SINT MAARTEN

DIGITAL GOVERNMENT TRANSFORMATION PROJECT - P172611

Stakeholder Engagement Plan
Draft, June 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 policy 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, policy, legal and regulatory reforms. This sub-component will finance the following activities: (i) the institutional design and arrangements for managing digital Government transformation in Sint Maarten; (ii) the design of a dashboard to track progress on digital reforms in Sint Maarten; (iii) the design and implementation of a Government-wide Enterprise Architecture (EA), following established methodologies, and associated outputs for deploying the cross-cutting platforms required to enable digital service delivery; and (iv) the review and development of existing or new policies, laws, and regulations as they relate to digital Government (e.g. cybersecurity, ICT procurement, data protection/privacy, digital payments, digital identity).

**Sub-component 1.2:** Change management and project management. This sub-component will finance:

a) the services of a project management and technical advisory firm to help the NRPB and the Special Project Unit manage the technical implementation of this project and change management aspects of digital transformation;

b) additional support for project coordination, monitoring, institutional strengthening to respond to citizen feedback to ensure accountability, fiduciary and safeguards tasks, as well as internal controls and audit for the project;

c) the design and implementation of external communications and outreach programs; and (iv) the 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 sub-component will fund the design and development of the following cross-cutting platforms:

a) Digital Identity (Single Sign-On Platform): (i) Assessment of the Unique Identifier issued by the Civil Registry to design and implement an authentication platform with Single Sign On (identity and access management solution based on open standards) for accessing public sector services with appropriate security features and credential choice for users with different levels of assurance (e.g. two-factor authentication); and (ii) Development of Standard Operating Procedures for identity recovery for adults and minors.

b) Electronic Payment Platform: (i) Development of the Electronic Payment Platform Technical Architecture; and (ii) Design and implementation of a payment interface, through integration with the Government’s Instant Payment platform, that will support credit/debit card payment options for the e-services to be digitized.

c) Interoperability Platform: (i) Design of a technical, applications, and data architecture to identify the appropriate interoperability platform (anchored in the Enterprise Architecture); and (ii) Implementation of the interoperability platform to link critical registries including Civil Registry; CRIB (Tax ID); Social Registry (in development); Business Registry; Land Registry (cadaster) and the Address Registry.


Sub-component 2.2: System resilience and Records Management. This sub-component will finance the following activities:

a) Upgrades to system resilience to maintain business continuity during and after natural and man-made disasters and pandemics including procuring and implementing cloud services;

b) Technical assessment of key registries (i.e. data governance, software, hardware, data formats, duplication, etc.);

c) Hardware, software, and business process reengineering that will ensure harmonization of registries across Government; and

d) 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 invest in “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) to include additional public services offered through multiple channels.

Sub-component 3.1: Modernization of one-stop shops. This sub-component will leverage the existing PSCs located in Philipsburg and Simpson Bay and enhance their operations. Activities include:

a) assessment and implementation of recommendations to expand the scope and enhance customer orientation of the PSCs;

b) (ii) software and/or hardware upgrades; ( 

c) iii) office furniture; and

d) (iv) the development of continuity of operations procedures.

Sub-component 3.2: User-centric e-services. Activities financed under this sub-component include the re-design, development, and deployment of the following set of priority e-services through an Online Government Portal:

a) Certificate of Good Conduct (Public Service Center);

b) Change of Address (Civil Registry);

c) Registration of a Death, Divorce or Marriage (Civil Registry);

d) Building Permit Application (Department of Permits);

e) Economic Licenses (Business, Director, Branch Licenses at Department of Economic Licenses);

f) Request for Vaccination Records (Collective Prevention Services).

Sub-component 3.3: This sub-component will improve the efficiency of and access to services offered by multiple service delivery channels including the PSC. It will also invest in:

a) The design and launch of an Online Government Portal, which will serve as a single point of entry for information and transactions related to all public services;

b) Kiosk machines for conducting services online;

c) The design and implementation of a multi-channel customer service feedback mechanism; and

d) The design and implementation of user-friendly mobile applications.

These services have been identified as high priority by the Government based on stakeholder consultations.
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 during project preparation.

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)

- Meetings were held with other semi-government agencies who provide services on behalf of government or may be dependent on government services as well. (August 2019)
- A Workshop/Masterclass was also held involving a cross-sector of government and semi-government agencies. (October 2019)

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. The project will regularly consult with these relevant 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 provide feedback on its design, aims, implementation, and outcomes.

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 disadvantages or vulnerable are the poor, elderly, homemakers, at-risk youth, persons with basis educational levels, or lack digital skills and access to technology can have a huge negative impact in understanding the project information. Another notable obstacle that can prevent persons from participating in the planned project is the language barrier. According to a report by UNICEF, this 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.²

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.

## Stakeholder Engagement Program

### 4.1 Purpose and timing of stakeholder engagement program

The objectives of this stakeholder plan 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 strategy for information disclosure

An essential component of the Stakeholder Engagement Plan is a stakeholder communication strategy and plan. The Strategy will be further developed and actioned by a communications specialist (preferably a local provider) contracted for that purpose. The strategy 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.

<table>
<thead>
<tr>
<th>Means</th>
<th>Elucidation</th>
<th>Timeline:</th>
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<tbody>
<tr>
<td><strong>Inside Government</strong></td>
<td>Inside Government is a government program during which a series of interviews are conducted on activities the government is embarking upon.</td>
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<tr>
<td><strong>Government Information Page (GIP)- Daily newspaper</strong></td>
<td>The GIP will be used to announce salient activities relating to the project.</td>
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<tr>
<td><strong>Facebook and Social Media</strong></td>
<td>The project will develop a Facebook page, 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.</td>
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<tr>
<td><strong>Public Service Announcements</strong></td>
<td>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.</td>
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<tr>
<td><strong>Publications: Brochures, information sheets, and press releases</strong></td>
<td>These publications will be utilized to offer information on the project activities, impacts, and contributions to society. They</td>
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<tr>
<td><strong>Branded Materials and Merchandise</strong></td>
<td>Items will be branded with a logo designed specifically for the project. This will be the main tool to achieve project visibility.</td>
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<tr>
<td><strong>Briefs and Information Notes</strong></td>
<td>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.</td>
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<tr>
<td><strong>Town Hall engagements and workshops</strong></td>
<td>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.</td>
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</tbody>
</table>

The strategy should include means to consult with project-affected stakeholders if there are significant changes to the project resulting in additional risks and impacts. Following such consultation, an updated ESCP will be disclosed.

### 4.3 Proposed strategy for communication

An essential component of the Stakeholder Engagement Plan is a stakeholder communication strategy and plan. 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
- Press Releases
- Websites
- Internal Notices
- Video Recordings
- All Staff emails
- Ads
- PSAs
- Newsletters
- Facilitation Meetings
- Info-sessions
- Orientation
- Whatsapp Messaging
- Radio
- Television
- Blogs/Websites

### 4.4 Proposed strategy to incorporate the view of vulnerable groups
The project will make special provisions to gather the views and inputs of vulnerable or disadvantaged groups. The following mechanisms will be used:

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Accessibility to the project</th>
<th>Language</th>
<th>Preferred means of communication</th>
</tr>
</thead>
</table>
| Elderly               | Workshops will be held in the community and proxies or family members are encouraged to participate | Depending on disability, a family member or friend might be asked to translate in sign language. | • Large print  
• News paper  
• Elderly organizations  
• 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. Proxies or family members are encouraged to participate | Languages other than English (mainly Spanish and Haitian Creole) needed for communication, handouts, community meetings etc. Relevant languages are spoken in the group of current staff. | • News paper  
• Radio  
• Disabilities organizations  
• Social media  
• Flyers |
| Single parent households | Workshops will be available at different times to accommodate schedules. | Good communication on the approach that lists are not shared with government or other organizations. | • News paper  
• Word to mouth  
• Through other projects  
• Flyers on community boards at childcare and school facilities |
| (Undocumented) migrant groups | Good communication on the approach that lists are not shared with government or other organizations. | | • Radio  
• Word to mouth  
• Churches  
• Flyers |

4.5. Timelines

<table>
<thead>
<tr>
<th>Project stage</th>
<th>Information disclosed</th>
<th>Method</th>
<th>Location &amp; frequency</th>
<th>Target stakeholders</th>
<th>Reach</th>
<th>Responsible staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Preparation</td>
<td>This SEP, the ESCP, the ESMP, as drafts or final documents.</td>
<td>Online, and in person meetings.</td>
<td>Facebook Page, locations TBD.</td>
<td>Potential beneficiaries, wider public</td>
<td>General</td>
<td>Head of Mission, Sint Maarten</td>
</tr>
<tr>
<td>Project stage</td>
<td>Information disclosed</td>
<td>Method</td>
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<tr>
<td>Start-up</td>
<td>Project aims, timeline, selection criteria</td>
<td>Community meetings, Radio, Printed media (Daily Herald), Social media (PSC Facebook), flyers and posters (notice boards)</td>
<td>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</td>
<td>Potential beneficiaries, wider public</td>
<td>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</td>
<td>Project Manager or Communications specialist</td>
</tr>
<tr>
<td>Start-up</td>
<td>Consultation and involvement of community based organizations</td>
<td>Direct meetings</td>
<td>At least 2 meetings per community</td>
<td>Community Councils, CBOs and local NGOs exact organizations are unknown (depending on final site selection) but will be determined during start-up.</td>
<td>Meetings will aim to reach 75% of relevant CBOs</td>
<td>Project Manager or Communications specialist</td>
</tr>
<tr>
<td>Beneficiary identification &amp; selection</td>
<td>Information about the project, aims, activities, etc.</td>
<td>Citizen surveys</td>
<td>Multi-channel. Paper forms available in the PSC and online versions on website.</td>
<td>Beneficiaries</td>
<td>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</td>
<td>TBD</td>
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<tr>
<td>Project stage</td>
<td>Information disclosed</td>
<td>Method</td>
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<tr>
<td></td>
<td></td>
<td>Community meetings, Radio, Printed media (Daily Herald), Social media (RC SXM Facebook)</td>
<td>Once every 2 months</td>
<td>Beneficiaries, wider public</td>
<td>25%</td>
<td>Project Manager or Communications specialist</td>
</tr>
<tr>
<td>Monitoring &amp; closure</td>
<td>Updates on progress, results and lesson learned</td>
<td>Community meetings, focus groups with beneficiary</td>
<td>Once per community at the end project</td>
<td>Community Councils, CBOs and local NGOs</td>
<td>5%</td>
<td>Project Manager or Communications specialist</td>
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</table>

**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.

**RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES**

The project manager of the Special Project Unit has overall responsibility for the Project, and therefore also for the implementation of the ESMF. Certain aspects, however, may be delegated to staff in the Special Project Unit for more regular managing and monitoring. The NRPB will provide oversight of ESF implementation of the project and any support to the Unit staff. The project manager is responsible for delegating tasks, but also for following up and ensuring tasks (such as monitoring) are adequately executed. The project manager will ensure that the objectives of the plans are met and successful implementation of the plan by the allocation of the necessary resources for its implementation.

**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 (DGTP) will leverage the NRPB’s GRM in
the design of its arrangements. The system is well established and provides a credible avenue for all Project beneficiaries and stakeholders to file their complaints during the Project’s implementation.

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

**Objectives of the Grievance Redressal Mechanism**
The NRPB has the overall responsibility for the GRM as the implementing agency for the project. Operationally, the Project Manager within the Special Project Unit will be tasked with oversight of the GRM, supported by the Unit’s Communications & Environmental and Social Specialist as well as the Environmental and Social Specialist within the NRPB, who will be designated as the key officer in charge of the GRM.

Throughout the implementation of the Project, the Special Project Unit has the responsibility of resolving all issues relating to the Project’s activities in accordance with the laws of Sint Maarten and the World Bank’s Environmental and Social Framework. 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 Ministry of General Affairs (MGA) has the overall responsibility for the GRM as the implementing agency for the project. Operationally, the Project Manager within the Special Project Unit located in the MGA will be tasked with oversight of the GRM, supported by the Unit’s Communications & Environmental and Social Specialist within the NRPB, who will be designated as the key officer in charge of the GRM. This person will have the following responsibilities:

- 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;
- Regularly contact the NRBP for receipt of complaints, receive the complaints made and facilitate the redressal of all grievances by coordinating with the concerned parties;
- Act as the focal point on grievance redressal issues and facilitate access to all Ministries/Agencies and Departments;
- Assist in Redressal of all Grievances by coordinating with the concerned parties;
- 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 leverage existing GRMs in Sint Maarten, namely the mechanisms of the NRPB and that of the Ombudsman as well as the World Bank’s GRM to create a three-tier GRM system. This GRM is specific
only to the DGTP. Its intention is to ensure that all persons impacted by the Project throughout its implementation have a medium for seeking redress for any complaints that may arise.

First Tier GRM:
All written complaints will be received by the NRPB’s office. A complaint is a written formal expression of dissatisfaction made to or about the Project’s services, products or staff. Requests for information, service requests and reports of problems or wrongdoing merely intended to bring a problem to notice with no expectation of a response are to be distinguished from complaint 3. Complaints may be submitted in writing to the NRPB as below:

- Via an online form available on the NRPB’s website;
- By email to complaints@nrbpsxm.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
- In person at the address above where the person will be given a complaint form to complete.

The NRPB will immediately direct all complaints received to the DGTP Project Manager. The Project Manager will request the Communications & Environmental and Social Specialist (Comms/ESS) within the Special Projects Unit to confirm receipt of the complaint and to ascertain any additional information that may be required from the complainant within five working days of its receipt by NRBP. The Communications & Environmental and Social Specialist will thereafter communicate the grievance to the relevant project activity team lead/management firm/consultant and follow-up to ensure a fair and efficient redress is achieved. Should the complaint remain unresolved at this level it shall be escalated to the second tier. 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. The resolution at the first tier will normally be completed within six weeks with progress notification to the complainant. Should the grievance remain unresolved within this period it shall be referred to the next level, tier two.

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3 NRPB – Complaint and Grievance Redress Mechanism, page 1
Monitoring and Reporting

Monitoring and reporting responsibilities lie with the project manager of the Special Project Unit, who will also be supported by the Special Project Unit Staff, the NRPB, and the project team. The project has three main forms of monitoring: 1) monitoring the design and roll-out of stakeholder engagement activities, 2) gathering beneficiary satisfaction and feedback throughout and after implementation 3) monitoring of progress and expenditure on project level overall for project management and donor reporting.

Results of the stakeholder engagement activities 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 regularly.