

Government of Fiji

Contingent Emergency Response Project

Stakeholder Engagement Plan

August 2026

1. Purpose

This Stakeholder Engagement Plan (SEP) describes the approach of the Government of the Fiji for engaging stakeholders – including affected communities, civil society organizations, and other relevant parties – throughout the implementation of the Contingent Emergency Response Project (CERP). Meaningful stakeholder engagement is a requirement under Environmental and Social Standard (ESS) 10 of the World Bank Environmental and Social Framework.

The CERP enables the Government of Fiji to access World Bank-financed emergency response funds through its Investment Project Financing portfolio. The CERP is a six-year umbrella facility that may be activated multiple times in response to an eligible emergency or crises. Each activation supports time-bound emergency response activities, typically implemented within a period of up to twelve months. The CERP is designed to provide prompt, scalable support during emergencies or crises.

The project will leverage existing systems and programs in Fiji to implement activities activated from the Positive List. Specifically, the CERP will use the existing social protection programs to deliver temporary and time-bound additional cash support (top-ups) to the current program beneficiaries.¹² To finance emergency top up through the CERP, the Government will draw on the existing delivery systems and adhere to the program's Standard Operating Procedures. Cash transfers would be delivered through the established institutional arrangements, processes, and implementation mechanisms already in place under existing government systems. This approach is intended to support rapid deployment while maintaining consistency with tested procedures and E&S processes.

Further details on project components and activities provided in the CERP Manual, available on the Government of Fiji website. An Environmental and Social Management Plan (ESMP) has also been prepared for the project which outlines the environmental and social risks and mitigation measures for this project accessible via the Government of Fiji website.

¹ Core government-financed social assistance programs include: the Family Assistance Scheme (FAS); Social Pension Scheme (SPS); Care and Protection Allowance (CPA); Disability Allowance (DA); and the Food Voucher Program for Rural Pregnant Mothers (FARPM), the Bus Fair Assistance Program (BFAP).

² Other existing programs which may be used to distribution cash transfers include the Government-run subsidised bus fare scheme for school students from low-income families. Further, Fiji National Provident Fund (FNPF) manages a contributory pension scheme that covers all formal sector workers.

The Ministry of Finance is responsible for the CERP activation and project implementation as the designated CERP Project Implementation Unit (CERP-PIU). The CERP-PIU will be responsible for fiduciary management, procurement, monitoring, reporting, and environmental and social compliance through its Budget, Treasury, and Procurement Divisions, and with additional support provided (as required) through other World Bank PIUs, and/or other parts of Government. Implementation of CERP activities will be supported through relevant stakeholder agencies and ministries, including the National Emergency Operation Centre (NEOC) and National Disaster Risk Management Office (NDRMO). Upon each CERP activation, the Ministry of Finance will designate an Environmental and Social (E&S) Focal Point within the CERP Project Implementation Unit. The E&S Focal Point may be seconded from a relevant government agency, such as the Department of Environment or the Ministry of Women, Children and Social Protection, or from an existing World Bank-financed project. The E&S Focal Point will be responsible for overseeing implementation of the ESMP and SEP during the activation period.

This SEP represents a living document and will be updated as needed during project implementation.

2. Stakeholder Identification

The key stakeholders for the CERP are summarized in Table 1. Engagement activities will take into account the needs of vulnerable and marginalized groups, including women, elderly persons, people with disabilities, and residents of remote communities. Existing program procedures and community-level outreach mechanisms will be used, where feasible, to support accessible communication and inclusive participation.

Table 1 Stakeholder identification

Component	Project Stakeholders
Overall project	Ministry of Finance (MoF) / CERP Project Implementation Unit (CERP-PIU) National Disaster Risk Management Council (NDRMC) - Project Steering Committee (PSC) National Disaster Risk Management Office (NDRMO) National Emergency Operation Centre (NEOC) Technical Working Group (TWG) / Fiji Cluster System (FCS)
Component 1: Emergency Support to affected household livelihoods	Ministry of Women, Children and Social Protection (MWCSP), including Department of Social Protection Ministry of Education Safety and Protection Cluster (led by MWCSP) Affected households/potential beneficiaries Vulnerable and marginalized groups (women, youth, elderly, people with disabilities)

Component 2: Provision of Essential Emergency Supplies and Services	Clusters: Ministry of Health and Medical Services (MHMS) — Health and Nutrition Cluster lead and WASH Cluster lead; Ministry of Agriculture, Waterways and Sugar Industry (MAWS) — Food Security Cluster lead Divisional Disaster Risk Management Committees and Offices (sub-national entities) International organisations coordinating through the FCS including WHO, UNICEF Local and international suppliers Affected citizens of Fiji Vulnerable and marginalized groups (women, youth, elderly, people with disabilities)
Component 3: Emergency Response Coordination and Management	Ministry of Women, Children and Social Protection (MWCSP) Ministry of Rural and Maritime Development and Disaster Management (MRMDDM) ; Ministry of Agriculture, Waterways and Sugar Industry (MAWS) Ministry of Health and Medical Services (MHMS) Divisional Disaster Risk Management Committees and Offices (sub-national entities) Sub-national Emergency Operation Centres (divisional, provincial, district levels)

3. Stakeholder Engagement Program

a. Previous consultations undertaken

Stakeholder engagement during preparation was limited to relevant government ministries, departments and agencies due to the nature of the project, which focuses on readiness to respond promptly to eligible crises. Preliminary consultation meetings were held virtually during May and June 2026. Consultations focused on the project design and implementation arrangement, agreement on positive and negative lists of activities, monitoring and reporting aspects.

b. Project Implementation / Activation

During CERP activation, stakeholder engagement will prioritize rapid, practical communication with affected communities regarding eligibility criteria, timing and location of assistance, safety considerations, and available grievance channels. Communication methods will rely on existing government systems and will be adapted, where feasible, to reach remote and maritime communities through appropriate local channels. Table 2 below outlines the stakeholder engagement the project will undertake during implementation and activation.

Recognizing the constraints of emergency response, stakeholder engagement on specific activities may be limited during the initial phase of activation. As early as feasible thereafter, the CERP-PIU and implementing agencies will engage with affected

stakeholders to provide information, receive feedback, and address concerns related to the delivery of assistance and the functioning of grievance mechanisms.

Table 2 Plan for stakeholder engagement

Stakeholder group	Interest/concern	Engagement method	Frequency
All relevant authorities at the national and local level authorities	Project updates including updates to Positive list, project feedback, activation	Consultations with national and local level authorities	During project implementation and activation as needed
Department of Social Protection, Ministry of Education, other relevant stakeholders under Component 1	E&S requirements as outlined in the ESCP, ESMP and SEP for cash transfers and other initiatives	Meetings	Prior to and during activation as needed
Clusters for emergency response	Activation timelines, roles and responsibilities, E&S requirements as outlined in the ESCP, ESMP and SEP	Meetings	Prior to and during activation as needed

Existing systems will be used to communicate information regarding cash transfers and emergency response activities to the affected populations including vulnerable groups, and other interested parties including humanitarian groups, the media and the general public.

Fiji's social protection system and school transport assistance programme are supported by formal communication and stakeholder engagement frameworks, which will be used for Component 1 activities. The Standard Operating Procedures (SOPs) developed for each social protection program explain information dissemination and public outreach. For all programs, information reaches beneficiaries and potential beneficiaries through a combination of electronic and digital media (including social media, television, radio, and SMS), print materials, and community outreach. Word of mouth remains common, particularly in rural and maritime communities where connectivity is limited. SOPs require targeted outreach to vulnerable and difficult-to-reach groups, including persons with disabilities, the homeless, and remote communities.

Stakeholder engagement for the bus subsidy program follows a structured, multi-tiered model involving government agencies, schools, families, and service providers. The Ministry of Education communicates program information primarily through formal circulars issued annually by the Transport Assistance Unit (TAU) to all schools. These

circulars outline eligibility criteria, updated procedures, and any changes to forms or processes. Schools serve as the primary channel for reaching families, with Heads of School responsible for informing eligible students of the program.

Fiji's disaster management framework is supported by established SOPs and operational manuals governing communications and stakeholder engagement throughout the emergency response cycle. These systems will be applied to Component 2 activities. The documents confirm that structured communication protocols are in place at the national level. Information is disseminated through a defined hierarchy, with the National Emergency Operation Centre (NEOC) serving as the central coordination hub, issuing regular Situation Reports to senior government officials, cluster leads, and partner agencies. Multiple channels are used, including email, digital reporting systems, public broadcasting, and formal briefings to the Incident Management Team. Stakeholder engagement is systematised through Fiji's National Cluster System.

Where relevant to activated activities, information provided to communities will include guidance on safe handling, use, and disposal of emergency supplies and waste, as well as available channels for raising concerns related to environmental nuisance, waste management, or public health risks. Such concerns may be submitted through the project grievance mechanism and will be addressed in coordination with the responsible implementing agencies.

During project implementation, additional measures will be developed as needed to strengthen stakeholder engagement and information dissemination in line with ESS10 requirements, to improve inclusiveness, transparency, and accountability, prior to activation.

4. Information disclosure

The Government of Fiji commits to disclosing the following project documents:

- The CERP Manual (including all annexes) on the Government of Fiji and the World Bank project page
- The Crisis Response Plan (CRP) for each activation, prior to activation approval
- Semiannual progress reports.

5. Grievance mechanisms

Grievances will be managed through existing systems established under the social protection programs and emergency response mechanisms, and as well through the Ministry of Finance or World Bank funded project. The Grievance Redress Mechanism

(GRM) will be operational upon activation and will be communicated to affected communities, beneficiaries, and project workers through existing information channels.

Where existing grievance mechanisms are used for CERP activities, measures will be applied to strengthen accessibility and responsiveness during activation, including clear communication of intake channels, basic service standards for acknowledgement and response, and escalation to the CERP-PIU where grievances relate to project-wide issues or cannot be resolved at the implementing agency level.

For Component 1, existing grievance redress mechanisms (GRMs) under the social protection programs will be used. The existing grievance processes are outlined in the individual program SOPs. However, systems within the Department of Social Protection are limited, relying mostly on in-person submission at regional DSP offices and manual processing by welfare officers. Grievances may be escalated to the DSP headquarters where required. The Ministry of Education provides dedicated contact points for queries regarding the Transport Assistance program. Separately, the Fiji National Provident Fund (FNPF) operates a well-established and widely publicized GRM with multiple channels including written submissions, email, in-person services, and a toll-free hotline.

For Component 2, grievances will be managed in accordance with established protocols and procedures, as noted in the CERP ESMP.

The Ministry of Finance grievance mechanism will also receive complaints related to CERP activities and is accessible at: <https://www.finance.gov.fj/contact-us/>.

During project implementation, measures will be developed to strengthen existing grievance mechanism in line with ESS10 requirements, focusing on accessibility, transparency, and accountability.

Grievances related to sexual exploitation and abuse and sexual harassment (SEA/SH)

Sexual exploitation and abuse and sexual harassment-related grievances will be referred to the Fiji Women's Crisis Centre: fijiwomen.com and will be handled in accordance with survivor-centric principles including safety, confidentiality and informed consent, respect and dignity, non-discrimination, and survivor agency.

Table 3: GRM Architecture for the Fiji CERP

Grievance Type	Who Can Submit	Intake Channels	Handling & Resolution	SEA/SH Referral & Confidentiality	Logging & Reporting Rules
Community & Beneficiary Grievances	Affected communities, beneficiaries, general public	- Existing program GRMs (e.g. Social Protection, Education, disaster response systems) - Ministry of Finance contact channels - In-person, phone, email, written submission	- Managed by the responsible implementing agency using existing SOPs - Escalated to CERP-PIU if unresolved or project-wide	- If SEA/SH is disclosed, complaint is not investigated by project staff - Survivor is informed of referral options and consent sought	- Logged in agency GRM system - Summary (non-identifying) reported to CERP-PIU for monitoring
Project Worker Grievances (non-SEA/SH)	Project workers, consultants, surge staff	- Supervisor or implementing agency focal point - CERP-PIU Project Manager or E&S Focal Point	- Addressed in line with ESMP and ESS2 requirements - Acknowledged within defined timelines - Protection against retaliation	SEA/SH complaints are excluded from this channel and redirected to survivor-centered pathway	- Logged separately as worker grievances - Reported in aggregate in E&S monitoring reports
SEA/SH-Related Complaints (Community or Workers)	Survivors or third parties (with consent)	- Direct referral to Fiji Women's Crisis Centre (FWCC) - Any project or government channel (for safe referral only)	- No investigation or verification by project staff - Immediate, survivor-centered referral	Handled confidentially by FWCC in line with survivor-centered principles (safety, confidentiality, informed consent, dignity, non-discrimination)	Not entered into standard GRM logs - Only anonymized case counts reported (if required)

Grievance Type	Who Can Submit	Intake Channels	Handling & Resolution	SEA/SH Referral & Confidentiality	Logging & Reporting Rules
Anonymous Complaints	Any person	Any available intake channel	Assessed to determine if action is possible without further information	If SEA/SH-related, handled as above	Logged as anonymous, without personal data

6. Monitoring and Reporting

The CERP-PIU will include a summary of stakeholder engagement activities carried out and complaints received in the project's six-monthly reports on the environment, social, health and safety (ESHS) performance.