual, social unit (family) or economic activity due to a development project. Involuntary resettlement activities may involve land acquisition and/or compensation for the loss of assets or access to assets at replacement value.

MCA-GEORGIA STAKEHOLDERS COMMITTEE provides advice and inputs to MCA-Georgia teams. The main role of the Committee is to provide consultations to MCA-Georgia to effectively and efficiently fulfill the planned tasks and activities envisaged within the frameworks of the MCC Second Compact to Georgia. The Committee includes representatives from private and non-governmental sectors (nominated by business and educational associations

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as well as international organizations) to create an enabling environment for various field experts involved in the MCA-Georgia's projects and to strengthen transparency and accountability of the MCC Second Compact implementation process. The Committee will have regular sittings once a quarter (or more often as agreed in advance).

MCA-GEORGIA GRIEVANCE COMMITTEE conformed of respective MCA-Georgia Directors, and other experts as needed, depending on the nature of the grievance.

MILLENNIUM CHALLENGE ACCOUNT- GEORGIA (MCA-Georgia) a legal entity of public law (LEPL). Its management is composed of a Chief Executive Officer, Chief Financial Officer; Procurement Director; General Counsel; Environment and Social Performance Director; Gender and Social Assessment Director; Monitoring and Evaluation Director; Tertiary Education Project Director; Improving General Education Quality Project Director; Chief Infrastructure Engineer; Business, Government and Public Relations Director, The MCA-Georgia's Supervisory Board oversees its strategic direction and provides overall vision to the organization. MCA-Georgia has decided to work with its partners and project stakeholders very closely to ultimately ensure the successful implementation of the program.

SCHOOL COMMUNITY. All the individuals and families that have some relationship or stake with the school, and the school principal/director, professors/teachers, students, their parents, school administrative staff and maintenance teams, school benefactors, NGOs and businesses contributing to the school with their time, knowledge, or funds, local authorities; and in ethnic communities, the traditional authorities.

SCHOOL REHABILITATION COMMITTEE. This Committee is conformed during the first assembly with the school community, and it is democratically elected by the Assembly. The School Committee has a minimum of 5 main delegates and 5 alternates: (1) President, (2) Secretary, (3) Representative of the parents, (4) Representative of the Students, (5) representative of the business community. Each main delegate has an alternate. The President, by default, is the School Director.

STAKEHOLDERS. Stakeholders are persons or groups of people who are directly or indirectly affected by the Project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively.

1. INTRODUCTION

The present document proposes a Stakeholder Engagement and Consultation Framework (SECF) for the whole Compact II. It includes a structure that can be replicated in each one of the Stakeholder Engagement Plans (SECPs) for individual Projects. Moreover, it includes the Grievance and Redress Mechanism (GRM) for the Compact, and for individual projects. The size and complexity of stakeholder engagements for each Project is commensurate with project impact and complexity. Each Project-specific Stakeholder Engagement and Consultation Plan and Grievance and Redress Mechanism will be elaborated by each Director of MGA-Georgia together with the ESP Director. The general principles described for the SECF need NOT be repeated in the individual SECPs. The SECF for Compact II has two parts:

- Part One includes the Stakeholder Engagement Framework for Compact II;
- Part Two includes Step-by-Step Guidelines for the elaboration of SECPs and GRMs for the individual Projects/Activities.

The Stand-Alone SECPs - GRMs of the individual Projects/Activities are separate.

1.1 Background

On December 19, 2012, MCC's Board of Directors re-selected Georgia as eligible for MCC assistance for a second compact. An analysis of economic growth in Georgia conducted by the Government of Georgia ("GoG") in 2011 identified human capital as a binding constraint to continued growth.

The GoG and MCC signed a Compact on July 26, 2013 that aims to address the quality of human capital in Georgia, including a package of investments in the general education component seeking to improve general education quality in Georgia through infrastructure enhancements to the physical learning environment, training for educators and school managers, and support to education assessments. The Compact was ratified by the Parliament of Georgia in October 2013 and entered into force on July 1, 2014.

The Compact consists of three Projects: (1) the Improving General Education Quality Project; (2) the Industry-led Skills and Workforce Development Project; and (3) the STEM Higher Education Project. These projects respond to the constraints to economic growth by aiming to improve the poor quality of human capital in Georgia.

1. **The Improving General Education Quality Project** consists of three Activities that target areas where the Georgian education sector needs the most support: physical environment, secondary school teachers' subject knowledge and pedagogical skills, school management capacity, and education assessments. The three activities under the Project are:

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- The Improved Learning Environment Infrastructure Activity
 - Training Educators for Excellence Activity
 - Education Assessment Support Activity
2. **The Industry-led Skills and Workforce Development Project** aims to improve the linkage between market-demanded skills and the supply of Georgians with technical skills relevant to the local economy through Competitive Program Improvement Grants and strengthening Sector Policy and Provider Practice. Independent Project Manager will be selected to manage the process of grant award and oversight.
 3. **STEM Higher Education Project.** While access to higher education is widespread, institutions in Georgia with STEM programs are not well-equipped to provide the skilled graduates needed by industry. In order to achieve the delivery of high-quality STEM degree programs that will promote increase of productivity and growth and create more employment opportunities, the STEM Higher Education Project plans to attract international university partner(s) to support the Government's effort to modernize STEM education, through establishing a US accredited degree programs in STEM areas for university students in Georgia.

2. OBJECTIVES, PRINCIPLES, AND EXPECTED RESULTS OF THE STAKEHOLDER ENGAGEMENT AND CONSULTATIONS FRAMEWORK (SECF), SUCCESSIVE PLANS (SECPs) AND GRIEVANCE AND REDRESS MECHANISM (GRM)

2.1 Objectives

Following IFC Performance Standard 1, stakeholder engagement is the basis for building trust, strong, constructive, and responsive relationships that are essential for the successful management of a project's environmental and social impacts. This plan is an integral part of the Environmental and Social Management System (ESMS) of the Millennium Challenge Account – Georgia.

Experience of implementing similar projects in various parts of Georgia suggests that proper stakeholder engagement is key for project development and implementation and particularly for its sustainability over time. In this regard, the MCA-Georgia recognizes that developing Stakeholder Engagement and Consultation Plan will provide guidance to the parties involved (including contractors) in project preparation, design and implementation, for a smooth and transparent execution of Compact activities. The Stakeholder Engagement and Consultations Plan aims at establishing a general structure of engagements to include stakeholders and beneficiaries in the decision-making processes in each Project, with transparency and objectivity and shall be designed at the early stage of project development, or during the pre-design phase.

The objectives of the SECF and GRM for MCA-Georgia Compact II are as follows:

- To provide core principles for stakeholder engagement and consultation processes for the Compact as a whole, and for the individual Projects.
- To provide the tools and mechanisms to identify and screen the relevant stakeholders, their roles and responsibilities in the design, implementation and sustainable operation of the Projects, and in their management of information in the different stages of the Projects. It also identifies those that are disadvantaged (physically, socio-economically, mentally) including any ethnic minorities, in order to include their views in the processes.
- To define the stakeholder engagement and consultation process for all Compact Activities in accordance with national legislation and relevant IFC Performance Standards.
- To identify and use existing channels of communication and stakeholder engagement tools, in a context in which the Government of Georgia promotes strengthening of formal and informal structures of democracy and decentralization of power.
- To describe the process by which information is generated, discussed, used and disseminated in an organized way.

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- To identify the role of the existing governmental and non-governmental structures that can be used for the purposes of information sharing for facilitating the stakeholders' consultation processes.
- To build a trusting relationship with the beneficiary communities, schools, teachers, and other interested stakeholders based on a transparent and timely supply of information and open dialog.
- To ensure an adequate and proper Grievance Mechanism is developed, communicated to the Stakeholders, and a proper execution mechanism with clearly defined responsibilities in place.
- To provide general principles for developing a Communication Strategy for the Compact and its projects;
- To define the role and importance of the MCA-Georgia's Stakeholders Committee to the Compact Projects in regard to engagement, transparency and openness of the projects.

2.2 Overarching Principles of the SECP

The stakeholder engagement objectives above are based on the following overarching principles:

- Providing clear, factual and accurate information in an open and transparent manner on an ongoing basis to stakeholders and beneficiaries through free, prior and informed consultation;
- Providing sufficient opportunity for stakeholders to raise issues, to make suggestions and to voice their concerns and expectations with regard to the Projects;
- Providing stakeholders with feedback on how their contributions were considered;
- Building capacity among stakeholders so as to enhance their ability to interpret the information provided to them;
- Treating all stakeholders with respect, and ensuring that all personnel (Consultants, Contractors) who have contact with stakeholders do the same;
- Acknowledging grievances and concerns according to the established mechanism, and providing adequate feedback in a timely manner.
- Building constructive relationships with identified key and influential stakeholders through personal contact.

2.3 Expected Results of the SECP and GRM Processes

- Better and stronger relationships among implementing agencies and beneficiary groups by eliminating sources of concern, doubt, mistrust, thus preventing conflicts in the implementation of the Compact.

- Better and more sustainable Projects, as the designs have been discussed and agreed on by the stakeholders, the constraints have been identified and mitigating measures have been developed prior to Project implementation.
- Higher ownership and Project sustainability as the local governments and other administrative structures involved are more likely to follow-up and maintain the Projects.
- Happier students and teachers, and better informed parents of students in schools, vocational programs, and universities.
- Raised awareness with regard to social inclusion and gender equality among students, teachers, parents, school principals and overall community of beneficiaries.

3. GEOGRAPHY OF THE COMPACT

The Compact projects will be implemented in all the regions of Georgia, except for the Russian occupied territories of Georgia. While the General Education schools (three levels: primary, secondary, and high) will only be rehabilitated in small towns and villages, the higher education and vocational education level interaction envisage improving learning environment of both rural and urban students of Georgia. Hence, the geographical coverage of this compact is nationwide. The affected communities of the Projects will therefore be diverse in terms of social backgrounds.

3.1. The Inclusion of Ethnic Minorities

The Georgian population is ethnically diverse, and includes Armenians, Azerbaijanis, Abkhaz, Ossetians, Russians, Ukrainians and others. According to the most recent national census in 2002 minorities constituted 16.2 per cent of the population. The census states that the largest minority community is Azeri (284,761), followed by Armenian (248,929) and Russian communities numbered 67,671. There are also smaller communities of Assyrians, Greeks, Jews, Kists, Chechens, Kurds, Roma, Ukrainians, and Yezidis.

Based on data from Georgia's census ethnic Azeri and Armenian residents together made up just over 12% (284,148 ethnic Azeris and 249,175 ethnic Armenians) of Georgia's population of 4.37 million, in 2002 and represent largest minority groups of the country. Georgian-language instruction is compulsory in all of the country's minority-language public schools. However, limited exposure to spoken Georgian in some areas (see for example Kvemo Kartli and Samtskhe-Javakheti regions), which have large ethnic Azeri and Armenian populations respectively, means that minority students do not always have a functional knowledge of the national language.

**Ethnic groups of Georgia
(Census 2002)**

	Total (million)	Georgians		Azeris		Armenians		Russians		Others	
		Total	%	Total	%	Total	%	Total	%	Total	%
Population of Georgia	4,371,535	3,661,173	83.75	284,761	6.51	248,929	5.69	67,671	1.55	109,001	2.5

Ethnic groups of Samcxе-Javakheti Region

Total population of the region (million)	Georgians	Azeris	Armenians	Russians	Others

207,598	Total	%	Total	%	Total	%	Total	%	Total	%
	89,995	43.35%	59	0.03	113,347	54.60	2,230	1.07	1967	0.95

Ethnic groups of Kvemo Kartli Region

Total population of the region (million)	Georgians		Azeris		Armenians		Russians		Others	
497,530	Total	%	Total	%	Total	%	Total	%	Total	%
	222,450	44.71	224,606	45.14	31,777	6.39	6,464	1.30	12233	2.46

Social disadvantage in Georgia is classified in four main categories: ethnic minorities, low income families under the poverty threshold, internally displaced persons, families from remote mountainous areas and others.

Ethnic minority groups may be among Compact Stakeholders in different projects, including the school rehabilitation and teacher training activities. Every effort should be made to include Armenian, Azeri and other minority population in the projects, particularly in Samtskhe-Javakheti and Kvemo Kartli regions. The Stakeholder Engagement process will ensure that the views and opinions of all ethnic minority groups are taken into account for all Compact activities. If ethnic minorities speak a language different from Georgian, the SECP prescribes that the consultations and the information dissemination in the other will be done in a language that is understood by the ethnic groups of the community.

3.2. The Inclusion of Vulnerable Groups

MCA-Georgia has adopted its Social and Gender Integration Plan, which describes the principles and procedures for inclusion of ethnic minority and other vulnerable groups into the work of MCA-Georgia through its Compact funded projects and activities. The Social and Gender Integration Plan is available through the MCA-Georgia's website (www.mcageorgia.ge) or by request from MCA-Georgia's SGA Director

All efforts are made to address the needs of the vulnerable groups. At an early stage of the project, social screening takes place, which as a result yields detailed information about stakeholders, beneficiaries and related issues. Social and gender consultations are needed to ensure the inclusion of socially vulnerable and ethnic minority students in the project design, implementation and closure phases, and maximize project benefits for these groups. When developing questionnaires, screening tools, and other communication and information gathering materials, attention should be paid to issues of gender, ethnic minorities and vulnerable groups to ensure that information is sensitive to their specific needs. Information gathered should adequately disaggregate gender data and to the degree possible disaggregate social data.

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Implementing Entities of MCA-Georgia as well as the consultants in their respective capacity should work to ensure that the challenges identified with females and the vulnerable groups are being addressed properly. Project or activity specific plans will be developed in a way that outlines specific issues related to the vulnerable groups and suggests ways to mitigate them.

4. LANGUAGE OF COMMUNICATION

This plan is composed in English. It will also be translated into Georgian and Russian languages. Project specific plans may also be translated into respective languages.

The web page of MCA-Georgia shall have information in Georgian and English languages.

Any written information that will be developed for the beneficiaries, affected communities and/or other stakeholders, who belong to a national minority, may be translated into their own language or a language that they understand. Information must be conveyed in simple terms that are easy to understand.

Stakeholder Engagement meetings where an ethnic minority population is present shall be conducted or translated into a language that local people understands well.

5. STAKEHOLDER ANALYSIS AND PARTICIPATION PLANNING

MCA-Georgia will carry out stakeholder analysis to identify the range of stakeholders that may be affected by the project and/or interested in participating.

5.1. Stakeholder Identification and Screening

MCA-Georgia will identify the Affected Communities and relevant stakeholders and plan for an engagement process once the physical location of the activities and the identity of the stakeholders are established.

The process of stakeholder identification includes following steps, but not limited to:

- (i) Identifying individuals, groups, local communities and other stakeholders that may be affected by the project, positively or negatively, and directly or indirectly, particularly those directly and adversely affected by project activities, including those who are disadvantaged and vulnerable;
- (ii) Identifying broader stakeholders who may be able to influence the outcome of the project because of their knowledge about the affected communities or political influence over them;
- (iii) Identifying legitimate stakeholder representatives, including elected officials, on-elected community leaders, leaders of informal or traditional community institutions, and elders within the affected community (importantly ensuring that women are included among the representatives and indicators of stakeholder participation is gender disaggregated); and
- (iv) Mapping the impact zones by placing the affected communities within a geographic area, which should help the client define or refine the project's area of influence.

5.2. Corporate Responsibilities and MCA-Georgia's Management Functions

As this plan is an integral part of the ESMS, the CEO of MCA-Georgia is responsible for ensuring that sufficient human, administrative, and financial resources are secured to implement the plan. The CEO will present the achievements and milestones of this plan to the Supervisory Board of MCA-Georgia.

The MCA - Georgia Environmental and Social Performance (ESP) team in collaboration with the respective project directors are responsible for general oversight of this framework, the elaboration and application of individual SECPs, inter alia, ensuring that all social related issues likely to cause any constraint on implementation of the Compact are considered in the project design and then monitored at the community level. Each Project or Activity Specific Plan should be developed by the respective Project Director (or consultants) in consultation with the ESP Director. It shall be reviewed, endorsed and approved by the CEO of MCA-Georgia.

The ESP team, and the Government, Business, , and Public Relations Director, together with the respective Project Directors and Officers are responsible for creating operational mechanisms of communication between the project targeted communities and stakeholders and the MCA-Georgia and all its partners of implementation of the Compact.

The Legal team, in partnership with ESP team, will prepare and approve the Grievance and Redress Mechanism for the Compact as a whole and for each one of the Projects.

MCA-Georgia will be responsible for any of these activities as the case may be: hiring, training, deploying, and overseeing staff to undertake stakeholder engagement work.

A comprehensive and disaggregated database will be developed over time registering stakeholders for each project and activity. The Public Relations Office of MCA-Georgia will maintain and update information in the database and also work closely with the ESP team to promote good working relations among MCA-Georgia staff, its contractors, local stakeholders, and Implementing Entities (IEs).

5.3. The MCA-Georgia Stakeholders Committee

MCA-Georgia creates a stakeholders committee to provide advice and input to MCA-Georgia and to disseminate information concerning Compact implementation to the public.

MCA- Georgia will use the Stakeholders Committee to continue the consultative process throughout Compact implementation. The Stakeholders Committee will be used primarily to inform the various constituent groups about Program implementation and provide advice and input to MCA-Georgia concerning the Program, with the goal of promoting transparency. To that end:

- the MCA-Georgia Project directors will present Program-related matters to the Stakeholders Committees and report back to the Supervisory Board on the advice provided by them, and regular, periodic interaction between MCA-Georgia and the Stakeholders Committees is anticipated; and
- Stakeholders Committee (or its thematic groups) will (1) engage the various constituents and intended beneficiaries of the Program on the Program's implementation; (2) provide advice to MCA- Georgia with respect to the implementation of the Program; and (3) propose candidates for the private sector and/or civil society members of the Supervisory Board.

Members of the Stakeholders Committees will regularly have the opportunity to present their views and recommendations to the Management Team. Members of the Stakeholders Committees will be accessible to the beneficiaries they represent in order to receive their comments or suggestions regarding the Program.

Composition

The membership will include Government, the private sector, civil society and all structures that were consulted in developing the Compact proposal.

The members for the MCA-Georgia Stakeholder Committee will be selected through a transparent process as set forth by MCA-Georgia in consultation with MCC.

The Stakeholder's Committee will select its chairman, vice chairman, and secretary during the first gathering. The Committee may be asked to work in separate thematic groups as well as gather as a whole to advise the MCA-Georgia management.

Term

The term of service for members of each Stakeholders Committee will be two years, which term of service may be renewed.

Meetings, Decisions

Stakeholders Committee will hold the number of periodic general meetings per year that may be required to discharge its functions. In compliance with requirements of the Compact, the Governance Guidelines and related Governing Documents, the Stakeholders Committee will prepare written summaries of its meetings, including, but not limited to, the following information for each meeting: names of all attendees, agenda items discussed and recommendations made by the Stakeholders Committee at the meeting.

Adequate notice of meetings will be provided to all members of the Stakeholders Committee. At least seven (7) days prior written notice will be provided for general meetings.

A majority of the members of a Stakeholders Committee will constitute a quorum at any meeting.

Compensation

Remuneration to members of the MCA-Georgias's governing body (e.g., Supervisory Board or advisory council) who are employees or officials of the MCA-Georgia or Recipient Country Government is unallowable. However such government members may be reimbursed for reasonable incidental expenses arising from their attendance at regular or special meetings (e.g., transportation or per-diem expenses). Remuneration is allowable with MCC or Recipient Country Government funds to voting members who are not employees or officials of the MCA-Georgia or Recipient Country Government for actual services rendered as members of the governing body. Remuneration must be calculated on a daily basis and must not exceed the highest daily rate of salary and benefits that a Recipient Country Government minister would receive. MCC reserves the right to review the level of remuneration to be paid to non-Government members of the governing body. Please refer to "MCC Guidelines for Accountable MCA-Georgia Compact II

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Entities and Implementation Structures” for further guidance on remuneration of the Accountable Entity’s governing body. In the event of an inconsistency between these cost principles and the MCC Guidelines for Accountable Entities and Implementation Structures, these cost principles will prevail.”

5.4. MCA-Georgia Implementation Partners

Implementing Entities are key teams working in coordination with MCA-Georgia’s ESP team to implement and monitor the work of the consultants and contractors in order to ensure that there is adequate information flow and stakeholder consultations do take place.

Table 1: MCA-Georgia Implementing Entities are as follows:

Project 1: Improving General Education Quality Project	Project 2: Industry-led Skills and Workforce Development Project	Project 3: STEM Higher Education Project
Education and Science Infrastructure Development Agency (ESIDA), National Assessment and Examination Center (NAEC), Teachers Professional Development Center (TPDC)	Project Manager – PEM GmbH	San Diego State University with the Georgian partner universities Ilia State University, Iv. Javakhishvili Tbilisi State University, Georgian Technical University

**PART TWO: GUIDELINES FOR THE ELABORATION OF STAKEHOLDER
ENGAGEMENT, CONSULTATIONS, AND GRIEVANCE AND REDRESS
MECHANISMS FOR INDIVIDUAL PROJECTS/ACTIVITIES**

PROJECT PHASES

Part Two of the SECF will provide step-by-step guidance for the elaboration of the Stakeholder Engagement, Consultations and Grievance Redress Mechanisms Plans for individual projects/activities of Compact II, in the pre-design, design, implementation, and ex-post implementation phases.

6. THE PRE-DESIGN PHASE

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In the pre-design phase, each SECP will describe the activities carried out by MCC and MCA-Georgia, together with Implementing Entities and other agencies as part of project preparation. It may include a number of meetings of the preparation team with potential partners and stakeholders.

6.1. Implementing Entity Agreements

In the pre-design phase of each Project, MCA-Georgia will sign agreements with Implementing Entities (IEs). These agreements will include the roles and responsibilities of all parties involved for the design and implementation of the Project and specific activities, including the SECP and Grievance and Redress Mechanisms. Each relevant implementing entity will designate a focal point for stakeholder engagement and consultation activities.

MCA-Georgia Directors will be involved in providing guidance, monitoring, and when needed, executing stakeholder engagements.

At the request of MCA-Georgia, IEs will send letters to partner organizations (i.e. schools, universities, companies) with the purpose of notification of the status of Compact funded activities, and requesting support for mobilization, or facilitation of different processes, in different Project phases.

Depending on the type of project, stakeholder teams directly involved in the implementation of Projects, including MCA-Georgia, IEs, Design Consultants, Contractors, Supervision Consultants, etc., will need to incorporate a Social Manager/Expert/Specialist or Social Team responsible for, among other social management interventions, the implementation and monitoring of the Stakeholder Engagement Plans, and for the implementation and monitoring of the Grievance and Redress Mechanisms.

6.2. Stakeholder Analysis: Identification and Screening

Following the methodology for stakeholder identification, screening and analysis outlined in 5.1 above, each individual project will identify communities affected/involved, and within those communities, the institutions (official and traditional), groups, and individuals affected positively or negatively, directly or indirectly, and who may be interested in participating. Likewise, at the project level, the MCA – Georgia and its Implementing Entities will identify those groups and individuals who may influence the project outcomes, and those who may provide relevant information of its stakeholders and beneficiaries. The stakeholder analysis and screening of stakeholders relevant to the project within and outside the area of influence will be important to plan a proper communication scheme to collect information (research, consultations, interviews, observation) and to disseminate information to affected/interested parties.

The main purpose of the stakeholder analysis is to identify and screen the individuals and groups that are likely to be affected (positively or negatively) by the Compact funded activities, or to affect the outcomes of project interventions. While MCA-Georgia has a wide range of stakeholders working on a Compact level, each Project has a team of primary and secondary stakeholders. Project Directors of MCA-Georgia will be engaged in identifying and screening stakeholders for their respective Projects and activities.

Identifying, screening and mapping stakeholders is a critically important exercise. In order to organize the stakeholder engagement process adequately, and to plan project risk mitigation measures, stakeholders need to be identified and contacted. The MCA-Georgia Management will ensure good working relations with potential stakeholders and beneficiaries and ensure the effective participation of those identified as disadvantaged or vulnerable. In communities with Ethnic Minorities, an important part of the stakeholder screening process will identify the stakeholders belonging to Ethnic Minorities in order to include them in project development and implementation.

Each Project has a unique set of stakeholders, and each Project differs in the best way to identify and screen stakeholders. For specific information on each specific Project, see Annex 1 of this Plan.

Some key stakeholders of the Compact include:

- a) Industry/ Business Companies/ Business associations
- b) Ministry of Education and Science of Georgia
- c) Education and Science Infrastructure Development Agency (ESIDA)
- d) National Assessment and Examination Center (NAEC)
- e) San Diego State University
- f) Ilia State University
- g) Iv. Javakhishvili Tbilisi State University
- h) Georgia Technical University
- i) Teachers Professional Development Center (TPDC)
- j) Ministry of Finance of Georgia
- k) Ministry of Economy and Sustainable Development of Georgia

- l) United States Embassy to Georgia
- m) Millennium Challenge Corporation (MCC)
- n) Millennium Challenge Account – Georgia (MCA-Georgia)
- o) MCA-Georgia Stakeholders Committee
- p) MCA-Georgia Grievance Committee
- q) International and National Universities and Tertiary Education Institutions
- r) General Education Public Schools participating in the Compact
- s) Vocational centers and training programs
- t) Communities affected by the Projects at the local level
- u) Beneficiary groups of children, youths or adults participating in the Projects
- v) Firms or individuals hired by MCC/MCA-Georgia, i.e. Design Consultants, Research Consultants, Construction Contractors, Supervision Consultants, M&E Consultants, Ex-post Evaluation Consultants
- w) Providers of goods or services, hired or contracted by MCC or MCA-Georgia
- x) Local authorities (official and those representing Ethnic Minorities)

Table 2: Key Compact Stakeholders for different projects, and on different levels, of are presented in the table provided below:

Project	International level	National level	Regional Level	Local level
Compact-wide	UN Women and GTG, MCC; US Government, Foreign Media;	NGO's, MOES, TVETs, universities; business, media, business associations, Government of Georgia (GoG).	Municipality, self-governance, Government of the Autonomous Republic of Ajara.	Schools, teachers, principals, training providers, TVET faculty, university faculty, local NGOs and Media, local SMEs.

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School Infrastructure Improvement Activity	US Government; MCC; International and Donor organizations operating in Georgia, International and Transnational Businesses/Industry;	Government of Georgia; Ministry of Education and Science; Education and Science Infrastructural Development Agency; Industry; Business companies; Civil Service; Civil Society and NGOs (advocacy NGOs); Media.	Governor Offices at regional level; Local Municipalities; Educational Resource Centers.	Local communities and civil society leaders; Local Advocacy NGOs; Local Media; Local SMEs; Students; Parents; School academic personnel; Schools administrative personnel.
Improve Gen Ed Quality Project	MCC	Ministry and its agencies: TPDC, NAEC, EQE, EMIS; International and Donor Organizations working in the education sector; NGOs working on Education System Reforms and Advocacy; Media.	Local Government; Industry	Schools, Students, teachers, parents; Local Media and NGOs.

Industry-led skills and workforce Development Project	Government of Georgia (represented by MCA-G supervisory board); MCC; International Businesses; Project Manager – PEM;	Ministry of Education and Science; Ministry of Labor, Health and Social Affairs; Various State Agencies; National and International Companies; Professional Associations; Business Associations; Ministry of Economic Development of Georgia; Media.	Industry, Business companies, Public Service Agencies,; Public and Private TVET Providers; Local Government.	Students, Academic personal; Parents; Local Media; Local SMEs; Civil Society Leaders and local NGOs.
STEM Higher Ed Project	Government of Georgia (represented by MCA-G supervisory board); MCC; San Diego State University; ABET; Foreign Media; International and	Ministry of Education and Science; Iliia State University; Tbilisi State University; Georgian Technical University; Other Higher Education Institutions of Georgia; GoG;	Industry,; Business companies; Public Service; Local Government.	Students; Academic personal; Parents; Local Media;

	Transnational Companies. U.S. Business Associations;	NGOs; Media; Businesses and Industry; Business Associations.		
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6.3. Roles and Responsibilities of the Stakeholders in each Project

Individual SECPs will describe the roles and responsibilities of each one of the stakeholders, outlining the importance of the inclusion of particular stakeholders and the underlying risks involved for the project if the level of participation of said stakeholders is not meaningful.

6.4. Invitation to Initial meetings, Assemblies or Workshops to Introduce the Project

It is recommended that the invitation to the initial meeting be issued by the corresponding Government Implementing Entity together with the MCA-Georgia. The invitation should be official. It should be addressed to representatives of a wide range of groups of stakeholders, including Government officials, IEs, local Governments, NGOs, supporters, opponents, those who may influence results positively or negatively, potential beneficiaries, traditional authorities, etc.

It is not recommended that management of the invitation be left to local governments or IEs who are likely to invite only their constituents.

7. THE PROJECT DESIGN PHASE

This phase includes activities carried out with the purpose of designing the project. When possible SECPs shall be developed during the pre-design phase, prior to commencing activities under respective agreements. During the design phase, projects involving construction works or rehabilitation of physical structures should identify any potential land acquisition, involuntary resettlement, or impacts to Ethnic Minority groups in order to develop the necessary studies and conduct appropriate stakeholder engagement plans to ensure all stakeholders, including ethnic minorities are consulted, and their views are taken into account for the project design.

During the design phase, it will be important that representatives of the different socio-economic and cultural groups of the population be included to review the final designs, before designs are implemented.

7.1. Stakeholder Engagement and Consultation Process

Stakeholder and community consultation is not a one-time event, but a series of public meetings (assemblies, conversations, encounters, consultations) with different stakeholders and beneficiaries of the various Compact activities. The consultation process is particularly important in the design phase, but it continues throughout project implementation. The engagement process initiated in the pre-design phase is further solidified as MCA-Georgia, its IEs, stakeholders, and particularly beneficiaries interact to agree on the Project design. The promotion of stakeholder ‘ownership’ is key in this process.

7.2. Establishing the Communication Channels

Depending on the nature of the Projects, each SECP will include different channels of communication as needed, at the international, national, regional and local levels, ranging from face-to-face interaction, information dissemination through the MCA-Georgia web-page, email and official correspondence, to interaction and information exchanges in meetings, workshops or Assemblies with larger audiences. Each Director of MCA-Georgia responsible for each one of the Projects will establish a network with IEs and other stakeholders to discuss and agree on Project design features and the respective implementation plans. The time required for the design phase of each Project differs in length and intensity, however, the underlying characteristic is that the engagement process is highly participatory and includes all stakeholders, particularly beneficiaries of the Project activities, and those who may be adversely affected, including women and disadvantaged groups. The SECP should describe the mechanism by which the information flows from potential users and beneficiaries (through consultations), to their local

institutions, to IEs, and to MCA-Georgia, and how key information, data, decisions made, norms, etc. are disseminated to reach users, beneficiaries and other stakeholders.

7.3.Assemblies, workshops, and meetings

Each Project and each Activity uses different means to convey information. In general, information of general interest should be presented in larger forums (i.e. Assemblies, workshops) held in public places of easy access by all stakeholders invited. These larger forums at international, national, regional or local levels may serve as platform for MCA-Georgia to introduce the Compact and each individual project to a particular audience, to carry out “informed consultations” of stakeholder and potential beneficiaries’ views, priorities, opinions, and preferences, and/or to inform the Project design.

7.4.The selection of Project Stakeholder Representation or a Committee

The total body of stakeholders and/or beneficiaries in each Project may be too large to gather at different stages of the design phase. Therefore, the selection of a representative body or Committee may be appropriate, but it is not mandatory. Before any Committee is selected, the body of stakeholders/beneficiaries or Assembly audience must be well informed of the roles and responsibilities of the Committee members and required level of commitment in terms of time and effort. Cognizant of the required commitments, the Assembly/audience nominates the Project Committee, and those nominated freely accept the positions, which are voluntary and ad-honorem. Each Committee thus established may draft its rules of engagement, length of commitment, etc. The composition of each Committee depends on each Project, as described below.

7.5.Clauses in the Contractors Contract

Contractors hired by MCA-Georgia may use the principle of “proximity” to hire local workers who meet the required job profile. Information on job opportunities should be widely publicized, to local communities, together with the selection process, and clear professional profiles of required human resources. If the Project design includes local workers, this information should be included in the bidding documents, and later in the Contractors’ Terms of Reference.

8. THE IMPLEMENTATION PHASE

During this phase, the established Project Committees, in representation of their constituencies, meet periodically with the respective Project coordinators to review the execution of the project, ensure proper delivery of products, bring up concerns and questions with the Contractor or Consultant teams, or other entities involved. During this phase, some of the stakeholders and beneficiaries may be trained in different capacities required for project operation and maintenance of facilities, equipment, procedures or programs included in the Project. The Grievance and Redress Mechanism should be fully operational in this phase.

8.1. Information Dissemination Strategies. Parties Responsibilities

Information flows in both directions, from MCA-Georgia to stakeholders/beneficiaries, and from stakeholders/beneficiaries to MCA-Georgia. It is the responsibility of each Project Director to ensure the channels of information activated for the Project are open, and that information flows adequately from MCA-Georgia and IEs, to social teams of Contractors and Consultants, to respective Committees, to stakeholders and project beneficiaries, and vice-versa. Dissemination of relevant information about the project to affected communities allows affected parties to understand the risks, impacts and opportunities inherent in the project. IEs and contractors will make available to affected communities access to information about: (i) The purpose, nature and scope of project; (ii) The duration of proposed activities; (iii) Potential risks and impacts for the communities and if mitigation measures; (iv) Participation process of stakeholders; and (v) Grievance and redress mechanism.

9. THE POST-IMPLEMENTATION PHASE. PROJECT SUSTAINABILITY

Project sustainability is of utmost importance. For projects including equipment or infrastructure rehabilitation, civil works will have a Contractor's limited-time guarantee (approximately one year in most cases). After the civil works are inaugurated and officially transferred to the community, the Committee will continue to ensure proper operation of installations, and to report any grievances to the corresponding Government agency, using the Grievance and Redress Mechanism.

For projects not involving civil works, plans will be prepared to ensure continued sustainability of project activities. Stakeholders will continue to be involved in the gatherings and /or processes where decisions are made about the project outcomes and operations. These plans shall also provide mechanism for grievances to be addressed and reported during reasonable period of time after the transfer of the project to the community / recipient.

10. STAKEHOLDER ENGAGEMENT

10.1. Stakeholder Engagement for Monitoring and Evaluation Activities

This section describes the procedure for stakeholder engagement and consultation for those activities that are related to monitoring and evaluation purposes for each project of the compact.

Monitoring and Evaluation of the Compact Projects will be implemented based on the M&E Plan, elaborated by the MCA-Georgia and approved by the MCC. Activities of their work will entail consultations with stakeholders, which shall be carried out according to this plan.

Each Project Contractor hired by MCA-Georgia to conduct data collection or other M&E related task shall present its detailed Stakeholder Engagement Plan, prior to commencing activities under the respective agreement. An essential part of their Plan will be to develop forms and procedures for recording meetings, indicating date and location, attendants, discussion topics and other outstanding details, to be further used as a basis for regular feedback to stakeholders, both to ensure that those present know what was discussed and how and why stakeholder input is taken into account during project implementation. These minutes of the meetings shall be available to MCA-Georgia upon request. These plans will be reviewed and endorsed by the M&E, ESP and the respective project directors at the MCA-Georgia.

10.2. Monitoring of Stakeholder Engagement Activities

Each SECP for each project/activity will describe how each Plan will be monitored, what indicators will be used to ensure the Plan is properly implemented.¹ Performance monitoring of the stakeholder engagement and consultations process shall be ensured by the respective MCA-Georgia project director in partnership with the ESP team. Monitoring responsibilities of SECPs will be included in the ToR of designated consultants and contractors who may perform this duty under the supervision of the respective project director. Reports may be submitted to IEs and respective project Directors monthly, quarterly or annually, as agreed in each SECP. Some indicators that may be used for performance monitoring are:

- Stakeholder Participation (meetings, assemblies, etc.)
- Number of meetings (workshops) with stakeholders to discuss project design
- Disclosure of information to stakeholders

¹ The monitoring of the SECP is not part of the M&E process of Compact II.

- Disclosure of information to the general public
- Recording and addressing stakeholder concerns or comments on projects
- Number of grievances submitted, acknowledged, and resolved satisfactorily
- Number of meetings (workshops) with stakeholders to discuss project implementation

11. GRIEVANCE AND REDRESS MECHANISM

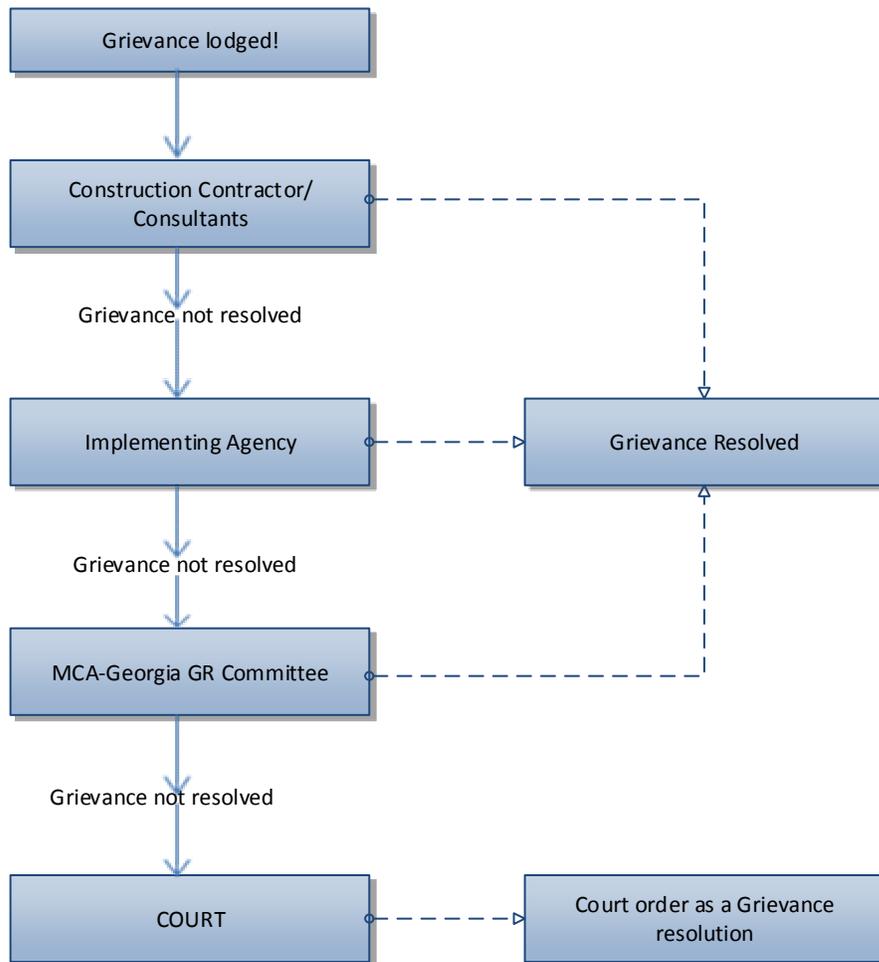
The Legal and ESP teams of MCA-Georgia have drafted the guidelines for the Grievance and Redress Mechanism for the Compact and its individual Projects. (See Annex 1) The document defines grievance mechanism principles, rules and procedures for parties potentially affected by Project operations.

Based on the GRM for the MCA-Georgia Compact II, each Project will develop a grievance mechanism specific to the nature of the Project and its corresponding stakeholders and beneficiaries. The response should be in Georgian, or in the language of the issuer of the complaint.

According to the GRM for the MCA-Georgia Compact II, the process is as follows:

- (a) Efforts will be made to resolve grievances in a timely and direct manner, ideally on the project site. Several mechanisms for submitting grievances, both on the project site and for MCA-Georgia, will be developed and disseminated to all stakeholders. Grievances can be submitted in person, in writing, via email, via text message, via telephone, and through other agreed mechanisms. Options for submission of anonymous grievances will also be developed. As for individual projects, where possible, Implementing Entities, consultants and/or contractors will be required to implement appropriate mechanisms for receipt and management of grievances, including anonymous grievances; ensuring that mechanisms are in place on site to receive and manage grievances. In all projects, reception, acknowledgment, and follow up documentation related to the complaint should be recorded and periodically shared with MCA-Georgia. Currently, any Compact related grievance can be sent by email to info@mcageorgia.ge or by calling the telephone Nr. 995 032 28 11 85.
- (b) For grievances that cannot be resolved onsite, or by the contractor, consultant or Implementing Entity, they will escalate the Grievance process, to the MCA-Georgia Stakeholders' Grievance Committee, which shall issue a response of acknowledgment within ten (10) working days after receipt of the grievance.
- (c) Grievances that cannot be resolved by the MCA-Georgia, will be required to go to the Georgian Court.

The chart below illustrates the Grievance Process:



Contact information for those responsible for managing grievances for each project will be made available to the relevant individuals or groups of stakeholders at project inception during the pre-design or design phase.

Table 3. Template for providing contact information for managing grievances on each project

Contact Information of the Stakeholders

Improving General Education Project					
Organization	Name	position	mobile	Email	Address

Industry-led Skills and Workforce Development Project					
Organization	Name	position	mobile	Email	Address

STEM Higher Education Project					
Organization	Name	position	mobile	Email	Address

See Annex # 2 of this Framework document, for a detailed Grievance and Redress Mechanism for the Compact.

11.1. Distinguishing between grievances and Stakeholder issues

A grievance is a formal complaint filed by a stakeholder alleging dissatisfaction, or damage due to a perceived or observed action carried out by a Consultant, a Contractor or any other person or firm working for the project, or an issue resulting from a project activity. Grievance forms will be made available for each Project. A grievance is submitted formally at a particular location (project site, web page, etc) specified for each Project, in the expectation of corrective action and/or compensation. A grievance may be confidential to protect those affected. In communities where the language of those affected is not Georgian, forms will be made available in the local language for stakeholders to be able to submit a grievance.

Stakeholder issues are questions, comments, concerns, suggestions issued by local and other people. Stakeholder issues on aspects regarding the projects will be captured and responded to as part of the standard and ongoing stakeholder engagement process for each Project. All stakeholders are invited to submit their views and ideas. If the issues are not addressed, they may become grievances.

11.2. Keeping Track of Grievances

A Grievance Tracking Database is required for each Project, which includes, at a minimum: name of complainant, date and time of submission of grievance, grievance itself, date and time when it was received and acknowledged, date and time of the response, indicating if a response was given onsite or not and what it was, and name and position of person or unit issuing the response.

Each Project Director will submit to ESP a monthly report on grievances and their status on the first Friday of each month covering the previous month period.

Quarterly reports on grievances for the three projects of the Compact shall be submitted to MCC through ESP team of MCA-Georgia.

ANNEX #1: OUTLINES FOR EACH PROJECT SPECIFIC SECP

PROJECT 1: Activity 1

STAKEHOLDER ENGAGEMENT AND CONSULTATION PLAN FOR THE IMPROVED LEARNING ENVIRONMENT INFRASTRUCTURE ACTIVITY

INDEX

1. THE IMPROVED LEARNING ENVIRONMENT INFRASTRUCTURE ACTIVITY

An Implementing Entity Agreement between MCA-Georgia and ESIDA has been prepared and will be signed in late 2014. The IEA is a mutual agreement between ESIDA and MCA-Georgia to work together in achieving the goals set by the project. As per agreement, ESIDA has hired staff to ensure environmental and social aspects are fully considered in the project implementation and compliance with MCC environmental guidelines, IFC Performance Standards and Georgian legislations is assured. ESIDA and the project consultant have agreed and drafted project specific Stakeholders Engagement and Consultation Plan, which will be followed, implemented and monitored.

2. OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT AND CONSULTATION PLAN FOR THE INFRASTRUCTURE ACTIVITY

3. OVERARCHING PRINCIPLES OF THE SECP

THE PROJECT PRE-DESIGN PHASE

4. STAKEHOLDER ANALYSIS: IDENTIFICATION OF STAKEHOLDERS

4.1 Stakeholder screening process;

THE PROJECT DESIGN PHASE

5. STAKEHOLDER ENGAGEMENT AND CONSULTATIONS PROCESS

5.1 Establishing the communication channels. Protocol for addressing schools, teachers, parents, etc.

5.2 School Community Assemblies and Meetings;

5.3 Stakeholder Committee

THE PROJECT IMPLEMENTATION PHASE

6. INFORMATION DISSEMINATION STRATEGIES

6.1 Channels of communication

6.2 Responsible parties for sustaining communication

7. GRIEVANCE AND REDRESS MECHANISM

8. MONITORING AND EVALUATION OF THE STAKEHOLDER ENGAGEMENT AND CONSULTATION PROCESS

9. MONITORING OF THE GRIEVANCE AND REDRESS MECHANISM

POST-IMPLEMENTATION FOR SUSTAINABILITY

PROJECT 1: Activities 2 and 3

STAKEHOLDERS ENGAGEMENT AND CONSULTATION PLAN FOR THE TRAINING EDUCATORS FOR EXCELLENCE ACTIVITY And EDUCATION ASSESSMENT SUPPORT ACTIVITY

INDEX

- 1. THE TRAINING EDUCATORS FOR EXCELLENCE ACTIVITY**
- 2. OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT AND CONSULTATION PLAN FOR THE TRAINING EDUCATORS FOR EXCELLENCE**
- 3. OVERARCHING PRINCIPLES OF THE SECP**

THE PROJECT PRE-DESIGN PHASE

- 4. STAKEHOLDER ANALYSIS: IDENTIFICATION OF STAKEHOLDERS AND BENEFICIARIES**
 - 4.1 Stakeholders and Beneficiaries Screening Process

THE PROJECT DESIGN PHASE

- 5. STAKEHOLDER ENGAGEMENT AND CONSULTATION PROCESS**
 - 5.1 Establishing the communication channels, Protocol for addressing schools, teachers, parents, etc.
 - 5.2 School Community Assemblies and Meetings

THE PROJECT IMPLEMENTATION PHASE

- 6. INFORMATION DISSEMINATION STRATEGIES**
 - 6.1 Channels of communication;
 - 6.2 Responsible parties for sustaining communication.

7. GRIEVANCE AND REDRESS MECHAANISMS

8. MONITORING AND EVALUATION OF THE STAKEHOLDER ENGAGEMENT AND CONSULTATION PROCESS

9. MONITORING OF THE GRIEVANCE AND REDRESS MECHANISM

POST-IMPLEMENTATION FOR SUSTAINABILITY

PROJECT 2

STAKEHOLDER ENGAGEMENT AND CONSULTATION PLANS FOR THE INDUSTRY-LED SKILLS AND WORKFORCE DEVELOPMENT PROJECT

INDEX

1. IDUSTRY-LED SKILLS AND WORKFORCE DEVELOPMENT PROJECT

Under the Industry-led Skills and Workforce Development Project, through a selected Project Manager, MCA-Georgia will support development and enhancement of vocational education in Georgia. Grants that will be awarded will include wide range of activities, such as improvement of institutions' curriculum, infrastructure, equipment or other areas. MCA-Georgia has identified the winner organization, which will serve as the Project Manager (PM). A contract agreeing on detailed conditions of partnership will be signed September, 2014, according to which PM will develop an operations manual. The operations manual will include provision on environmental and social managements that grantees will need to comply with. Among other section of the Operations Manual, A stakeholder engagement and consultation plan and grievance redress mechanism for the Grants Program, in compliance with the MCA-Georgia Compact-wide Stakeholder Engagement and Consultation Plan and Grievance Redress Mechanism and IFC Performance Standards will be prepared by the PM. They will also adhere to this Compact wide Stakeholder Engagement and Consultation Plan and Grievance Mechanism. The Project Manager will provide input and adhere to the management tools outlined in the ESMS to ensure that grants are selected and implemented in a manner consistent with MCC Environmental Guidelines and the IFC Performance Standards. Inception report of the PM will highlight the timeline in which deliverables will be submitted, including the project SECP.

More specifically, the Project Manager will develop:

A stakeholder engagement and consultation plan and grievance redress mechanism (private sector/NGO/donor/recipients/project affected people's and communities) for the Grants Program, in compliance with the MCA-Georgia Compact-wide Stakeholder Engagement and Consultation Plan and Grievance Redress Mechanism and IFC Performance Standards². The plan will specify how industry, civil society, and other public sector entities will be engaged with to create an environment for quality TVET program design and implementation. The plan will indicate responsibilities for grievance management and response. This should be done in coordination with the Environmental & Social Performance Director and the MCA-Georgia Government Business, and Public Relations Director.

²http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/IFC+Sustainability/Sustainability+Framework/Sustainability+Framework+2012/Performance+Standards+and+Guidance+Notes+2012/

A communication and branding strategy linked to the stakeholder engagement plan and Task work plans, including the provision of web content for the MCA-Georgia website. This should be done in coordination with the MCA-Georgia Government, Business, and Public Relations Director.

2. OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT AND CONSULTATIONS PLAN FOR THE IDUSTRY-LED SKILLS AND WORKFORCE DEVELOPMENT PROJECT

3. OVERARCHING PRINCIPLES OF THE SECP

PRE-DESIGN PHASE

3. STAKEHOLDER ANALYSIS: IDENTIFICATION OF STAKEHOLDERS

4.1 stakeholders and beneficiaries screening process;

PROJECT DESIGN PHASE

4. STAKEHOLDER ENGAGEMENT AND CONSULTATION PROCESS

5.1 Establishing the communication channels. Protocol for addressing key stakeholders
5.2 Assemblies and Meetings

PROJECT IMPLEMENTATION PHASE

5. INFORMATION DISSEMINATION STRATEGIES. RESPONSIBLE PARTIES

5.1 Channels of communication
5.2 Responsible parties for sustaining communication

6. GRIEVANCE AND REDRESS MECHANISMS

7. MONITORING OF THE STAKEHOLDER ENGAGEMENT AND CONSULTATION PROCESS

8. MONITORING OF THE GRIEVANCE AND REDRESS MECHANISM

POST-IMPLEMENTATION FOR SUSTAINABILITY

MCA-Georgia Compact II
Stakeholder Engagement and Consultation Framework
And Grievance Mechanism

PROJECT 3
**STAKEHOLDERS ENGAGEMENT AND CONSULTATION PLAN FOR THE STEM
HIGHER EDUCATION PROJECT**

INDEX

1. THE STEM HIGHER EDUCATION PROJECT

For the Tertiary Education project, the Compact requires setting up U.S. accredited Bachelor degree programs in STEM areas in Georgian partner universities. San Diego State University (SDSU) is the winner US University that will lead the process and act as the implementing entity to the MCA-Georgia in regards to tertiary education project implementation and oversight. MoU between the GoG and SDSU has been already concluded. Project implementation contracts will be signed with SDSU. SDSU will start its academic operations in 2015. Therefore, by then SDSU will have developed and submitted various deliverables under the first contract. Stakeholder Engagement and Consultation Plan is one of the first deliverables SDSU has committed to submit to Georgia by the end of the first quarter of the contract (October 2014). MCA-Georgia ESP team is providing guidance and support to the project director and the SDSU to deliver on the results on time with the acceptable quality to MCA-Georgia and MCC. The Project level SECP will then become part of this Compact wide Plan.

**2. OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT AND
CONSULTATIONS PLAN FOR THE STEM HIGHER EDUCATION PROJECT**

3. OVERARCHING PRINCIPLES OF THE SECP

PRE-DESIGN PHASE

4. STAKEHOLDER ANALYSIS: IDENTIFICATION OF STAKEHOLDERS

4.1 Screening Process;

PROJECT DESIGN PHASE

5. STAKEHOLDER ENGAGEMENT AND CONSULTATION PROCESS

- 5.1 Establishing the communication channels. Protocol for addressing key stakeholders;
- 5.2 Assemblies and Meetings;

PROJECT IMPLEMENTATION PHASE

6. INFORMATION DISSEMINATION STRATEGIES. RESPONSIBLE PARTIES

- 6.1 Channels of communication;
- 6.2 Responsible parties for sustaining communication.

7. GRIEVANCE AND REDRESS MECHANISMS

8. MONITORING OF THE STAKEHOLDER ENGAGEMENT AND CONSULTATION PROCESS

9. MONITORING OF THE GRIEVANCE AND REDRESS MECHANISM

POST-IMPLEMENTATION FOR SUSTAINABILITY

ANNEX #2: COMPACT LEVEL GRIEVANCE REDRESS MECHANISM

Preamble

The Government of Georgia (the “**Government**”) has designated Millennium Challenge Account - Georgia, a legal entity of public law (“**MCA-Georgia**”), as the primary agent of the Government to implement the program and to exercise and perform the Government’s right and responsibility to oversee, manage and implement the Compact. MCA-Georgia has established a grievance mechanism to receive and facilitate resolution of affected communities, direct workers, contracted workers and supply chain workers concerns, and grievances about the client’s environmental and social performance. It should seek to resolve concerns promptly, using an understandable and transparent consultative process that is culturally appropriate and readily accessible, and at no cost and without retribution to the party that originated the issue or concern.

Article 1. Scope of Grievance Mechanism

1. MCA – Georgia shall receive, evaluate, and address project-related grievances from affected communities. This mechanism may also address grievances from and against Direct Workers, Contracted Workers and Supply Chain Workers, and any other parties involved in the Compact.
2. MCA-Georgia’s compact-level grievance mechanism is the simplified and mutually beneficial way to settle issues amongst all potentially affected parties..
3. This document defines grievance mechanism principles, rules and procedures for potentially affected parties by project operations.
4. For each project MCA-Georgia shall develop the grievance mechanism based on the principles defined in Article 3 of this document. All grievances must be solved first at the local level; except for cases related to Direct Workers who can submit their grievances directly to the MCA-Georgia’s grievance committee.

Article 2. The Definition of Terms

1. The terms used in this document have the following meanings:
 - a) “Direct Workers” means the employees of MCA-Georgia;
 - b) “Contracted Workers” means workers engaged through third parties to perform work related to core business processes of the project for a substantial duration;
 - c) “Supply Chain Workers” means workers engaged by MCA-Georgia’s primary suppliers;
 - d) “Affected Parties” means all potentially affected stakeholders.

Article 3. Principles of Grievance Mechanism

1. Proportionality- scope, form, and level of complexity of a grievance mechanism shall be proportionate to the potential adverse impact on and interaction with the local communities, Contracted Workers and Supply Chain Workers.

2.Cultural Appropriateness- the grievance mechanism shall be designed to take into account specific cultural attributes as well as traditional mechanisms for raising and resolving issues to ensure that the concerns of significantly different groups and subgroups are acknowledged and addressed.

3. Accessibility- clear and understandable mechanisms shall be designed to be accessible to all segments of the affected communities, Contracted Workers and Supply Chain Workers at no cost to them.

4.Transparency and Accountability to all Stakeholders – the grievance mechanism shall provide a way for Affected Parties to hold MCA-Georgia accountable, to be sure it takes inputs seriously, and deals with them through a clear and transparent process.

5. Appropriate Protection - the grievance mechanism shall work when Affected Parties are encouraged to share their concerns freely, with the understanding that no retribution will be exacted for participation.

Article 4. Process Steps for Grievance Management

Grievances at all levels shall be resolved in a four step process as outlined in this article.

1. First step is publicizing grievance management procedures. The information shall include at least the following:

- a) Where, when, and how affected parties can file complaints;
- b) Who is responsible for acknowledging and responding to complaints;
- c) Minimum amount of time that it takes to respond to complaints, and maximum amount of time that it takes to solve it (before it goes to the Courts); and
- d) What other rights and protection are guaranteed.

2. Second step is receiving and keeping track of grievances. These procedures include: collecting, recording, registering, tracking grievances through the processing cycle to reflect their status and important details.

3. Third step is reviewing and investigating grievances. All grievances need to undergo some degree of review and investigation, depending on the type of grievance and clarity of circumstances.

4. Fourth step is developing resolution options and preparing a response. Resolution options shall be developed based on community preferences, project policy, past experience, current issues, and potential outcomes.

Article 5. MCA-Georgia’s Grievance Committee

1. For the purposes of grievance procedures, MCA-Georgia will establish a Grievance Committee (the “committee”), consisting of competent and qualified members and entrusted with the review and decision-making authority.2. Committee at MCA-Georgia shall include

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Environmental and Social Performance Director, Procurement Director, Gender and Social Assessment Director, General Counsel or/and Legal Counsel, Government, Business, and Public Relations Director, and other MCA-Georgia Project Director(s) as needed.

3. The full names, addresses, occupations and qualifications of all committee members, shall be posted on the MCA-Georgia website.

4. The members of the committee shall be independent and impartial, and have no interest (through financial, family, business or beneficial ownership or otherwise, directly or indirectly) in the outcome of the grievances.

5. All members of the committee shall convene and agree on the appointment of a chair from among them. The chair of the committee may be reelected by the members on biannual bases.

6. Complaining party, representative of respective community, as well as representatives of other relevant stakeholders can be invited to attend the committee session.

Article 6. Grievance Proceedings

1. A complaining party may submit a grievance to the committee if the grievance cannot be resolved in other stages of the grievance process.

2. Grievance shall:

- a) describe the nature of the grievance and supporting facts, including the documents or portion of the management process that was allegedly in non-compliance;
- c) indicate the requested remedy; and
- d) include the name, address, telephone and facsimile numbers, as well as the email address of the Complaining party.

3. Grievance shall be submitted to MCA-Georgia, in writing (which may be in electronic form), until the closing of the Compact. In special cases this timeframe shall be extend by the committee.

4. Committee, shall issue a response of acknowledgement within ten (10) days after receipt of the grievance. The committee shall immediately thereafter communicate the decision to the complaining party.

5. The decision of the committee shall:

- a) be in writing;
- b) state the action taken and the reasons therefore; and
- c) promptly be recorded.

6. If after the intervention and assistance from committee no solution has been reached and if the grievances system fails to satisfy the complaining parties, they can pursue further action by

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submitting their case to the Georgian court. Abovementioned grievance mechanism does not limit the right to submit the case to the court in the first stage of the grievance process.

Article 7. Notice, Calculation of Periods of Time

1. For the purposes of these grievance procedures, any response to a grievance is deemed to have been received if it is delivered to the address on record with MCA-Georgia or by emails provided below. Notice shall be deemed to have been received on the day MCA-Georgia issues a receipt of acknowledgement of the grievance.

2. If not otherwise specified in these grievance procedures, all references to “days” shall mean working days. “Working day” means any day in Georgia that is not a public holiday or a weekend.

3. Notices, grievance and all other documents shall be sent to the following legal, factual, or electronic addresses: gantskhadeba@mcageorgia.ge or info@mcageorgia.ge

Millennium Challenge Account - Georgia

Uznadze Street 52

Tbilisi 0102, Georgia

Telephone: +995032 228 11 85

4. MCA-Georgia Implementing Entities shall coordinate grievances that escalate on a project level. The same Notice, Calculation of Periods of Time as presented in 7.1 shall be applied to all levels of grievance handling. Where a grievance raised is time sensitive a receipt of acknowledgement shall be issued in significantly shorter period of time than 10 days. Notice shall be deemed to have been received on the day Implementing Entity or a Contractor issues a receipt of acknowledgement of the grievance.

Article 8. Language Requirements

All written documents related to these grievance procedures, except for those from ethnic minorities shall be in English and/or Georgian

Article 9. Governing Rules

1. These grievance procedures shall be governed by and construed in accordance with the IFC performance standards and the laws of Georgia.

2. MCA-Georgia may, with the prior written approval of MCC, modify these grievance procedures in writing from time to time.

Article 10. Reporting to MCC

1. Within five days after a final decision, MCA-Georgia shall submit to MCC a report of the handling and disposition of the grievance. The report shall include the grievance record, all notices and other relevant correspondence.
2. MCC, at its sole discretion, has the right to be an observer to all grievance proceedings, but does not have the obligation to participate in any proceeding, in any capacity.

Article 11. Project Specific Grievance Mechanism

1. Each Project-specific Grievance Mechanism shall be elaborated by each corresponding Project Director (or a designated consultant) of MGA-Georgia, together with the ESP Director and General Counsel, Legal Counsel, during the initial stage of the activities. Project specific plans can be developed by the consultants. They shall ultimately be approved by the Project Director and ESP Director and MCA-Georgia.
2. Each Project-specific Grievance Mechanism shall follow all principles as outlined in this document and as provided by IFC Performance Standards 1 and 2. Each Project-specific Grievance Mechanism shall be developed based on Article 4 of this document. Roles and responsibilities will be defined for responding to and resolving grievances at different levels of project management. Grievance proceedings shall be established, based on those described in Article 6, paragraphs 1 and 2. Notice and Calculation of Periods of Time shall be established based on those described in Article 7. Project-specific Grievance Mechanisms will follow the procedures described in Articles 8, 9 and 10 of this document.
3. Project-specific Grievance Mechanisms can be translated into ethnic minority languages if necessary