SINT MAARTEN

DIGITAL GOVERNMENT TRANSFORMATION PROJECT - P172611

Stakeholder Engagement Plan

Version for Appraisal, September 28, 2020

1. INTRODUCTION/PROJECT DESCRIPTION

Following the devastation caused by hurricanes Irma and Maria in 2017, the Government of Sint Maarten renewed its commitment to digital government reforms aimed at fundamentally transforming how the government interacts with citizens and the private sector. The Digital Government Transformation project aims to enhance the efficiency, access, and resiliency of selected administrative public services for citizens and businesses.

The project will be structured under four (4) components

Component 1: Strengthening the legal, regulatory and institutional environment

This component will strengthen the institutional and human capacity within the Government to manage digital transformation and will lay the groundwork for the platforms and digital services to be delivered under components 2 and 3.

> **Sub-component 1.1**: Institutional, legal and regulatory reforms. This sub-component will finance: institutional design and arrangements for managing digital Government transformation; design of a dashboard to track progress on digital reforms; design and implementation of a Government-wide Enterprise Architecture (EA) and associated outputs for cross-cutting platforms to enable digital service delivery; review, development and implementation of policies, laws, and regulations to enable digital Government services and support the development of the digital economy, including cybersecurity, cybercrimes, ICT procurement, data protection and privacy, digital payments and digital identity; and support for the institutions responsible for implementation and oversight of the enabling legal and regulatory environment.

> **Sub-component 1.2**: Change management and project management. This sub-component will finance: project management and technical advisory services to assist the National Recovery Program Bureau (NRPB) and the Digital Leadership Team (DLT) in the Ministry of General Affairs manage project implementation and change management aspects of digital transformation; support for project coordination, institutional strengthening to respond to citizen feedback, monitoring and reporting, fiduciary and safeguards tasks, and the project audit; design and implementation of external communications and outreach programs; and design and implementation of a digital literacy program for civil servants.

Component 2: Building digital platforms to enable service delivery

This component will focus on establishing the technical foundations for citizen-oriented services to be delivered under Component 3. By digitizing core Government records and mirroring critical service delivery platforms in the Cloud, this component will also contribute to increasing resilience by reducing the vulnerability of selected services to delivery disruptions due to cyberattacks and natural disasters and pandemics.

Sub-component 2.1: Cross-cutting digital service platforms. This component will establish the technical foundations for citizen-oriented services to be delivered under Component 3 and increase resilience by reducing the vulnerability of selected services to cyberattacks and natural and disasters.

Sub-component 2.1: Cross-cutting digital service platforms. This sub-component will finance: design and implementation of Digital Identity (Single Sign-On Platform) for public services with appropriate security features and credential choice for users and development of Standard Operating Procedures for identity recovery for adults and minors; integration of selected services in the online government portal with an Electronic Payment Platform that supports a range of payment options; design and implementation of an Interoperability Platform that links key registries[1]; and design and implementation of an Electronic Signatures Platform for G2G, C2G and B2G transactions.

Sub-component 2.2: System resilience and Records Management. This sub-component will finance: upgrades to system resilience including procurement and implementation of cloud services; technical assessment of key registries (i.e. data governance, software, hardware, data formats, duplication, etc.); hardware, software, and business process reengineering that will ensure harmonization of registries across Government; and hardware solutions and additional human resource capacity to register and digitally archive Government documents.

Sub-component 2.3: Just-in-time digital services. This sub-component will finance "just-in-time" digital services and platforms that have not been planned, but that would be required to support emerging needs during implementation.

Component 3: User-centered public services

This component will enhance public service delivery in Sint Maarten by transforming and scaling-up the existing Public Service Centers (PSCs) in Philipsburg and Simpson Bay to include additional public services offered through multiple channels.

Sub-component 3.1: Modernization of one-stop shops. This sub-component will finance: assessment and implementation of recommendations to expand the scope and enhance customer orientation of the PSCs; software, hardware and office furniture; and development of procedures for continuity of operations.

Sub-component 3.2: User-centric e-services. This sub-component will finance: re-design, development, and deployment of e-services identified as a priority by stakeholders through an Online Government Portal;[2] design and implementation of an Online Government Portal, which

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[1] Key registries include: Civil Registry; CRIB (Tax ID); Social Registry (in development); Business Registry; Land Registry (cadaster); License Registry; and Address Registry
[2] Priority services include: Certificate of Good Conduct (Public Service Center); Change of Address (Civil Registry); Registration of Death, Divorce or Marriage (Civil Registry); Building Permit Application (Department of Permits); Economic

will serve as a single point of entry for information and transactions related to all public services; kiosk machines for conducting services online; design and implementation of a multi-channel customer service feedback mechanism; and design and implementation of user-friendly mobile applications.

Component 4: Contingent Emergency Response Component

This component has zero funds allocated and can be triggered following a natural disaster or emergency. Once the requirements for activation have been met, uncommitted funds from the project can be reallocated immediately to this component and made available for crisis or emergency response to support the continuity of core public sector functions. The definition of the key aspects of this component will be detailed in the Project Operational Manual which will be available for review on the project page of the NRPB website (https://nrpbsxm.org/digitalgov/).

2. BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

Stakeholder engagement and input in all stages of the project harmonizes involvement for all stakeholders from the inception of the project. The Government of Sint Maarten, through its Department of Interior and Kingdom Affairs, actively promotes equality, transparency, inclusion, participatory democracy, and decision-making as set out in the principles of the Sustainable Development Goals (SDGs).A series of high-level technical engagements to discuss the objective of the project were held with key representatives of all the ministries, including their Secretaries-General of these ministries. During this exchange, the status of ongoing e-government initiatives was expounded upon as well as some of the challenges involved. (August 2019, February 2020). These are listed in table 1 below.

Table 1: Date of Stakeholder Engagement Activities completed

Date	Activity
August 2019	Meetings were held with other semi-government agencies who provide services on behalf of government or may be dependent on government services as well.
October 2019	A Workshop/Masterclass was also held involving a cross-sector of government and semi-government agencies.
February 2020	During the World Bank Mission, A sensitization meeting was held with SG's from all ministries during which the project objectives were conveyed.
February 2020	During the World Bank Mission, a meeting was convened with both Telecommunications providers on Island. The objective was to determine the status of plans and/or activities toward the establishment of a Government WAN
Jun 17 2020	DigiGov project page live. ESF documents published on NRPB website, PSC Facebook page and GoSXM facebook page.
June 19 2020	Stakeholder Consultation planning commenced

Licenses (Business, Director, Branch Licenses at Department of Economic Licenses); and Request for Vaccination Records (Collective Prevention Services).

June 23 2020	Stakeholder planning meeting convened
June 24 2020	Press release published on the single print newspaper (Daily Herald) and on a number of online media platforms.
June 26 2020	Direct email solicitation for ESF feedback

Stakeholder Engagement in Project Design
The project design was based on extensive consultation with various stakeholders across sectors. Since July 2019, the project has engaged various groups to ensure that the project design reflected the priorities and needs of the people of Sint Maarten.

Government Agencies**:** The project team has met with every Ministry in government over the course of project preparation. The project components, activities, priority services, and desired outcomes were all shared with government counterparts at various levels from the Prime Minister, Secretary Generals, managers, and staff. In addition, the project also met with the Central Bank, regulators, SZV (Social Insurance Fund), Civil Registry, Social Registry, Tax Department, GEBE (the state-owned electricity, water and waste management company), Personnel Department, and postal services. The government was also invited to a week-long workshop to learn about and provide input on the digital transformation principles that formed the basis of the project.

The Private Sector: The project design keenly considered the needs of citizens and small and medium enterprises. The project team has consulted the Chamber of Commerce, Winward Island Bank and the two telecom companies including TELEM and UTS to understand the specific needs of the private sector and their consumers. The Chamber of Commerce is a non-profit organization that represents over 17,000 companies from various industries in Sint Maarten. The insight of the Chamber was critical in understanding the needs of the business community and the general public, including the need to have more efficient license processes and better digital integration of systems to allow people to use digital payments.

Non-Profits and the University of Sint Maarten: In addition to the Chamber of Commerce (a non-profit), the University of Sint Maarten. The University of Sint Maarten has over 400 students across various academic programs including a GED program, ESL program and Associate, Bachelor and Master degrees. The University's students largely constitute those who cannot go abroad for their degrees and many students are night students. The University spoke to the keen needs of the youth, particularly improved access to digital technologies and opportunities and training programs. Their insight was helpful in understanding the needs of the youth and the potential to scale digital literacy training.

The input of the stakeholders greatly informed the design of the project. Some examples of changes to the design that arose directly from consultation include:

- Incorporation a stronger change management component to reflect concerns of government that the staff would need support and resources to adopt the digital transformations being proposed by the project.
- Selection of the six priority services was based on the data provided by the government and extensive consultation with middle managers and the Secretary-Generals. Each service was selected because it was identified as a high need with a potentially high impact for the people of Sint Maarten.
- Focus on database integration was strengthened given the recurring comments the project team received that databases were a primary hindrance to their work and efficiency overall.

Stakeholder Engagement on ESF Documents and Process

As per the project requirements, the ESF documents were published on the NRPB website (https://nrpbsxm.org/digitalgov/) on June 17, 2020. The project press release which included a call for feedback was sent to 62 print and online news media on June 24, 2020. The publication of the ESF documents on the NRPB website, on social media platforms (https://www.facebook.com/SXMGOV/; https://www.facebook.com/sxmnationalrecovery/), and online news platforms and print media included a link to an online feedback form to allow respondents to provide input into the finalized Activity Log. The survey form requesting feedback from beneficiaries was also emailed to 35 representatives within Government.

Given the challenges of consulting during COVID restriction very few responses (three) were received from respondents. These were overall supportive and included that: (a) the project consider part-time employment options for persons 16 and older so as to build digital skills of that age group; (b) more clarity on the operationalization of the CERC and negative list of activities to be excluded from financing; and (c) query on the types of capacity building and training to be provided under the projects; and welcoming of the increase in transparency with regard to registering of business and individuals to reduce fraud.

COVID 19 – Special considerations: If stakeholder engagement activities during preparation and implementation of the project occur at a time when risks associated with COVID 19 are still prevalent, then proper measures in accordance with national laws and regulations, and international good practice will be applied. Bank guidance will be provided in accordance with the 'Technical Note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings March 20, 2020

3. STAKEHOLDER IDENTIFICATION/ANALYSIS

This project affects and targets the entire population of Sint Maarten. As such, the main stakeholder groups can be classified as follows:

a. **Governmental Ministries, Departments, and Agencies**
   The governmental ministries, departments, and agencies are integral to the overall success of the project in all stages but especially in component one. They are crucial to the establishment of the physical, technical, legal, and regulatory framework of the project as well as providing the human resources for the digital transformation. Collaborations and cooperation inter-and intra-agencies will be essential for the implementation of the project and activities in component one. While all the agencies and departments are expected to be part of the process, there are some that will lead the process and others, which will participate at various stages or sub-activities. The main governmental ministries are as follows:
   - Ministry of General Affairs
   - Ministry of Public Housing, Spatial Planning, Environment and Infrastructure
   - Ministry of Finance
   - Ministry of Justice
   - Ministry of Education, Culture, Youth and Sport
   - Ministry of Public Health, Labor and Social Affairs
   - Minister of Tourism, Economic Affairs, Transport and Telecommunication

b. **Users of E-services**

The users of the e-services would encompass all people of Dutch Sint Maarten indirectly but a certain segment of the population directly. The segments of the population that will use the service includes business owners (incl. small business), government workers, parents, students, vulnerable population, visitors, and taxpayers, among others.

c. **Civil Society and Non-Governmental Organizations (NGOs):**

Sint Maarten's civil society consists of several organizations, entities, and agencies. Among civil society, bodies are the private sector, which includes businesses and enterprises, small and medium-sized businesses, Non-Governmental Organizations (NGOs), Community Councils, Labour Unions. These organizations are relevant in component one as they should be consulted in the design of the digital infrastructure. They are especially important as they will form the representatives of, and end-users of the digital technologies produced. The main civil society actors are as follows: St. Maarten Chamber of Commerce & Industry, the Social Insurance Bank, the Youth Council.

d. **Educational Institutes and Centers for Learning**

The University of St Martin is Sint Maarten's leading institution for tertiary and higher education. This institution will be explored for opportunities and further collaboration to enhance digital awareness, literacy, and cyber-security training for civil servants and the population at large.

e. **Other organizations and entities**

These may include: the Central Bank, Banking Association, the Social Insurance Bank, the Pension Fund (APS), Social Economic Council, Civil Society, the University of St. Martin, Telecommunication companies and Utilities Company, Postal Services

3.1 Affected parties

The most important stakeholders for the Digital Government Transformation Project (DGTP) include the government of Sint Maarten, and the residents and businesses that avail of public services. In order to ensure understanding of the project aims, implementation strategy, and choices made in project, but also to ensure access and effectiveness of the activities. Key to the success of the project will be civil servants who will both directly utilize back-end upgrades and front-end modernizations. The project will work closely with government to gain insight and provide information on the design and implementation of project activities. Throughout implementation, consultation will regularly take place in order help train staff, gain feedback and adapt activities when necessary. Ensuring their buy-in from government workers will greatly impact uptake of the project and the ability to achieve its planned aims.

Residents, citizens, families and businesses of Sint Maarten comprise another large stakeholder group of the project. Due to protests that erupted during the planned public consultations and the subsequent pandemic shut-downs the engagement with these stakeholder groups has been very limited to date. Moving forward, the project will regularly consult with these stakeholders to help gather feedback, provide training, facilitate utilization and improve uptake. The project will use numerous means of communication to provide information about the project and seek feedback on its design, aims, implementation, and outcomes. **Table 2 below shows how each**

vulnerable group will be targeted, this is a preliminary table and a fuller understanding of the vulnerable populations will be gained during the stakeholder analysis and the citizen feedback planned under component 1.2.

3.2 Other interested parties

Parties not directly affected, but closely linked to the implementation and communities are local NGOs, community councils, community-based organizations, and telecom networks. These parties will also be closely involved and consulted throughout the process. Community meetings will be organized where local organizations are also invited to attend. Their local knowledge of the selected areas is also key in providing information on in which areas it is most likely to identify potential beneficiaries, advice on communication, and identifying risks.

NRPB will play a coordinating role with regards to informing and consulting governmental parties. Consultation of different parties should never hinder the timeline of the project. The World Bank Trust Fund, the Steering Group, and government departments of the Sint Maarten and Netherlands governments will be informed regularly on project progress through existing lines of communication.

3.3 Disadvantaged/vulnerable individuals or groups

In absence of real time data or community sampling, community members that may be considered disadvantaged or vulnerable are the poor, elderly, homemakers, at-risk youth, persons with basis educational levels, or lack digital skills and access to technology who may be left out of consultations and project benefits if extra measures are not taken to insure they are consulted and their needs considered in project design. Another notable obstacle that can prevent persons from participating in the planned project is the language barrier. According to a report by UNICEF, immigration has brought cultural diversity that can be seen in the number of languages spoken. Although Dutch and English are the official languages, others are also common. According to the 2001 census, 67.5 percent of the population speak English as the first language, 13 per cent Spanish, 8 percent Creole, 4 percent Dutch, 2 percent Papiamento, 1.5 percent French and 3.5 percent other languages. [3]

Consultations through their community councils or help desks can serve as a central point to disseminate information. Furthermore, translating the information in various languages can assist in the digital divide.

3.4 Proposed strategy to incorporate the view of vulnerable groups

As part of sub-component 1.2 Change Management, detailed stakeholder analysis will be undertaken; at this juncture the project will make special provisions to gather the views and inputs of vulnerable or disadvantaged groups. This analysis will include information on what might

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[3]UNICEF, Sint Maarten Overview:
https://www.unicef.nl/media/1359112/sint_maarten_sitan_public_version__28english_29.pdf).

prevent vulnerable or disadvantaged groups from participating equally in the digital transformation processes. The following issues, among others, will be explored:

1. Access to technology, such as personal devices and shared devices, internet access in the home. Usability of devices.
2. Transportation to government services including preferred times and dates
3. Accessibility of venues where government services are used, and how these could be improved for digital service provision. Accessibility includes physical access as well as provisions for the hearing and visually impaired.
4. Accessibility concerns around using technology such as apps and computers,
5. Financial barriers to owning and using internet and technology
6. Additional support or resources that could be needed to enable these people to participate in the consultations.

The location and exact methods for consulting with vulnerable people are not yet established but given the pandemic, small focus groups will be the preferred method or direct communication through telephone calls and in person interviews following social distancing protocols. This work will be led by the NRPB social specialists and communications specialist in partnership with the Digital Leadership Team. The following mechanisms will be used for communicating with the vulnerable groups:

Table 2: Start-up phase consultation with Vulnerable Groups

Vulnerability Characteristics	Accessibility to the project	Language	Channels for communication
Elderly	Consultations will be held with elderly, proxies and family members will also be encouraged to participate.	Translator will be provided if required for English, Dutch, French or Spanish.	- Telephone calls/Zoom - Large print - News paper (SXM Herald) - Elderly organizations such as: >Helpings Hands Foundation, >Home away from Home >Senior Citizens Recreational Foundation - Word to mouth - Flyers on community boards
People with disabilities	Workshops will be held in the community with disability access, for example wider doors or ramps. But the issue of disability will not be limited to wheelchair access. Proxies and family members are also encouraged to participate.	Depending on disability, a family member or friend might be asked to translate in sign language.	- Telephone call/Zoom - News paper - Radio - Disabilities organizations such as: >Sr. Basilia Center >Sedna Foundation >Ujima Foundation - Social media – face book - Flyers

Single parent households	Workshops will be available at different times to accommodate schedules.		• Telephone call/Zoom • Facebook • News paper • Word to mouth • Through other projects • Flyers on community boards at childcare and school facilities such as: >St. Maarten Academy >St. Maarten Vocational Training School >Sedeca
(Undocumented) migrant groups	Good communication on the approach that lists are not shared with government or other organizations.	Languages other than English (mainly Spanish and Haitian Creole) needed for communication, hand-outs, community meetings etc. Relevant languages are spoken in the group of current staff.	• Radio • Word to mouth • Churches such as: >Good News Baptist Church >Mary Star of the Sea Catholic Church • Flyers

STAKEHOLDER ENGAGEMENT

4.1 Purpose and timing of stakeholder engagement program

The objectives of this stakeholder program are as follows:

1. To identify the roles and responsibility of all stakeholders and beneficiaries and ensure their participation in the complete project cycle
2. To input the knowledge, experience, and skills of stakeholders and beneficiaries to enhance the design and implementation of the project
3. To devise a plan of action that clearly identifies the means and frequency of engagement of each stakeholder and beneficiaries
4. To allocate budgetary and other resources in the project design, project implementation, and Monitoring and Evaluation (M&E) for stakeholder engagement and participation

4.2 Proposed plan for information disclosure

The program will be further developed and actioned by a communications specialist. The program will employ both traditional methods of communication and the use of social media platforms. The following media will be employed in the delivery of the communication plan messages and the dissemination of project information.

Stakeholder Engagement Program	
Means	**Elucidation**

Inside Government	Inside Government is a government program during which a series of interviews are conducted on activities the government is embarking upon.
Government Information Page (GIP)- Daily newspaper	The GIP will be used to announce salient activities relating to the project.
Facebook and Social Media	The project will develop a Facebook page within 60 days of project effectiveness, which will serve as its main social media handle to disseminate project information. The page will also enhance the project visibility platform among both internal and external stakeholders and the public. Other Social Media platforms may also be leveraged.
Public Service Announcements	Through the Department of Communication's radio station 107.9 FM, PSA's can be developed about the project highlighting the transformation in a creative way.
Publications: Brochures, information sheets, and press releases	These publications will be utilized to offer information on the project activities, impacts, and contributions to society. They will also be used to provide specific details such as community tailored awareness material and behavioral change messages.
Branded Materials and Merchandise	Items will be branded with a logo designed specifically for the project. This will be the main tool to achieve project visibility.
Briefs and Information Notes	These will target decision-makers, donors, and other technical stakeholders. They will provide project information in technical language, project statistics, lessons learned, and synopsis of project reports, including evaluation reports.
Town Hall engagements and workshops	This face to face interaction (observing proper health protocols) will provide a useful means of engaging beneficiaries and stakeholders, securing real-time feedback and engaging in Change Management exercises.

4.3 Other proposed avenues for communication

The strategy will be iterative in response to both target response and the stage of the project cycle. It will employ both traditional methods of communication and newer methods such as social media and list serv. The following mediums will be employed in the delivery of the communication plan messages and the dissemination of project information.

- Social Media Posting
- Print Media
- Press Conferences
- Annual Reports
- Launch Events
- Presentations
- Publications

- All Staff emails
- Ads
- PSAs
- Newsletters
- Facilitation Meetings
- Info-sessions
- Orientation

- Press Releases
- Websites
- Internal Notices
- Video Recordings

- Whatsapp Messaging
- Radio
- Television
- Blogs/Websites

4.5. Timelines

Project stage	Information disclosed	Method	Location & frequency	Target stakeholders	Reach	Responsible staff
Project Preparation	This SEP, the ESCP, the ESMP, as drafts or final documents.	Online, and in person meetings.	Facebook Page, locations TBD.	Potential beneficiaries, wider public	General	Head of Mission, Sint Maarten
Start-up	Project aims, timeline, selection criteria	Community meetings, Radio, Printed media (Daily Herald), Social media (PSC Facebook), flyers and posters (notice boards)	Within 2 weeks of grant agreement, (social) media will announce the project and will repeat the message throughout beneficiary selection. Community meetings will take place in relevant communities after they have been selected	Potential beneficiaries, wider public	With multiple sources and repeat frequency, assumption is to have a reach of 25% of communities. A lot of information will be spread by word-of-mouth and direct engagement → see beneficiary identification phase	Project Manager or Communications specialist
Start-up	Consultation and involvement of community based organizations	Direct meetings	At least 2 meetings per community	Community Councils, CBOs and local NGOs exact organizations are unknown (depending on final site selection) but will be determined during start-up.	Meetings will aim to reach 75% of relevant CBOs throughout life of project	Project Manager or Communications specialist
Beneficiary identificatio	Information about the	Citizen surveys	Multi-channel. Paper forms	Beneficiaries	Active and recurring	TBD

Project stage	Information disclosed	Method	Location & frequency	Target stakeholders	Reach	Responsible staff
n & selection	project, aims, activities, etc.		available in the PSC and online versions on website.		availability of the survey in areas, combined with media campaigns as described in the start-up phase will together reach a near 100% of relevant communities	
During Implementation	Updates on progress, results and lesson learned	Community meetings, Radio, Printed media (Daily Herald), Social media (RC SXM Facebook)	Once every 2 months	Beneficiaries, wider public	25%	Project Manager or Communications specialist
Monitoring & closure	Evaluation of process and lessons learned	Community meetings, focus groups with beneficiary	Once per community at the end project	Community Councils, CBOs and local NGOs	5%	Project Manager or Communications specialist

4.6 *Budget*

The Project's budget includes US$10,000 to fund the cost of the stakeholder consultations, as per below:

Project stage	Method	Location & frequency	Target stakeholders	Reach	Budget $US
Project Preparation	Online, and in person meetings.	Facebook Page, locations TBD.	Potential beneficiaries, wider public	General	Draft safeguards instruments have been completed
Start-up	Community meetings, Radio, Printed media (Daily Herald), Social media (PSC Facebook), flyers and posters (notice boards)	Within 2 weeks of grant agreement, (social) media will announce the project and will repeat the	Potential beneficiaries, wider public	With multiple sources and repeat frequency, assumption is to have a reach of 25% of communities.	Refreshments At community meetings $1000

Project stage	Method	Location & frequency	Target stakeholders	Reach	Budget $US
		message throughout beneficiary selection. Community meetings will take place in relevant communities after they have been selected		A lot of information will be spread by word-of-mouth and direct engagement → see beneficiary identification phase	
Start-up	Direct meetings	At least 2 meetings per community	Community Councils, CBOs and local NGOs exact organizations are unknown (depending on final site selection) but will be determined during start-up.	Meetings will aim to reach 75% of relevant CBOs throughout life of project	Refreshments $1500.00
Beneficiary identification & selection	Citizen surveys	Multi-channel. Paper forms available in the PSC and online versions on website.	Beneficiaries	Active and recurring availability of the survey in areas, combined with media campaigns as described in the start-up phase will together reach a near 100% of relevant communities	Printing and supplies $1000
During Implementation	Community meetings, Radio, Printed media (Daily Herald), Social media (RC SXM Facebook)	Once every 2 months	Beneficiaries, wider public	25%	Refreshments and printing and supplies $5000.00

Project stage	Method	Location & frequency	Target stakeholders	Reach	Budget $US
Monitoring & closure	Community meetings, focus groups with beneficiary	Once per community at the end project	Community Councils, CBOs and local NGOs	5%	Refreshments and printing and supplies $1500.00
Total					**$10,000.00**

This is an indicative budget which will be re-assessed periodically to take into consideration COVID 19 situation. Costs for staff to undertake consultations will be assumed as part of project costs.

ESS4 is considered relevant. To mitigate the risk of COVID-19 to community health and safety (ESS4), the NRPB will take every measure to avoid COVID-19 transmission that may be associated with workers on the project by abiding by the Government of Sint Maarten COVID-19 Guidelines which are already in place and are also referenced in the ESMF. Stakeholder engagement consultations will be held according to Government restrictions on COVID-19.

RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

The NRPB has the overall oversight responsibility for the environmental and social safeguards. The Project Manager of the Digital Leadership Team has overall technical responsibility for the Project, and therefore also for the implementation of the ESMF with support from the NRPB. Certain aspects, however, may be delegated to staff in the Digital Leadership Team for more regular managing and monitoring. The project manager is responsible for delegating tasks, but also for following up and ensuring tasks (such as monitoring) are adequately executed.

GREIVANCE REDRESS MECHANISM

The National Recovery Program Bureau (NRPB) has an existing Grievance Redressal Mechanism (GRM) in place to fairly, efficiently and effectively handle concerns and grievances received from project stakeholders. The Digital Government Transformation Project will use the NRPB's GRM. The system is well established and provides a credible avenue for all project beneficiaries and stakeholders to file their complaints.

Project stakeholders
The project's key stakeholders are the citizens and businesses that require public services and all seven ministries and their departments within the government of Sint Maarten.

Objectives of the Grievance Redressal Mechanism

The Project's GRM aims to ensure that all complaints are received and processed fairly and efficiently. The GRM aims to achieve these objectives by ensuring that:

- All Government of Sint Maarten and World Bank's Environmental and Social Framework are adhered to in all activities;
- All grievances emanating from the project's activities are resolved fairly and efficiently, and;
- That a relationship of trust and transparency is developed between the Project's staff/consultants, local communities and stakeholders.

Responsibility of the GRM

The NRPB will advise the DLT Project Manager (PM) of any complaints received about the project. The NRPB's Environmental and Social Safeguards Specialists will take the lead on handling the complaints and will collaborate with the DLT PM to follow up on the complaints and seek a resolution on all issues relating to the Project's activities in accordance with the laws of Sint Maarten and the GRM described in this SEP.

When a complaint is received relating to the project the NRPB will manage the complaint through its internal GRM process and simultaneously advise the DLT PM of the filing of that complaint. The NRPB's Environmental and social specialists will:

- Coordinate the GRM prior to the commencement of Project activities and resolve issues;
- Create awareness of the GRM amongst all the stakeholders through building public awareness. The GRM will be included in all of the ESF disclosures including the social media campaign, website posting, newspaper ads and other outreach activities;
- Act as the focal point on grievance redressal issues and facilitate access to all Ministries/Agencies and Departments;
- Create and maintain a grievance log; (Annex 1.)
- Assist in redressal of all grievances by coordinating with the concerned parties in close collaboration with the DLT PM.
- Maintain information and prepare progress reports of grievances and redressal, and;
- Monitor the project's activities of contractors and consultants on redressal of grievances.

Grievance Redressal Mechanism Structure:
The Project will use the GRM of the NRPB, the Ombudsman and the Judicial System also remain options for persons to register their complaints at any point. The GRM intends to ensure that all persons impacted by the project throughout its implementation have a medium for seeking redress for any complaints that may arise.

All written and telephone complaints will be received by the NRPB's office. A complaint is an expression of dissatisfaction made to or about the Project's services, products, impacts, or staff. Complaints may be submitted in writing or over the phone; complaints may also be submitted anonymously in writing or over the telephone to the NRPB as below:

- Via an online form available on the NRPB's website; https://nrpbsxm.org/complaints-procedure/
- By email to complaints@nrpbsxm.org with the complainant's project name "Digital Government Transformation Project" as the email's subject;
- By mail to:
  National Recovery Program Bureau

> #57 Walter A. Nisbeth Road
> Philipsburg, Sint Maarten

- By phone: +1(721) 542-8887 (complaints may be filed anonymously).
- In person at the address above where the person will be given a complaint form to complete. (Annex 2.)

The timeline for the resolution of the complaint is six weeks with bi-weekly progress notification to the complainant and to DLT PM to document agreement and confirm closure of the case. If a complainant is dissatisfied with the handling of their complaint, They may file an appeal to the Legal officer or head of the NRPB. The NRPB Director may then analyze the case and take appropriate action.

The NRPB's legal counsel will consider any relevant legislation/regulations that may be required to resolve the complaint. If matters necessitate, meetings will be held between the complainant and the relevant person(s) in an effort to agree on a solution and plans for redress. The deliberations of the meetings and decisions taken will be recorded in writing by the NRPB Environmental & Social Specialist.

Grievance Options Outside of the GRM:

The Ombudsman is a high council of Sint Maarten with the core tasks of handling complaints filed by the public against a government body this includes entities charged with public authority. At anytime in the process, the complainant may escalate the grievance to the Ombudsman. The complaint must be filed in writing by the completion of the complaint forms available online at http://www.ombudsmansxm.com or by visiting the E.C. Richardson Street no. 13, Philipsburg Sint Maarten.

At any point, a complainant may also approach the World Bank's Grievance Redress Service. The World Bank procedures requires the complainant to express their grievances by writing to the World Bank office in Washington DC with the completed GRS complaint form which can be found at the following URL link: http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redres-sservice#5. Complaints will be accepted by email, fax, letter, and by hand delivery to the GRS at the World Bank Headquarters in Washington or World Bank Country Offices.
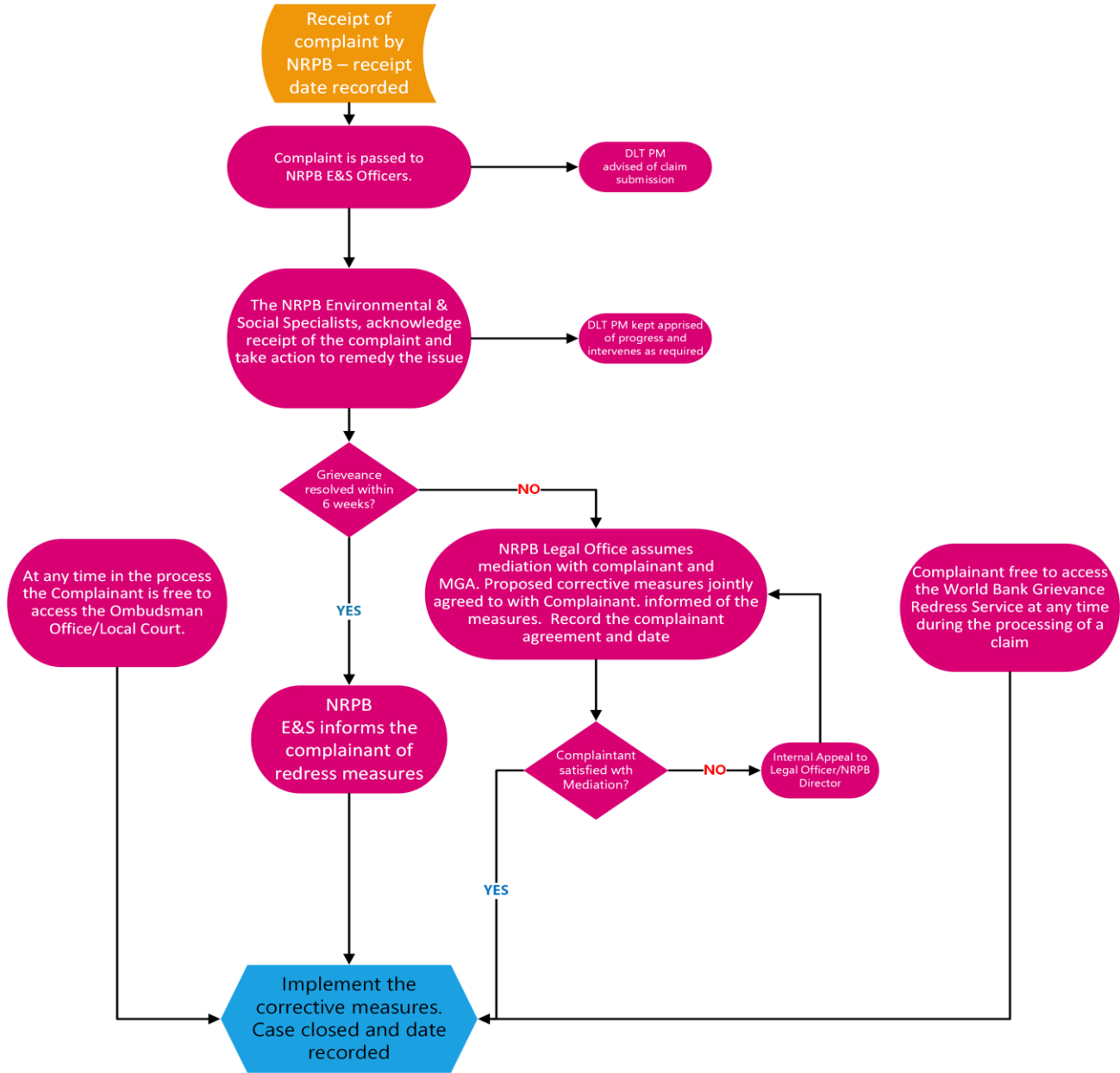Email: grievances@worldbank.org
Fax: +1-202-614-7313

By letter:
The World Bank
Grievance Redress Service (GRS)
MSN MC 10-1018 NW, Washington, DC 20433, USA

Process flow for the GRM

Receipt of complaint by NRPB – receipt date recorded

Complaint is passed to NRPB E&S Officers.

DLT PM advised of claim submission

The NRPB Environmental & Social Specialists, acknowledge receipt of the complaint and take action to remedy the issue

DLT PM kept apprised of progress and intervenes as required

Grieveance resolved within 6 weeks?

NO

At any time in the process the Complainant is free to access the Ombudsman Office/Local Court.

NRPB Legal Office assumes mediation with complainant and MGA. Proposed corrective measures jointly agreed to with Complainant. informed of the measures. Record the complainant agreement and date

Complainant free to access the World Bank Grievance Redress Service at any time during the processing of a claim

YES

NRPB E&S informs the complainant of redress measures

Complaintant satisfied wth Mediation?

NO

Internal Appeal to Legal Officer/NRPB Director

YES

Implement the corrective measures. Case closed and date recorded

ESF Monitoring

Monitoring responsibilities for environmental and social issues lie with NRPB (as described in the ESCP) with support from the Digital Leadership Team staff. The project has two monitoring tasks: 1) monitoring the design and roll-out of stakeholder engagement activities, 2) gathering beneficiary satisfaction and feedback throughout and after implementation.

The results of the stakeholder engagement activities will be maintained by the NRPB. These results will help inform the design and implementation of the project. Feedback, and any corresponding change in project activities or considerations, will be reported back to the appropriate stakeholders on an ongoing basis during planned stakeholder consultation activities. The NRPB will prepare and submit to the Bank bi-annual monitoring reports on the environmental, social, health and safety (ESHS) performance of the Project, including, the implementation of the ESCP and the ESMF, stakeholder engagement activities, status of complaints received by the grievance mechanism, and other aspects of monitoring ESHS as detailed in the ESMF. Promptly notify the Bank of any incident or accident related to the project which has, or is likely to have, a significant adverse effect on the environment, the affected communities, the public or workers, such as possible impact of natural hazards during project implementation or any violations of the Code of Conduct.

The Specialist will ensure that all information/documentation is prepared in formats acceptable by the World Bank.

Annex 1. Sample Grievance Redress Mechanism Log

Date complaint received and by whom.	Stakeholder type	Grievance Owner name if provided	Grievance Description	Outcome	Please indicate if outcome 'accepted' or 'not accepted' by complainant.	Actions/ Notes

Annex 2 – Complaint Form.

COMPLAINTS FORM

This objective of this complaint form is to ensure that the National Recovery Program Bureau handles complaints fairly, efficiently and effectively. The Bureau aims to provide quick and effective resolution to concerns and complaints.

Our complaint procedure intents to:

1. respond to complaints in a timely and cost-effective way

2. boost public confidence in our work and administrative processes, and

3. enhance and give a quality impulse to our products and services.

Filing this complaint is free of charge.

Personal and contact information

This information is OPTIONAL. You can submit a compliant to us without providing personal details.

Please provide your EMAIL ADDRESS:

Please provide your FIRST and LAST name:

Please provide your PHONE NUMBER (this should be a number were can reach you, if needed):

Please provide your ADDRESS:

Information about the complaint

When did the issue you are complaining about take place? (mm/dd/yyyy)

What is the nature of your complaint?

- o   I have a complaint regarding a staff of NRPB
- o   I have a complaint regarding a service provided by NRPB
- o   I have a complaint regarding a product from NRPB
- o   Other:

Please describe what happened.

Did the occurrence lead to any damage to your property?

- o   Yes
- o   No

If the occurrence led to any damage to your property, please attach pictures to document the damage (maximum of three pictures).