

THURSDAY TRAINING

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d'madd

Digital Maldives for
Adaptation, Decentralization
and Diversification



Stakeholder Engagement Plan (SEP)

Digital Maldives for Adaptation, Decentralization and
Diversification (DMADD) Project



Navigating New Horizons

The DMADD team carries out monthly workshops named 'ThursdayTraining'. These short trainings aim to facilitate knowledge sharing among its members. The sessions are planned to be conducted on the last Thursday of every month.

The primary objective of these workshops is to enhance mutual understanding and upskilling among team members, ultimately contributing to the achievement of the project's overarching goals. The D'MADD team will share insights related to their work as well as have the chance to impart valuable experiences and life lessons that could benefit the entire team.

This initiative not only promotes professional growth but also strengthens the bonds within the DMADD team, setting a positive tone for collaborations and teamwork.



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Stakeholder Engagement Plan (SEP)

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As part of the February 2026 Thursday Training Series, Environmental Specialist Muaz Adnan delivered a session on the Stakeholder Engagement Plan (SEP) developed for the Digital Maldives for Adaptation, Decentralization and Diversification (D'MADD) Project. The session highlighted the critical role of stakeholder engagement in ensuring transparent, inclusive, and effective project implementation in line with the World Bank Environmental and Social Framework (ESF), particularly Environmental and Social Standard 10 (ESS10).

Participants were introduced to the purpose and objectives of the SEP, which serves as a framework for identifying stakeholders, facilitating meaningful participation, ensuring timely disclosure of information, and providing accessible grievance redress mechanisms. Emphasis was placed on the SEP as a living document that evolves alongside project implementation to address emerging needs and stakeholder concerns.

The training also reviewed insights gathered through previous consultations conducted with government agencies, regulators, telecommunications providers, financial institutions, academia, and civil society organizations. These consultations identified several key challenges, including data governance con-

cerns, cybersecurity gaps, digital inclusion barriers, and limited trust in digital services. Lessons learned from these engagements have informed the project's approach to strengthening regulatory frameworks, promoting coordination among institutions, and enhancing trust and accessibility in digital services.

A significant portion of the session focused on stakeholder identification and analysis. Participants examined the various stakeholder groups involved in the D'MADD Project, including project-affected parties, interested parties, and vulnerable or disadvantaged groups. The discussion underscored the importance of ensuring that women, persons with disabilities, elderly individuals, low-income households, and residents of outer islands are provided with targeted opportunities to participate in project activities and decision-making processes.

The training further explored the project's stakeholder engagement program across the preparation, implementation, and operational phases. Participants learned about planned engagement activities such as consultations, workshops, surveys, feedback mechanisms, and continuous citizen engagement initiatives. The session also outlined strategies for information disclosure through various channels, including websites, social media platforms, tradi-

tional media, and community outreach efforts.

Finally, the session addressed the D'MADD Project's Grievance Redress Mechanism (GRM), highlighting its role in enabling individuals and communities to raise concerns and receive timely responses. Participants were introduced to the grievance handling structure, timelines for resolution, and mechanisms designed to ensure accessibility, transparency, and accountability throughout the process.

The training concluded with a discussion on monitoring and reporting requirements, emphasizing the importance of tracking stakeholder participation, feedback, and project outcomes to support continuous improvement.

The session provided participants with a practical understanding of stakeholder engagement principles and reinforced the importance of inclusive participation in supporting the successful implementation of the D'MADD Project.

Stakeholder Engagement Plan (SEP)

Digital Maldives for Adaptation, Decentralization and Diversification (DMADD) Project

What is the SEP?

- Prepared under **World Bank ESF – ESS10**
- Establishes systematic stakeholder engagement framework
- Ensures:
 - Transparency
 - Inclusion
 - Timely information disclosure
 - Grievance redress
- SEP is a living document and updated when necessary.

Objectives of the SEP

- **Aligned with ESS10, the SEP aims to:**
 - Identify stakeholders & define responsibilities
 - Build constructive relationships
 - Ensure inclusive participation throughout project lifecycle
 - Disclose environmental & social information appropriately
 - Establish accessible Grievance Redress Mechanism (GRM)
 - Allocate resources for engagement & monitoring

PREVIOUS CONSULTATIONS & LESSONS

- Key stakeholders consulted:

- Ministry of Climate Change, Environment and Energy
- Communications Authority of Maldives
- Department of National Registration
- Maldives Immigration
- Maldives Meteorological Service
- Maldives Marine Research Institute
- Telecom operators (Dhiraagu, Ooredoo)
- Financial institutions
- NGOs & academia

Key Issues Identified from consultations

- Telecom market dominated by two operators
- Weak data governance & interoperability
- Lack of comprehensive data protection legislation
- Cybersecurity gaps
- Digital skills framework absent
- Gender gaps in ICT workforce
- Limited trust in digital services
- Outer island digital infrastructure gaps

Lessons Learned from Consultations

- Strengthen legal & regulatory framework
- Establish robust data governance architecture
- Develop National Cybersecurity Strategy
- Build Digital Skills Framework
- Improve inter-agency coordination
- Promote financial inclusion & universal access
- Strengthen trust services & privacy safeguards

STAKEHOLDER IDENTIFICATION & ANALYSIS - Stakeholder Categories

- Project Affected Parties
- Other Interested Parties
- Vulnerable / Disadvantaged Groups

Project Affected Parties (High Impact)

- Key affected stakeholders include:
 - MoHST (Lead Implementer)
 - National Centre for Information Technology
 - Communications Authority of Maldives
 - Department of National Registration
 - Local Government Authority
 - Island & City Councils
 - Internet Service Providers
 - Maldivian citizens
 - Work Permit Holders (Migrant Workers)
- Impact Level: High
- Influence Level: Moderate–High

Other Interested Parties

- Include:
 - Universities & students
 - Financial institutions
 - Health service providers
 - Utility providers
 - Environmental NGOs
 - Women's Development Committees
 - Attorney General's Office
 - Media & press
 - Ministries (Finance, Housing, Fisheries, Agriculture)
- Role: Influence policy, research, advocacy & public awareness.

Vulnerable & Disadvantaged Groups

Groups requiring special measures:

- Women (digital access barriers)
- Persons with disabilities
- Elderly with low IT literacy
- Poor households (affordability constraints)
- Outer island residents
- Workers at risk of job loss due to digitization

Special engagement methods include:

- Focus groups
- Help desks & kiosks
- Public address systems
- Collaboration with NGOs & WDCs
- Targeted GRM awareness

STAKEHOLDER ENGAGEMENT PROGRAM

- Engagement Across Project Phases

1 Preparation Phase

- Disclosure of ESCP, SEP, EWMP
- Workshops for implementing agencies
- Public consultations

2 Implementation Phase

- Bi-annual review workshops
- Quarterly meetings
- Surveys & feedback mechanisms
- Continuous citizen engagement

3 Operational Phase

- Performance monitoring
- User satisfaction surveys
- Ongoing GRM access

Information Disclosure Strategy

Information disclosed includes:

- ESCP
- SEP
- E-Waste Management Plan
- Monitoring reports
- Quarterly & annual reports
- Regulatory updates

Disclosure methods:

- MoHST website
- Newspaper ads (Dhivehi & English)
- Social media (Facebook, WhatsApp, Viber)
- TV & radio
- Physical copies at PMU

GRIEVANCE REDRESS MECHANISM (GRM) - GRM Structure & Process

Purpose:

- Address concerns in timely, transparent manner
- Prevent escalation to courts
- Include special provisions for SEA/SH & GBV

Structure:

- Grievance Redress Committee (GRC) chaired by Project Director
- Members from:
 - MoHST
 - MoCCEE
 - DNR
 - CAM

Timeline:

- Acknowledgement: within 3 days
- Resolution: within 14 days
- Implementation: within 1 month
- Appeal to judiciary allowed at any time.

Monitoring & Reporting

■ Monitoring Indicators:

- Number of consultations
- Participation of vulnerable groups
- Type of issues raised
- Decisions influenced by consultations
- grievances received/resolved
- Satisfaction levels

■ Reporting:

- Quarterly monitoring reports
- Bi-annual reporting to World Bank
- Public disclosure on websites



Muaz Adnan

Environmental Specialist



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Ministry of Homeland Security and
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