

S I N T M A A R T E N

DIGITAL GOVERNMENT TRANSFORMATION PROJECT - P172611

Stakeholder Engagement Plan

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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. In March 2023, a request was made to restructure the project following the COVID-19 pandemic which began in 2020. Project restructuring was approved in November 2023.

In response to the COVID-19 pandemic, the Government of Sint Maarten advanced several digitalization activities originally included in the Project's design, rendering them outdated. Given the various ICT initiatives that were launched during the pandemic and that were still ongoing, the project team was obliged to conduct a detailed stock take of digitalization efforts across the government to avoid duplications.

The second major development since Project preparation had been the Government's increased priority to strengthen the resilience of the country's information communication systems against both natural and man-made threats.

The restructuring was requested to:

- (a) revise the Project Development Objective (PDO) indicators and other elements of the results framework
- (b) revise component activities to reflect changes in government priorities
- (c) extend the closing date by 18 months
- (d) revise the disbursement and implementation schedules in accordance with the new closing date,
- (e) revise the economic analysis.

This restructuring was necessary to ensure that the PDO could be met

- (i) in a manner that built upon and extended the progress towards digitalization that the Government of Sint Maarten (GoSXM) realized in response to the pandemic; and
- (ii) to respond to GoSXM's substantially heightened concern to address threats to information and communication technology (ICT) resilience and security.

Considering the above, the Government requested that the project be restructured. The proposed restructuring aimed at adapting the scope of digital services to be supported by the project and enhancing the government's ICT resilience framework. These changes are in line with the original PDO and will further enhance the chances to fully achieve the intended objectives.

Prior to the restructuring, the DGTP was 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 registries¹; 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.

New activities included in Component 2 after the restructuring of the project:

- a) **Cybersecurity-Related Activities.** Three key interventions:
 - 1) security awareness training,
 - 2) hardware refresh of security-related infrastructure that is end-of-life, and
 - 3) establishment of a Security Operations Center (SOC)/Computer Emergency Response Team (CERT).
- b) **Security Awareness Training.** This will take the form of contracting a commercial service offering basic cybersecurity awareness training to all relevant staff.
- c) **Hardware Refresh.** Together with the architect/cybersecurity expert provided by the TWO Project, the ICT Department undertook a preliminary cybersecurity assessment, and their findings indicate significant security-based hardware, e.g., firewalls, routers, switches, etc., are end-of-life and no longer supported by the vendor/receiving security patches. This increases the attack surface of government systems and makes these systems more vulnerable to exploitation. DGTP will assist with procuring equipment and licenses to rectify this.

¹ Key registries include: Civil Registry; CRIB (Tax ID); Social Registry (in development); Business Registry; Land Registry (cadaster); License Registry; and Address Registry

- d) **Security Operations Center/Computer Emergency Response Team.** DGTP is planning to support the Government cybersecurity initiative by financing activities related to threat identification and management via a Security Operations Center and incident response via some form of a computer emergency response team; most likely procured as a service given Sint Maarten's limited cybersecurity human resource constraints.
- e) **Government Wide Area Network (GWAN).** DGTP will support the ICT Department in fortifying existing network capability and resilience by replacing current microwave-based network systems at key mission-critical locations with fiber-optic cabling. This should improve bandwidth and performance and increase the overall reliability of the connection at each of these locations, thereby contributing to resilience. Microwave-based connectivity will remain and act as a backup to the fiber-based network with routers being configured for automatic failover to minimize loss of connection.

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 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.

Under component 3.2, numerous services were substituted following the restructuring:

Since a number of services were already digitalized during the pandemic, the DGTP worked with the Ministry of General Affairs to identify the next tranche of services to be digitalized, using the same selection criteria from Project preparation.

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

The three new services to be included in the Project scope are:

- 1) the civil registration form (long and short versions) that has been brought online (application only) by the government, however, which has major parts of back-end processes that are still manual;
- 2) driving license (application and renewal), and
- 3) national identification card (renewal and new issuance).

Under Component 3, the DGTP has developed a list of prioritized recommendations for the Government to modernize the PSC. They have worked with a Bank expert to develop a survey instrument of PSC clients and will use this feedback to refine the final improvement plan.

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://nrpbxm.org/digitalgov/>).

The following activities were removed from the project following the restructuring:

- Cloud Mirror Implementation
- Key Registry Data Quality Assessment and deduplication
- Assessment of the existing UIN Platform -
- Digital Identification Platform with sign on (Software/Integration)
- Public Key Infrastructure - Policy & Procedure
- Public Key Infrastructure - G2G implementation
- Electronic Payment Platform Technical Architecture
- Credit/Debit Card Online Payment Gateway (6 services)
- Software modelling tool
- Kiosks machines

In March 2025, seven (7) project activities are under implementation:

- (1) the Digitization of Records,
- (2) equipment for Kadaster,
- (3) a management firm to assist with project management and execution,
- (4) Firewall equipment to protect Government ICT infrastructure from cyberattacks,
- (5) Cybersecurity trainings for civil servants,
- (6) establishing a Government Wide Area network, and
- (7) Design of an E-identity solution

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: Stakeholder Engagement Activities (During Preparation and Implementation Prior to the Restructuring of the Project

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
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 25 2020	Press Release by News.SX June 2020 Link: https://news.sx/tag/digital-government-transformation-project/
June 26 2020	Direct email solicitation for ESF feedback

Stakeholder Engagement during Project Preparation

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/SXMGGOV/>; <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.

Consultations Held for Project Restructuring and after restructuring was approved.

No new beneficiaries were identified following the project restructuring. However, due to the inclusion of new project activities, meetings were held with the same beneficiaries (representatives of the ministries and departments) to involve them in the restructuring process and also to further define and clarify their needs. Meetings were held with the project beneficiaries such as the Ministry of General Affairs, Ministry of Finance, and Stichting Kadaster to involve them in the restructuring process and to define their needs. Key takeaways include the identification of substitute government services to be digitized as inputs to restructuring.

A Customer Satisfaction Survey (Annex 1) was conducted in November 2023, collaboratively between the GoSXM and the DGTP. The aim of the survey was to determine the level of satisfaction of the users of the Public service centers in Simpsons Bay and Philipsburg. The following represents a summary of the findings of the survey:

- There was a total of 98 respondents, 13 of whom referred to visits at the PSC in Simpson Bay and the others at the PSC in Philipsburg.
- The global rate of satisfaction seemed positive, where **less than 8 %** considered the overall experience poor or very poor.
- **On the PSC layout less than 6 %** had a negative answer. Most of them were related to waiting areas and the conditions for the elderly. This rate rose **to 14%** when it came to the restrooms, which was the worst score concerning PSC layout.

- **25 %** answered NO to the question: Were you informed about the time/channel (post/online/in person) to get a response on the service.
- **38 %** answered YES to the question: Did the requirements for the service change over the time?

A series of awareness raising workshops were held for the main DGTP stakeholders after the formation of the new Government. The workshops were structured in two levels (operational and strategic) with the operational level session delivered over period 28-30 October 2024. The strategic level sessions were conducted on October 31 & November 4 for CoM and 1 November for SGs. Key takeaways include a better understanding of what to expect from DGTP and why it is important to build ownership of project activities to support digital transformation. The majority of focal points within the civil service have been assigned or confirmed.

A short form video with information about the project was uploaded to the NRPB's social media pages, in June, 2024, and can be accessed via social media platforms Instagram, LinkedIn and Facebook.

Press release by Government Sint Maarten Dec 13 2-2023 Link:

<https://www.sintmaartengov.org/news/pages/Digital-Government-Transformation-Project-Marks-Success-with-Introduction-Meeting.aspx>

3 STAKEHOLDER IDENTIFICATION/ANALYSIS

The stakeholders identified during the first dispensation of the project were maintained following the restructuring. There were no new stakeholders associated with the new activities. Thus, this project affects and targets the entire population of Sint Maarten. As such, the main stakeholder groups remain 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 (Citizens)

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, (including 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 to 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 4** 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 the context of the DGTP, **vulnerable groups** refer to individuals or groups who may face **barriers to accessing, using, or benefiting from digital technologies** due to various socio-economic, physical, or systemic challenges. These barriers can limit their ability to fully participate in or benefit from digital transformation initiatives. These include:

Limited Digital Access – People with **no or poor internet connectivity**, lack of digital devices,

Low Digital Literacy – Individuals with **limited knowledge or skills** to navigate digital platforms, apps, or services.

Economic Disadvantage – Low-income populations who cannot afford **devices, data plans, or training** needed to engage in digital initiatives.

People with Disabilities – Those who face **accessibility barriers** due to physical, visual, hearing, or cognitive impairments.

Elderly Populations – Older individuals who may struggle with **adapting to digital technologies** or fear using them.

Children and Youth – Especially those in underserved areas who may lack **safe digital spaces or educational resources**.

Single-parent Households – this group may experience financial constraints, limited time and flexibility to dedicate time to learn new technologies. Without resources they may be excluded from the benefits of digital services.

Undocumented Migrant Groups - those who reside on the island without having the required official documents or as those who do not have a work contract for their employment. This group of people are considered vulnerable due to legal and financial barriers (example inability to open bank accounts), language barriers, fear of detection and exclusion from legal and social services.

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 Papiamentu, 1.5 percent French and 3.5 percent other languages. ³

Consultations through the 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 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.

³UNICEF, Sint Maarten Overview:
https://www.unicef.nl/media/1359112/sint_maarten_sitan_public_version_28english_29.pdf).

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:

4 STAKEHOLDER ENGAGEMENT PROGRAM

4.1 Purpose and timing of stakeholder engagement program

The objectives of this stakeholder program are as follows:

1. Build awareness and understanding of the project
2. Gain buy-in and support for the project
3. Gather feedback and input on activity design and implementation of the project
4. Foster collaborations and partnerships
5. Manage stakeholder expectations and address concerns

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.

Table 2: Stakeholder Engagement Program

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.
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.

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

4.3. Stakeholder Engagement

Table 3: Stakeholder Engagement Program

Project Phase	Stakeholders to be Consulted	Topic of Consultation	When
Component 1: Strengthening the legal, regulatory and institutional environment			
ToR Requirements Gathering	<ul style="list-style-type: none">Gov't	<ul style="list-style-type: none">Technical specifications and standards	2023-2024
Legal & Policy Framework Development	<ul style="list-style-type: none">Gov'tLegal experts	<ul style="list-style-type: none">Review of existing legal and regulatory frameworksLegal and ethical considerations of digital governmentDevelopment of new legal frameworksData privacy, protections, cybersecurity	2025-2026
Training & capacity building	<ul style="list-style-type: none">Gov'tUsers of e-services	<ul style="list-style-type: none">Training needs assessmentCurriculum development and contentAccessibility of training for diverse groupsEvaluation of training effectivenessSustainability of training programs	2025
Feedback mechanism & Project monitoring	<ul style="list-style-type: none">Users of e-servicesGov'tCSOs	<ul style="list-style-type: none">Design of complaint mechanismKPIs for E-SXM dashboardHow feedback will be used to improve the projectAccessibility of feedback mechanisms for vulnerable groups	2025-2026
Tools, equipment and furniture	None needed (DLT investment)		
Component 2: Building digital platforms to enable service delivery			
Digital platform design & Development	<ul style="list-style-type: none">Users of e-servicesGov'tTelecoms	<ul style="list-style-type: none">User needs and requirementsPlatform features and functionalityUser interface and user experienceAccessibility for users with disabilities	2025-2026

		<ul style="list-style-type: none"> • Data security and privacy and cybersecurity measures • Integration with existing gov. systems 	
Ongoing platform support & maintenance	<ul style="list-style-type: none"> • Gov't 	<ul style="list-style-type: none"> • SLAs • Technical support channels & procedures 	2025-2026
Component 3: User-centered public services			
Digital platform design & Development	<ul style="list-style-type: none"> • Users of e-services • Gov't 	<ul style="list-style-type: none"> • User needs and requirements • Platform features and functionality • User interface and user experience • Accessibility for users with disabilities • Data security and privacy and cybersecurity measures • Integration with existing gov. systems 	2025
Tools, equipment and furniture	<ul style="list-style-type: none"> • Users of E-services • Public Service Center 	<ul style="list-style-type: none"> • Accessibility requirements for all users, including disabilities • Design and layout of PSC • Security and safety of equipment • Maintenance & replacement parts 	2025
E-services launch & Public awareness campaign	<ul style="list-style-type: none"> • Users of e-services • Gov't 	<ul style="list-style-type: none"> • Strategies for promoting e-service adoption • Accessibility of campaign materials for diverse audiences 	2026

4.4. Stakeholder Engagement with Vulnerable Groups

Table 4. Engagement 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.	<ul style="list-style-type: none"> • Telephone calls/Zoom • Large print • News paper (SXM Herald) • Elderly organizations such as: <ul style="list-style-type: none"> >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.	<ul style="list-style-type: none"> • Telephone call/Zoom • News paper • Radio • Disabilities organizations such as: <ul style="list-style-type: none"> >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.		<ul style="list-style-type: none"> • Telephone call/Zoom • Facebook • News paper • Word to mouth • Through other projects • Flyers on community boards at childcare and school facilities such as: <ul style="list-style-type: none"> >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.	<ul style="list-style-type: none"> • Radio • Word to mouth • Churches such as: <ul style="list-style-type: none"> >Good News Baptist Church >Mary Star of the Sea Catholic Church • Flyers

Online Complaint Mechanism

The development of an online complaint mechanism falls under Component 3, sub-component 3.2 “User-centric e-services”, which includes re-design, development, and deployment of e-services, as well design and implementation of a multi-channel customer service feedback mechanism.

This mechanism is separate and different from the NRPB GRM, which receives complaints from the general public, about the entire DGTP.

4.5. Documenting stakeholder engagement.

Stakeholder engagement will be documented in summary reports produced following engagement activities. This report will include the purpose of the engagement, participants, main areas of concern expressed by participants and feedback provided by the project team. Additionally, how stakeholder input influenced the project design and the adjustments made in response to their feedback.

The E&S Department of the NRPB developed a monitoring tool to track the stakeholder engagement activities of the projects of the portfolio. This tool will be used to inform the report mentioned above. It is expected that the tool will support the effective implementation of the SEP and general stakeholder engagement. This will be indicated by the information provided on stakeholders’ input, the associated feedback and follow-up actions. Entries will be made following each engagement activity. This tool is currently being adapted to the DGTP by the Project Team and will be available within the upcoming weeks.

5. BUDGET

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

Table 4: Budget for SEP Implementation

Project stage	Method	Budget \$US
Project Preparation	Online, and in person meetings.	Draft safeguards instruments have been completed
	Community meetings, Radio, Printed media (Daily Herald), Social media (PSC Facebook), flyers and posters (notice boards)	Refreshments at community meetings \$1000
	Direct meetings	Refreshments \$1500.00
Beneficiary identification & selection	Citizen surveys	Printing and supplies \$1000
Implementation	Community meetings, Radio, Printed media (Daily Herald), Social media (RC SXM Facebook)	Refreshments and printing and supplies \$5000.00
Completion	Community meetings, focus groups with beneficiary	Refreshments and printing and supplies \$1500.00
Total		\$10,000.00

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

6 GREIVANCE REDRESS MECHANISM

The main objective of a Grievance Mechanism (GM) is to assist in the resolution of complaints and grievances in a timely, effective and efficient manner that satisfies all parties involved. NRPB has a Grievance Redress Mechanism (GRM) in place and available for all stakeholders. The updated GRM is disclosed on NRPB's website at: Complaints Procedure – National Recovery Program Bureau (<https://nrpbxm.org/complaints-procedure/>).

Step	Description of process	Timeframe	Responsibility
GM implementation structure	<p>The NRPB reports to the Government of St. Maarten, who reports to Parliament and the general public, and to the World Bank.</p> <p>The NRPB reports grievances as part of the regular and/or incidental safeguards reporting obligations to the World Bank, as prescribed in the safeguard tools for the respective projects.</p>	NA	
Grievance uptake	<p>Complaints can be submitted via the following means:</p> <ol style="list-style-type: none"> 1. NRPB's website <ul style="list-style-type: none"> Ø Complaints Procedure – National Recovery Program Bureau (nrpbxm.org) 2. Telephone <ul style="list-style-type: none"> Ø +1(721) 542-8886/7 Ø The complaint form will be completed for you during the phone call, providing your name and contact details is optional. 3. E-mail <ul style="list-style-type: none"> Ø Download and complete the complaint form at the link below: https://docs.google.com/forms/d/e/1FAIpQLScp07AeJ53-M_Piuf12j4owx_4d6m-MRO8BQCMDk06AfBI6g/viewform Ø E-mail the completed form to complaints@nrpbxm.org with "Complaint [name] Project" in the title of the e-mail. For example, "complaint Emergency Recovery Project I". Providing your name and contact details is optional. 		NRPB

	<p>4. Social Media – messages on the NRPB’s Facebook and LinkedIn Pages, respectively</p> <p>➤ SXM National Recovery Program Bureau (facebook.com)</p> <p>➤ https://www.linkedin.com/company/sxmnationalrecovery/mycompany/</p> <p>5. By visiting the office during office hours</p> <p>Ø National Recovery Program Bureau #57 Walter A. Nisbeth Road Philipsburg Sint Maarten</p> <p>Ø The complaint form will be provided, for completion, for further processing of the complaint</p> <p>The NRPB will provide the necessary assistance in cases whereby complainants experience difficulty submitting a complaint. This could be, but is not limited to, recording the complaint (completing the form) for the individual.</p>		
Sorting, processing	<p>Where possible, complaints will be resolved at first contact with the NRPB and handled by a designated Complaints Officer. Complaints that are submitted via the website or e-mail, are automatically sent to the second Complaints Officer within the NRPB, to ensure complaints are received and recorded.</p> <p>Logged in[insert],</p> <p>Categorized according to the following complaint types: Levels 1, 2 and 3</p> <p>Level 1: The scale and scope are minor. Often related to minor non-performance of project obligations. The complaint is quickly remediable. When an answer can be provided immediately and/or NRPB is already working on a resolution.</p> <p>Level 2: The scope and scale are medium. It may relate to gross non-performance of project obligations or minor violations of the law. One-off grievance that requires considered response and actions/commitments to resolve complaint. The</p>	First contact, upon receipt of complaint	NRPB Complaints Officer

	<p>complaint is remediable but requires planned efforts.</p> <p>Level 3: The scale and scope are medium to major. High risk of the complaint being of an irremediable character, e.g. severe health and safety issue and/or law violations. Complaint may be of repeated nature and/or affecting an extensive area or group of persons. May requires significant, comprehensive action.</p>		
Acknowledgement and follow-up	<p>NRPB will acknowledge receipt of each complaint promptly within 5 working days. Communication will be made either verbally or in written form, or the Complainant's preferred contact method, as indicated by the complainant on the Complaint Form. If required, the acknowledgement provides an opportunity to ask for any additional information or to clarify any issues.</p>	Within 5 days of receipt	Complaints Officer
Verification, investigation, action	<p>Reviewing Complaints/ Investigation</p> <p>To investigate a complaint, the NRPB may:</p> <ul style="list-style-type: none"> - Gather information from the person, group or institution making a complaint - Gather information about the product, area or from the person that the complaint is about - Review other sources of information, as relevant. <p>A proposed resolution is formulated by... and communicated to the complainant by^[insert],</p>	Within 10 working days. As soon as possible, with a maximum of 6 weeks. Possibility to extend in complex cases, when needed.	<p>The Review Panel will consist of Senior Management, as follows:</p> <ul style="list-style-type: none"> • Program Manager • Safeguards (Team) Coordinator • Legal Officer • External Expert (such as a government official) and • Any other NRPB Management Team member, upon request of the Panel (e.g Communications or Finance).

Monitoring and evaluation	<p>The NRPB will keep a Case Management System for entering, tracking and monitoring grievances.</p> <p>Data will be collected and compiled on the following:</p> <ul style="list-style-type: none"> i. the number of complaints received ii. the date the complaints were received iii. the projects that were subject of the complaint iv. the level and nature of the complaints v. the progress (and dates) on the steps of complaint resolution vi. the date the complaints were resolved vii. the outcome of complaints, including matters resolved immediately after receipt viii. systemic issues identified ix. the number of requests received for internal and/or external review of NRPB's complaint handling. NRPB – Grievance Redress Mechanism Page 32 x. communication activities (internal and external) xi. capacity building activities for organizational capacity to operate the GRM 	...	NRPB
Provision of feedback	<p>The NRPB will keep the complainant updated on the progress, particularly if there are any delays. Time frames for progress updates will depend on the nature of the complaint. Situations where complaints are complicated, or require extensive investigation, will result in extended time for the provision of updates.</p> <p>After the investigation of the complaint, NRPB will consider how to address it. Complaints will be addressed as soon as possible, in any case within six (6) weeks, with an extension possibility for complex cases. The complainant will be informed</p>	...	NRPB

	accordingly. If a person prefers or needs another person or organization to assist or represent them in the making and/or resolution of their complaint, NRPB will communicate with them through their representative if this is their wish.		
If relevant, payment of reparations following complaint resolution	<i>If outcome of complaint process is that the resolution is an offer for financial compensation, the complainant is requested to share how they wish to receive the compensation, e.g. on which bank account. NRPB continues to follow the regular administrative process; advice, payment certificate and ultimately a signed confirmation of receipt by the complainant. Documentation is kept as part of the file.</i>	As soon as possible, max. of 6 weeks, with possibility to extend in complex cases, when needed.	NRPB

The text of the entire NRPB GRM can be accessed via the following link: <https://nrpbxsm.org/wp-content/uploads/2022/10/NRPB-GRM-Sept-2022.pdf>

7 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. 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: Customer Satisfaction Survey



eSXM - Customer Satisfaction Questionnaire

Thank you for agreeing to take part in this important survey measuring customer satisfaction. We appreciate your thoughts and opinions in order to continue to improve our services towards our customers. The survey should only take 5-7 minutes to complete.

Date: _____

Location: _____

General Questions

1. Is this your first visit to the Public Service Center?

- ☐ Yes
- ☐ No
- ☐ Location
 - ☐ Philipsburg
 - ☐ Simpson Bay

2. What is your age group?

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65 and over

Questions on PSC premises/organization

3. Where was your first point of contact with eSXM - PSC?

- ☐ Online appointment – Qmatic
- ☐ Security
- ☐ Receptionist (*Only applicable for Philipsburg branch*)
- ☐ Customer Information

4. How was your experience at the respective department(s)?

- | | | | | | |
|-------------|-------------|--------|--------|--------|--------|
| A. Security | O Excellent | O Good | O Fair | O Poor | O Very |
| Poor | | | | | |

- | | | | | | |
|---------------------------------|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| B. Receptionist
Poor | <input type="radio"/> Excellent | <input type="radio"/> Good | <input type="radio"/> Fair | <input type="radio"/> Poor | <input type="radio"/> Very |
| C. Customer Information
Poor | <input type="radio"/> Excellent | <input type="radio"/> Good | <input type="radio"/> Fair | <input type="radio"/> Poor | <input type="radio"/> Very |

Ratings: Very Poor: 0-2 / Poor: 2-4 / Fair: 4-6 / Good: 6-8 / Excellent: 8-10

5. Please give your experience on the facilities:

- | | | | | | |
|---------------------------|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| a. Accessibility
Poor | <input type="radio"/> Excellent | <input type="radio"/> Good | <input type="radio"/> Fair | <input type="radio"/> Poor | <input type="radio"/> Very |
| b. Parking
Poor | <input type="radio"/> Excellent | <input type="radio"/> Good | <input type="radio"/> Fair | <input type="radio"/> Poor | <input type="radio"/> Very |
| c. Waiting areas
Poor | <input type="radio"/> Excellent | <input type="radio"/> Good | <input type="radio"/> Fair | <input type="radio"/> Poor | <input type="radio"/> Very |
| d. Desks / booths
Poor | <input type="radio"/> Excellent | <input type="radio"/> Good | <input type="radio"/> Fair | <input type="radio"/> Poor | <input type="radio"/> Very |
| e. Restrooms
Poor | <input type="radio"/> Excellent | <input type="radio"/> Good | <input type="radio"/> Fair | <input type="radio"/> Poor | <input type="radio"/> Very |

6. How long was your wait for assistance?

- ☐ Less than 1 minute
- ☐ 1 – 5 minutes
- ☐ Between 5 – 10 minutes
- ☐ More than 10 minutes

Questions on the services delivered by eSXM at the PSC

7. Your visit at the Public Service Center is for

- ☐ Business
- ☐ Personal

8. From which department did you receive assistance?

- ☐ Reception Desk
- ☐ Customer Information Desk
- ☐ Tax Department
- ☐ Receivers Department
- ☐ Civil Registry Department
- ☐ Social Services Department
- ☐ Labor Affairs Department
- ☐ VROMI Department
- ☐ Economic Affairs Department

9. How was your service experience at the respective department(s)?

- | | | | | | |
|------------------------------------|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A. Tax Services
Poor | <input type="radio"/> Excellent | <input type="radio"/> Good | <input type="radio"/> Fair | <input type="radio"/> Poor | <input type="radio"/> Very |
| B. Receivers Services
Poor | <input type="radio"/> Excellent | <input type="radio"/> Good | <input type="radio"/> Fair | <input type="radio"/> Poor | <input type="radio"/> Very |
| C. Civil Registry Services
Poor | <input type="radio"/> Excellent | <input type="radio"/> Good | <input type="radio"/> Fair | <input type="radio"/> Poor | <input type="radio"/> Very |

D. Social Services Poor	<input type="radio"/> Excellent	<input type="radio"/> Good	<input type="radio"/> Fair	<input type="radio"/> Poor	<input type="radio"/> Very
E. Labor Affairs Poor	<input type="radio"/> Excellent	<input type="radio"/> Good	<input type="radio"/> Fair	<input type="radio"/> Poor	<input type="radio"/> Very
F. VROMI Poor	<input type="radio"/> Excellent	<input type="radio"/> Good	<input type="radio"/> Fair	<input type="radio"/> Poor	<input type="radio"/> Very
G. Economic Affairs Poor	<input type="radio"/> Excellent	<input type="radio"/> Good	<input type="radio"/> Fair	<input type="radio"/> Poor	<input type="radio"/> Very

10. How would you rate your overall experience?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Very poor

11. Which product(s) & service(s) were you applying for?

- 1. _____
- 2. _____
- 3. _____

12. Where you informed about the time / channel (post/online/in person) to get a response on the service ?

- ☐ Yes
- ☐ No

13. Were the service requirements easy to follow?

- ☐ Yes
- ☐ No

14. Did the requirements for the service change over the time?

- ☐ Yes
- ☐ No

15. Was the service application form easy to follow?

- a. Yes
- b. No

16. Are you satisfied with the response time of the service delivered?

☐ Excellent ☐ Good ☐ Fair ☐ Poor ☐ Very Poor
Ratings: Very Poor: 0-2 / Poor: 2-4 / Fair: 4-6 / Good: 6-8 / Excellent: 8-10

17. Did you receive the service you were expecting?

- ☐ Yes
- ☐ No

If not was the reason clear for you ?

☐ Yes

☐ Non - please explain (language, difficult requirements)-----

18. Do you have any suggestions for improving our services?

☐ Yes

Please indicate _____

☐ No

19. Do you recommend any future products and or services to be added?

☐ No

☐ Yes

Recommendation(s) / Suggestions:

*Thank you
for
Your Participation!*