

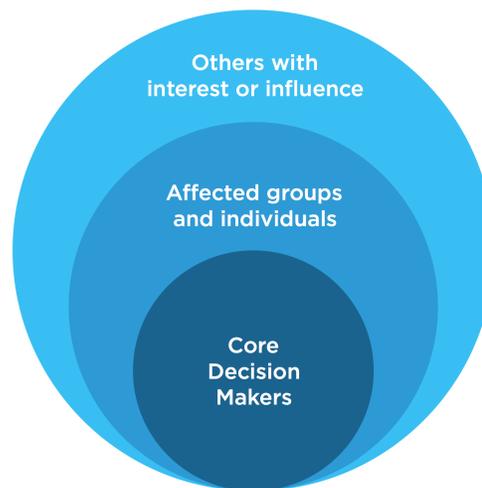
3.1. National-level Stakeholder Engagement and Consultation:

The World Bank Group (WBG) Investment Project Financing (IPF) Directive requires borrowers to engage with stakeholders as an integral part of the project's environmental and social assessment, and project design and implementation [45].

Stakeholder engagement is a continuing and iterative process. Borrowers are required to engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a time frame that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement are required to be proportionate to the nature and scale of the project and its potential risks and impacts.

Stakeholders are categorized into three groups: (i) core decision makers; (ii) affected groups and individuals; and (iii) others with interest or influence, as shown in Figure 2, Stakeholder Categories [46]:

Figure 2. Stakeholder Categories



Source: Inter-American Development Bank, 2019

Core Decision Makers are stakeholders who are directly responsible for aspects of project decision-making, i.e., government agencies directly responsible for approval processes related to the project, implementing agency staff and their consultants at the technical and management levels, board members of firms or institutions where appropriate, contractors and sub-contractors, financial institutions providing funding and support to the project, such as multilateral finance institutions.

Affected Groups and Individuals may include: intended beneficiaries, clients of a bank or multilateral finance institution who may be required to adopt and implement the WBG requirements for environmental and social management, and project workers and their representatives [47].

[45] World Bank Group (2018). Bank Directive, Investment Project Financing.
<http://www.renewablenations.us/uploads/3/7/6/1/37613217/ipf.pdf>

[46] Inter-American Development Bank (2019). Meaningful Stakeholder Engagement.
http://www.renewablenations.us/uploads/3/7/6/1/37613217/meaningful_stakeholder_engagement.pdf

[47] Ibid., p. 19

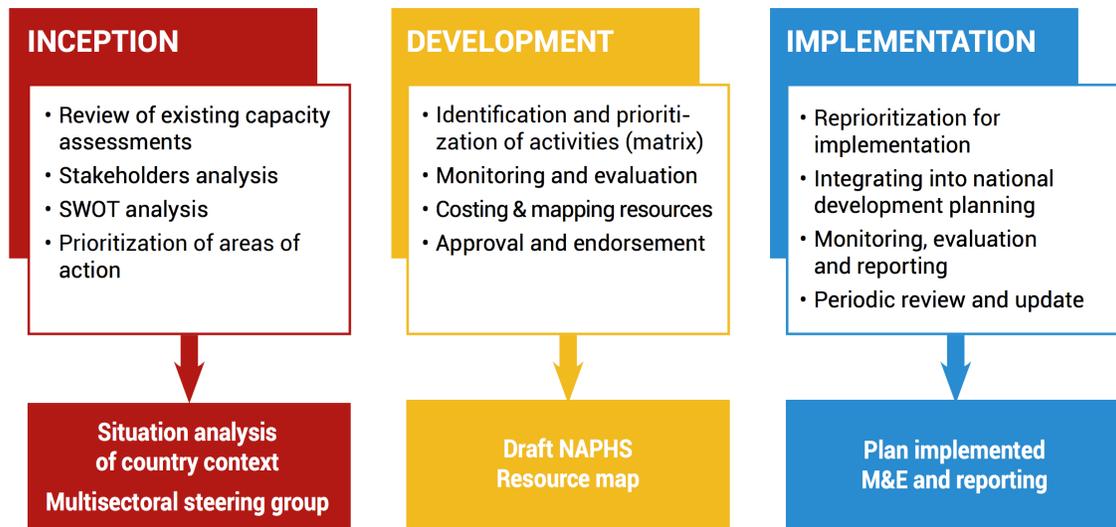
Others with interest or influence, or “*other interested parties*” are individuals, groups, or organizations with an interest in the project because of its location, its characteristics, its impacts, or matters related to public interest. *Other interested parties* are specified under WBG Environmental & Social Framework, ESS10: Stakeholder Engagement (GN5.2) may include regulators, government officials, the private sector, the scientific community, academics, unions, women’s organizations, other civil society organizations and cultural groups, domestic or foreign [48].

Under normal circumstances, and depending on the scope and scale of healthcare facilities development, stakeholder engagement under the WBG Environmental & Social Framework requires months, or years, to implement. However, in emergency settings, such as in the COVID-19 pandemic, several steps are expedited, or limited due to health security priorities.

In 2005, the WHO recognized preparedness for health emergencies as one of the three strategic priorities in the WHO’s thirteenth General Programme of Work (GPW13), 2019–2023 [49] in order to protect one billion more people from health emergencies.

The GPW13 mandated countrywide *National Action Planning for Health Security* (NAPHS) [50] for health emergencies utilizing a three phase, accelerated “*whole-of-government*” approach. NAPHS captures national priorities for health security, brings sectors together, identifies partners and allocates resources for health security capacity development in times of crisis, but limits stakeholder engagement.

Figure 3. Three Phase National Action Planning for Health Security



Source: World Health Organization (WHO), National Action Planning for Health Security (NAPHS)

[48] World Bank Group (2018). *ESF Guidance Note ESS-10 Stakeholder Engagement and Information Disclosure*
<http://www.renewablenations.us/uploads/3/7/6/1/37613217/esf-guidance-note-10-stakeholder-engagement-and-information-disclosure-english.pdf>

[49] World Health Organization (2019). WHO’s thirteenth General Programme of Work.
<http://www.renewablenations.us/uploads/3/7/6/1/37613217/who-prp-18.1-eng.pdf>

[50] World Health Organization (2018). National Action Planning for Health Security (NAPHS).
<http://www.renewablenations.us/uploads/3/7/6/1/37613217/who-whe-cpi-2018.52-eng.pdf>

While there is no codified standard for stakeholder engagement in the GPW13 mandate or other emergency response platforms, the WBG has published guidelines—*One Health: Operation Framework for Strengthening Human, Animal and Environmental Health Systems at their Interface* [51]—for inclusive stakeholder engagement. WBG guidelines (see Figure 4, below) address the need for targeted investments that prevent, prepare, detect, respond to and recover from issues like diseases with pandemic potential, such as COVID-19, and include stakeholder engagement in all project phases.

Figure 4. Guide for Applying the One Health Operational Framework in Project Phases

Project Phase	Steps	Relevant Sections	Outcome
All Phases	Communication	Chapter 5: (targeted depending on objectives of project phases)	Strengthen stakeholder engagement and multi-sectoral arrangements; Manage risk
	1. Identification	Problem scoping and determination of relevant sectors/ministries Assess financing options (e.g., IPF, PforR, DPL) and identify resource synergies Assess basic capacities of institutions, individuals, and technical and physical infrastructures	Chapter 4: Entry points Chapter 5: Risk analysis; stakeholder analysis Chapter 3: Integration into project planning and scoping Chapter 3: Figure 3.2 (map of relevant tools) and Annex 5 Chapter 5: Financial and Personnel Resources
2. Preparation	Identification of activities to support	Chapter 5: Key components for prevention, detection, response and recovery	Identify risk drivers that contribute to vulnerabilities; identify entry points for action
	Implementation arrangements	Chapter 3: Tools for assessing capacity; Chapter 5: Stakeholder mapping	Stakeholders identified; Multi-sectoral arrangements and capacity strengthened
	Results Framework Development	Chapter 6: Core One Health Indicators; Annex 7	Progress tracking
	Economic and financial analysis	Chapter 2: Costs and benefits Chapter 5: Financial and Personnel Resources; Governance	Investments optimized; Opportunities to target cost-effective prevention and detection pursued
	SORT and Environmental and Social Safeguards	Chapter 6: Project Risks and Safeguards (6c and 6d); Chapter 5: Vulnerable populations Annex 8: Safeguards	Project risk reduction; Compliance with Safeguards
3. Implementation	Timelines, actions, monitoring mechanisms that reinforce prevention, detection, response and/or recovery capacity	Chapter 5: Table 5.1 (in particular Communication and Technical Infrastructure)	Technical capacity established/strengthened
	National and external partner arrangements; use of project outputs by stakeholders	Chapter 3 and Annex 5 Chapter 6: National arrangements and external partnerships	Existing capacity employed; Multi-sectoral approach, where relevant; Inputs to other initiatives (e.g., policy frameworks)
4. Evaluation	Measurement of report progress against indicators and project objectives	Figure 3.2: Tools for assessing capacity; Chapter 6: Core One Health indicators Annex 7: Indicator examples	Progress tracking; Further country-level need or foundations for future projects identified
	Measurement of integration of One Health strategies into planning and/or practice	Chapter 5: Communication; Governance	Sustainability of practices: preventive capacity
	Review of areas of focus and update plans	Chapter 5: Risk Analysis and Stakeholder Mapping	New information may warrant updated risk management strategies
	Measurement of value-added from One Health approach	Chapter 2: Table 2.4	Resource optimization opportunities

Source: World Bank Group (2018)

[51] World Bank Group (2018). *One Health: Operation Framework for Strengthening Human, Animal and Environmental Health Systems at their Interface*
http://www.renewablenations.us/uploads/3/7/6/1/37613217/wbg_one-health-framework-2018.pdf

The Institute will develop a virtual stakeholder engagement portal to support the four principal phases— (1) Identification, (2) Preparation, (3) Implementation and (4) Evaluation—that apply to the *One Health* operational framework [52].

The portal will leverage the latest advances in scientific research, emerging technologies and new data sources to support technical analytics within the “*whole of society*” planning approach articulated by the United Nations and managed by the UN network of 129 Resident Coordinators and Country Teams. The objective is to achieve a common vision and plan of action to build a unified, “*interconnected Global Health Emergency System*” that one in the same respects national sovereignty and prioritizes local self-determination [53].

In particular, the portal will allow for the aggregation of stakeholder data within the four principal phases that apply to the *One Health* operational framework with the goal to create digital public goods in the form of actionable, real-time situation assessments and predictive insights at macro- and micro-levels of stakeholder engagement . . . and to share the global data, information, knowledge and lessons learned [54]. In this manner the Institute and its multi-sector collaborators will serve in the capacity of a global research advisory body bringing rapid evidentiary analysis to government response efforts.

The Institute will establish a data governance framework with representation from the Secretary-General's High-level Panel on Digital Cooperation [55] and with advocates at all levels of stakeholder engagement:

- (1) Generate a reliable global research base to inform “*whole of society*” cooperative action at the international level;
- (2) Support rapid innovation, ensure transparency about what data is being shared, how it is being used for the public good and to prevent any actor from taking advantage of the crisis for commercial gain, violate human rights or implement systems for mass surveillance; and
- (3) Solicit major national and international research funders and philanthropic organizations in collaboration with the Global Investor for Sustainable Development Alliance of the Secretary-General [56] to support stakeholder networking, database development, and create digital public goods.

Many governments rely on new or established global research advisory bodies to bring rapid evidentiary analysis to government response efforts. The Institute does not seek to become an advisory body, but rather to become a trusted research partner and decision support service to multilateral institutions, governments, multi-sector stakeholders and their chosen advisory bodies.

[52] Ibid., p. xii.

[53] United Nations (2020). *Shared Responsibility, Global Solidarity: Responding to the socio-economic impacts of COVID-19* p. 3. http://www.renewablenations.us/uploads/3/7/6/1/37613217/sg_report_socio-economic_impact_of_covid19.pdf

[54] Ibid., pp. 13-20.

[55] United Nations (2020). The Secretary-General's High-level Panel on Digital Cooperation. <https://www.un.org/en/digital-cooperation-panel/>

[56] United Nations (2020). Global Investors for Sustainable Development Alliance (GISD). <https://www.un.org/development/desa/financing/what-we-do/other/global-investors-for-sustainable-development-alliance/about-GISD>