

# SEP 2020



## STAKEHOLDER ENGAGEMENT PLAN



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**International**

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## **GLOSSARY**

ANG	Netherlands Antillean Guilder
AZ	Ministry of General Affairs
CSO	Civil Society Organization
CSPFRP	Civil Society Partnership Facility for Resilience Project
DTL	Deputy Team Leader
ESCP	Environmental and Social Commitment Plan
ESHS	Environmental Social Health and Safety
ESMP	Environmental and Social Management Framework
ESS	Environmental and Social Standard
E&S	Environmental and Social
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Services
GoSM	The Government of Sint Maarten
LBT	Learning Benchmark Training
LMP	Labor Management Procedures
MinBZK	Ministry of Interior Affairs and Kingdom Relations of The Netherlands
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NRPB	National Recovery Program Bureau
NRRP	National Recovery and Resilience Plan
OHS	Occupational Health and Safety
PDT	Pre Disbursement Training
PIU	Project Implementation Unit
PTC	Project Technical Committee
SEP	Stakeholder Engagement Plan
S MDF	Sint Maarten Development Fund
TL	Team Leader
VNGI	International Cooperation Agency of the Association of Netherlands Municipalities
VNP	Representation Office of the Netherlands on Sint Maarten
VSA	Ministry of Health, Social Development and Labor
WB	World Bank

## **1. INTRODUCTION**

- 1.1 The Civil Society Partnership Facility for Resilience Project (CSPFRP) will be implemented in Sint Maarten. The main aim of the project will be to support initiatives by Civil Society Organizations (CSOs)<sup>1</sup> focused on the reconstruction of physical facilities and improving services as well as strengthening resilience in the aftermath of hurricane Irma, which had a devastating impact on the socio-economic operations of the island. The project will be financed through the Sint Maarten Trust Fund allocated by the Government of the Netherlands and administered by the World Bank (WB).
- 1.2 The project will be implemented through three components, (i) grants for reconstruction, service delivery and resilience, (ii) capacity building and technical assistance and (iii) project management, communication and coordination.
- 1.3 From the environmental and social perspective, the grants component will be the most important element of the project and will finance grants based on project proposals generated by CSOs, which have a clear overview of the needs and requirements of stakeholders. Both the capacity building and management components are supportive and meant to make recipients capable and resilient to overcome future calamities.

## **2. PROJECT DESCRIPTION**

- 2.1 The Project will be implemented in Sint Maarten. The Project Development Objective (PDO) is to improve the capacity of CSOs and provide them with grant resources to implement reconstruction and resilience sub-projects at the community level. The main aim will be to support sub-project initiatives for communities through CSOs focused on the reconstruction and resilience in the aftermath of hurricane Irma. In addition, the Project will contribute to improving service delivery in social infrastructure and show resilience of communities in the reconstruction of facilities.
- 2.2 The Project will be implemented through three components: (i) small grants for reconstruction and resilience; (ii) capacity building and technical assistance; and (iii) project management and coordination. The grants component will be the most important and largest component of the project and finance grants based on project proposals generated by CSOs in joint collaboration with communities (incl. vulnerable groups) which have a clear overview of the needs and requirements of stakeholders. Both the capacity building and management components are supportive and meant to make the recipients capable and resilient to overcome future calamities.

## **3. STAKEHOLDER ANALYSIS**

- 3.1 The prime stakeholders of the Project, the 'project affected parties', will be the citizens and communities of Sint Maarten who will benefit from rehabilitated cultural, environmental, social care and after school facilities and services, and skills development implemented under said project by CSOs<sup>2</sup>. Inclusiveness and transparency will be key words during both the preparation as well as implementation stage of the Project in order to guarantee unambiguity and full support during the entire process.

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<sup>1</sup> CSOs include Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), Faith Based Organizations (FBOs) and youth organizations.

<sup>2</sup> More detailed information provided in the CSPFRP Project Appraisal Document (PAD), paragraph 65.

- 3.2 Information included in the Project’s environmental and social framework documents<sup>3</sup> have been disclosed and circulated among project stakeholders<sup>4</sup>. In the run up to drafting the documents, consultations about the project objectives, components and interventions were held in a CSOs workshop in August 2019 and a resultant comprehensive report informed the drafting of project documents. In addition, VNGI fielded a joint pre-appraisal mission with the WB in which additional consultations were held in January 2020.
- 3.3 While the intention was to organize additional physical information and hearing sessions to record final observations made by stakeholders, this was not possible due to the recent COVID-19 outbreak. Nonetheless, information and hearing sessions were organized at social distance both in Sint Maarten and internationally during the weeks of March 30 and April 6. The use of social media has therefore been a crucial instrument as experienced in recent weeks where stakeholders were called to respond to draft documents. The results of these consultations are systematically included Annex 1 to this SEP, *‘Overview of the CSPFRP Consultation Process and Resources Used’*.
- 3.4 The main issues that arose during consultations were:
- The set-up and design of the Project are widely endorsed by almost all stakeholders;
  - Stakeholders call on the Project to operate flexible and adapt to local circumstances;
  - A recommendation was made to build on initiatives already present in Sint Maarten (through the ‘Samenwerkende Fondsen, NPOwer’, etc.) and not ‘re-invent the wheel’ or duplication;
  - Stakeholders confirm the need for capacity building and technical assistance next to the grant mechanism;
  - Advice has been given to also allow for income generating activities to be funded under the Project, as well as for private-public partnerships;
  - The environmental and social risk management instruments should remain ‘living documents’.

The Project Implementation Unit (PIU) remains open for any feedback, advice and/or suggestions during project implementation and will adjust the environmental and social framework documents accordingly. Engagement with stakeholders will continue during project implementation to make sure that the project will keep addressing the main aim, reconstruction and building resilience, and inform target groups adequately.

- 3.5 Citizens and communities will be represented by CSOs that will develop a relevant proposal to be financed under the project. Special attention will be addressed to the most vulnerable segments of the society, people who have been directly affected by the hurricane, who lost their job(s) and/or currently live below or around the minimum living wage rate. The most vulnerable groups are considered to be female headed households, youth, elderly, displaced persons and disabled persons having difficulties in reaching a minimum subsistence level. In the selection criteria, special emphasis will be addressed to these vulnerable groups. A summary of vulnerable groups including the way of communication foreseen under this project is summarized in the table below<sup>5</sup>.

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<sup>3</sup> The WB Environmental and Social Framework (ESF) sets out the WB commitment to sustainable development, through a policy and a set of environmental and social standards designed to support projects with the aim of ending extreme poverty and promoting shared prosperity.

<sup>4</sup> Disclosure of information and documentation was published on the Websites mentioned in Annex 1 attached to this SEP. Press releases with relevant information disclosure can be checked through the online newspapers mentioned in the same Annex under key resources.

<sup>5</sup> Following the outbreak of COVID-19, the way of communication with the different target groups demands for adjustments. Therefore in this table the direct and indirect ways of communication are presented.

Vulnerable Group	Direct Communication	Indirect Communication
Single parent households	<p>Information sessions organized by a relevant CSO in a specific community center where direct and indirect relatives are encouraged to participate. Word of mouth important to reach entire target group.</p> <p>In the period of COVID-19, keeping distance is crucial and public gatherings must be avoided. Communication will have to be organized indirectly.</p>	<ul style="list-style-type: none"> <li>• Newspaper</li> <li>• Radio</li> <li>• Social Media (E-mail, Facebook, WhatsApp, Twitter)</li> <li>• Community center</li> <li>• CSO written information</li> <li>• On-line surveys</li> <li>• Flyers and announcements at community facilities</li> </ul>
Youth	<p>Information sessions organized by relevant CSO in a specific community center or school where direct and indirect relatives (parents and teachers) are encouraged to participate. Word of mouth important to reach entire target group.</p> <p>In the period of COVID-19, keeping distance is crucial and public gatherings must be avoided. Communication will have to be organized indirectly.</p>	<ul style="list-style-type: none"> <li>• Newspaper</li> <li>• Radio</li> <li>• Social Media (E-mail, Facebook, WhatsApp, Twitter)</li> <li>• CSO written information</li> <li>• On-line surveys</li> <li>• Flyers and announcements on community facilities, schools and (sports) clubs</li> </ul>
Elderly	<p>Information sessions organized by relevant CSO in a specific community center, elderly homes or churches where direct and indirect relatives are encouraged to participate. Word of mouth important to reach entire target group.</p> <p>In the period of COVID-19, keeping distance is crucial and public gatherings must be avoided. Communication will have to be organized indirectly.</p>	<ul style="list-style-type: none"> <li>• Newspaper</li> <li>• Radio</li> <li>• Social Media (E-mail, Facebook, WhatsApp, Twitter)</li> <li>• CSO written information</li> <li>• On-line surveys</li> <li>• Flyers and announcements in elderly homes and churches</li> </ul>
Displaced persons <sup>6</sup>	<p>Information sessions organized by relevant CSO in a specific community or reception center for displaced persons or church. Word of mouth important to reach entire target group.</p> <p>In the period of COVID-19, keeping distance is crucial and public gatherings must be avoided. Communication will have to be organized indirectly.</p>	<ul style="list-style-type: none"> <li>• Radio</li> <li>• Word to mouth</li> <li>• CSO written information</li> <li>• Flyers and announcements in reception centers and churches</li> </ul>
Disabled persons	<p>Information sessions organized by relevant CSO in a specific community center, clinic or rehabilitation center. Word of mouth important to reach entire target group.</p>	<ul style="list-style-type: none"> <li>• Newspaper</li> <li>• Radio</li> <li>• Social Media (E-mail, Facebook, WhatsApp, Twitter)</li> </ul>

<sup>6</sup> Different types of displacement can be distinguished. People can become displaced as a result of natural disasters, as a result of government actions or because they are refugees from other countries. Each group requires a different approach which will become clear when proposals will be developed by CSOs and measured to Project criteria as defined in the Grant Manual.

Vulnerable Group	Direct Communication	Indirect Communication
	In the period of COVID-19, keeping distance is crucial and public gatherings must be avoided. Communication will have to be organized indirectly.	<ul style="list-style-type: none"> <li>• CSO written information</li> <li>• On-line surveys</li> <li>• Flyers and announcements in clinics and rehabilitation centers</li> </ul>

- 3.6 Public consultation and information sessions with direct beneficiaries will be organized prior to approval of the overall Project and submission of sub-project proposals by CSOs. A public consultation/information campaign will start with the formal announcement of the project and disclosure of the environmental and social framework documents that stakeholders can respond to. Due to the outbreak of COVID-19 and strict measures and regulations taken, disclosure of documentation can only be done on-line. Stakeholders had the opportunity to respond to the content of these documents by E-mail early April 2020.
- 3.7 In the period to come, one general information session will be organized by the PIU before each grant cycle announcement to inform potential applicants about the aim, requirements and selection criteria of the project. It is likely that due to the COVID-19 outbreak the first information sessions will have to be organized by using social media only. Flexibility is however required and due to social distance restrictions it is likely that more information sessions are required. The PIU thinks of organizing outdoor sessions to minimize infections. Physical information sessions will be necessary because smaller CSOs may not have the resources and equipment to participate in on-line information sessions. In that case the PIU would miss-out an essential part of the Project stakeholders.
- 3.8 CSOs have played a key role in the socio-economic restructuring of the country following hurricane Irma and complemented the work of the Government of Sint Maarten (GoSM). It is therefore of utmost importance that both the Government and the civil society will remain closely connected and support each other during project preparation and implementation in order to avoid any misunderstanding and/or duplication of activities. Mutual cooperation will be a key success factor in achieving the main aim of the project.
- 3.9 A Project Technical Committee (PTC) will be established to provide oversight over the project. Members of the PTC will include the National Recovery Program Bureau (NRPB), the Social Economic Council (SEC), the Chamber of Commerce and a representation of local CSOs. The NRPB will chair PTC meetings and function as representative of the GoSM. As such, it will provide feedback to governmental institutions. The final composition of the PTC will be decided once the Project has started. Associations may be invited from time to time depending on their organization and the topics that will be discussed. At any stage of the process, the GoSM will be informed about the progress of the Project either directly following a request of one of the Ministries involved or indirectly through formal reports approved by the PTC. VNGI will also proactively coordinate with government stakeholders in the process of work planning, knowledge sharing and through the PTC.

#### 4. STAKEHOLDER ENGAGEMENT PROGRAM

- 4.1 Stakeholders who are expected to benefit from the project will be wide and diverse. CSOs implementing project activities are active in a wide range of community activities varying from cultural and environmental activities to social care and after school facilities and services. Also the size and professional status of organizations applying for a grant is far from being homogeneous. It is expected that the majority of the applicants will belong to the smaller category of

organizations, both size-wise as well as experience-wise. Whether they will qualify for the Grant Scheme will depend on whether they will meet the selection criteria (both technical as well as financial). The selection criteria will be fully revealed in the Grant Manual after first feedback from project stakeholders on preparation and design stages have been incorporated. Organizations that are too small to submit a separate application because they cannot meet one or more of the (technical and/or financial) criteria are strongly recommended to enter into a partnership with more mature organizations in order to reach their target groups.

- 4.2 An overview of the information, dissemination and community consultation strategy is included in the table below. This table was developed as COVID-19 spread. For each project stage the methods of engagement, which are heavily weighted to on-site and in-person meetings, needed to be reconsidered. Accordingly to each project phase there are proposed approaches which will be followed to take into account the presence of COVID-19.
- 4.3 Based on a sample survey executed in August 2019 and subsequent focus group discussions organized, major data on operations of CSOs were collected. These data are included in Annex 2 to this SEP. The Annex gives an idea of the diversity of target groups served by CSOs and specific characteristics.

<b>Project stage</b>	<b>Information shared</b>	<b>Method to engage and collect feedback</b>	<b>Location &amp; frequency</b>	<b>Target stakeholders</b>	<b>Responsible staff</b>
<b>Project preparation</b>	Draft E&S risk management Instruments	On-site in Sint Maarten, on-line, through tele-conference, Skype, facetime and E-mail <sup>7</sup>	Day-to-day basis with VNGI and local team; at least once a week with WB	VNGI, PIU	VNGI
COVID -19 Approach	Draft E&S risk management instruments	The initial idea was for VNGI to organize a mission to Sint Maarten (period 15-31 March 2020) to have on-site consultations with the local project team as well as with potential project beneficiaries. Due to the COVID-19 outbreak, this mission had to be cancelled and consultations hereafter were held on-line and through social media.		VNGI, PIU	VNGI
<b>Project preparation-document disclosure</b>	The SEP, the ESMF, the LMP and the ESCP as drafts documents.	Information session and on-line disclosure of preparation documents. Final versions disclosed	Immediately after draft versions are ready distribute documents and publish on Website of local partner and	Potential CSOs, direct/ indirect stakeholders, wider public, government	PIU and VNGI.

<sup>7</sup> Previous consultations have also taken place on numerous occasions. In the ESMF, a separate Annex 5 is included with key dates and key resources which provides a concise overview of all consultations and discussions held with key stakeholders in the period March 2019 – February 2020.

<b>Project stage</b>	<b>Information shared</b>	<b>Method to engage and collect feedback</b>	<b>Location &amp; frequency</b>	<b>Target stakeholders</b>	<b>Responsible staff</b>
		after amendments have been included.	VNGI.	authorities and other relevant agencies.	
COVID -19 Approach	The SEP, the ESMF, the LMP and the ESCP as drafts documents.	On-line disclosure of preparation documents. Final versions disclosed after amendments have been included.	Immediately after draft versions are ready publish on Website of local partner and VNGI. Communication strictly through (social) media	Potential CSOs, direct/ indirect stakeholders, wider public, government authorities and other relevant agencies.	PIU and VNGI.
<b>Project design</b>	Project aim, timeline, general information.	Community meetings, Radio transmission, printed media, social media, flyers and posters (notice boards).	Within 1.5 month of signing the grant agreement, media (social, printed and radio) will provide one generic information session on the overall grant mechanism.	Potential CSOs, direct/indirect stakeholders, wider public.	PIU, community leaders & media representatives.
COVID -19 Approach	Project aim, timeline, general information.	Indirect engagement with stakeholders through on-line channels such as Skype connection Generic messages through radio transmission, printed media, social media, flyers and posters (notice boards).	Within 1.5 month of signing the grant agreement (distance based), media (social, printed and radio) will provide generic information on the overall grant mechanism. General information session cannot be physically attended by potential applicants. Information spread through on-line session	Potential CSOs, direct/indirect stakeholders, wider public.	PIU, community leaders & media representatives.
<b>Sub-project preparation</b>	Grant Manual, eligibility criteria.	For each grant cycle announcement, the PIU will organize a stakeholder session for CSO representatives meant to provide information about the Grant Scheme including subject areas, eligibility criteria and scoring grid based on a Grant Manual which will be distributed to CSOs interested to submit a proposal. The information	Project office or public meeting facility. This session is held seven times (for the two quick win sessions and maximum five full grant cycles).	Project staff of CSOs interested in submitting sub-project application.	PIU and CSO leadership.

Project stage	Information shared	Method to engage and collect feedback	Location & frequency	Target stakeholders	Responsible staff
		session will have special attention for small organizations fearing that they cannot meet the criteria set for the grant mechanism. Under the Project, the phenomenon of partnership will be recommended and/or stimulated to make sure that smaller organizations can benefit from the Project as sub-partner of larger organizations.			
COVID-19 Approach	Grant manual, eligibility criteria.	Instead of one generic information session organized on-line through Webex or Skype sessions based on on-line distribution of manual and other relevant information, the PIU also thinks of organizing multiple physical sessions that can be attended by maximum 25 participants. Depending on the local restrictions and in close consultation with the GoSM one could think of organizing outdoor sessions to minimize the spread of the virus and maximize the information provided.	Distant information session organized for staff of CSOs that plan to submit application (through Webex, Skype or other facility).  This session is held seven times (for the two quick win sessions and maximum five full grant cycles).	Project staff of CSOs interested in submitting sub-project application.	PIU and CSO leadership.
<b>Sub-project application awarded</b>	Contract Key information before first disbursement is made	Contract signed. Pre Disbursement Training (PDT) session for staff of awarded CSOs organized, written documentation shared.	Project office or public meeting facility.	Project staff of awarded CSOs.	PIU and CSO leadership.
COVID-19 Approach	Contract Key information before first disbursement is made	Contract signed. PDT organized on-line through Webex or Skype sessions based on on-line distribution of manual and other relevant information.	Distant training and learning for staff of CSOs with approved applications	Project staff of awarded CSOs.	PIU and CSO leadership.

<b>Project stage</b>	<b>Information shared</b>	<b>Method to engage and collect feedback</b>	<b>Location &amp; frequency</b>	<b>Target stakeholders</b>	<b>Responsible staff</b>
<b>Sub-project Implementation</b>	Operations Manual	Capacity development training and annual Learning Benchmark Training (LBT) sessions for project staff to share and learn from field experiences.	Project office or public meeting facility. Capacity training upon request, LBT sessions at least one time per calendar year.	Project staff of implementing CSOs.	PIU
COVID 19 Approach	Operations manual	Collect and draft document describing main experiences of grantees in implementing sub-project. Organize distant learning and training sessions.	On-line through video connection.	Project staff of implementing CSOs.	PIU
<b>Grant Scheme monitoring</b>	Sub-project progress update, result measurement and lessons learned	Site visits to project beneficiaries, systematic and timely reporting (technical as well as financial).	On-site; Written reporting on quarterly basis.	Project staff of participating CSOs.	PIU
COVID 19 Approach	Sub-project progress update, result measurement and lessons learned	CSO staff to make photo and video presentations of progress development, systematic and timely reporting (technical as well as financial).	Written reporting on quarterly basis.	Project staff of participating CSOs.	PIU
<b>Project closure</b>	Final results of Grant Scheme funded sub-projects disseminated including lessons learned.	Final conference with main outcomes organized.	Once, on completion of Grant Scheme.	All project stakeholders, wider public as well as government authorities and other relevant agencies.	PIU
COVID 19 Approach	Final results of Grant Scheme funded sub-projects disseminated including lessons learned.	Main project outcomes disseminated through media in case the COVID-19 pandemic has not yet been overcome.	Once, on completion of Grant Scheme.	All project stakeholders, wider public as well as government authorities and other relevant agencies.	PIU

## **5. RESOURCES AND RESPONSIBILITIES FOR STAKEHOLDER ENGAGEMENT**

### **5.1 Staffing**

- Team leader

- Deputy Team Leader
- Grants Manager
- Capacity Building and Training Manager
- Local Financial and Control Specialist
- Social-Environmental Specialist
- VNGI Senior Project Manager
- VNGI Junior Project Manager
- VNGI Administrator

In section 6 below, the Project staff functions are broken down and responsibilities described in detail.

#### 5.2 Communication, Visibility and Community engagement in line with the different project stages by use of:

- Social media (Website, Facebook, on-line newspapers, E-mail)
- Printed newspaper
- Radio and Television advertising and interviews
- Physical information sessions and meetings (one information session per grant cycle)<sup>8</sup>
- Brochures and flyers
- Registration and evaluation forms
- Beneficiary surveys (see reporting and monitoring)
- Monitoring obligations CSOs
- On site visits

#### 5.3 Capacity Strengthening and Training

- PDT to familiarize staff of contracted CSOs with the rules, regulations and guidelines of the program, more in particular the content of the Grant Manual
- LBT sessions to discuss possible bottlenecks and exchange experiences and relevant project information<sup>9</sup>
- Other refreshment training (technical and financial upon request)
- Individual grantee coaching and support
- Final conference

#### 5.4 Surveys and Assessments<sup>10</sup>

- Baseline and end-line survey. The baseline survey will serve as benchmark for measuring progress made as a result of project interventions which will be indicated by the end-line survey.
- Needs assessments to measure the needs for capacity strengthening and training.
- Social network analysis to develop an understanding of the existing network relations among project stakeholders.

## 6. PROJECT IMPLEMENTATION UNIT STAFF FUNCTIONS AND RESPONSIBILITIES

### 6.1 Team Leader

<sup>8</sup> Due to the COVID-19 pandemic, the PIU may decide to break down one large information session into multiple sessions with a smaller audience to attend in order to minimize spreading the virus.

<sup>9</sup> LBT sessions are organized on annual basis for staff of CSOs involved in the implementation of project activities with the ultimate goal to share experiences during implementation of activities and to draw lessons from their experiences.

<sup>10</sup> The surveys and assessment, executed under the Project, will be inclusive and provide relevant information to be shared with stakeholders to show the added value of the Project to the society of Sint Maarten. Data of the surveys and assessments will be systematically published through the Project communication channels.

The Team Leader (TL) is overall responsible for the financial, administrative and organisational tasks under the Project. Together with the VNGI Senior Project Manager he is responsible for human resource management (recruitment, training, environmental and social risk management related matters, staff etc.). The TL will support the Grants Manager in drafting the Grant Manual and guidelines for the call for proposals. Furthermore, he is responsible for the overall communication and reporting with stakeholders. The TL is the day-to-day representative of the implementing partners to the authorities and the donors. In addition, he will participate in the PTC meetings and will have the authority to respond to queries, concerns etc. on a day-to-day basis. The TL will provide assistance to the Deputy Team Leader (DTL) with regard to Monitoring and Evaluation (M&E) issues. The TL will operate under the direct supervision of the VNGI Senior Project Manager.

Proposed input: full-time for 2 years (440 working days), short-term afterwards (186 working days)  
Starting date: at project start

#### 6.2 Deputy Team Leader

The DTL will take over the management of the project from the TL in year three of the project, and is initially the right hand to the TL. The first two years (s)he will be guided and mentored by the TL in order to be able to operate independently following these two years. In addition, the DTL will be the prime access point for all (M&E) activities related to the project.

Proposed input: part-time (663 working days)  
Starting date: at project start

#### 6.3 Grants Manager

The Grants Manager will, together with the TL, be responsible for the design and development of the Grant Manual and guidelines for the calls for proposals. In addition, the position involves the development of the support system for grantees, organization of information seminars for grant applicants and potential beneficiaries and offering a helpdesk function. The Grants Manager will be the coordinating person for IT related issues under the project.

Proposed input: part-time (357 working days)  
Starting date: at project start

#### 6.4 Capacity Building and Training Manager

The Capacity Building and Training Manager will be responsible for the development of a capacity building strategy and project training strategy. Based on the strategy, which is proposed to be developed following a needs assessment within the civil society landscape, the expert will develop and conduct training sessions, or engage external expertise for this purpose, for the CSOs supported under the facility. Topics to be included are project management, grant writing, development and monitoring, financial management and reporting, budgeting, leadership, human resource management and revenue generation.

Proposed input: part-time (651 working days)  
Starting date: at project start

#### 6.5 Local Finance and Control Specialist

The Local Finance and Control Specialist will be deployed primarily for the financial eligibility check during the grant application stage and assessment of financial proposals. The specialist(s) will also be involved in financial management training during the pre-disbursement training sessions including financial reporting following a pre-developed and strict financial template.

Proposed input: part-time (521 working days)  
Starting date: at project start

#### 6.6 Social and Environmental Specialist

Proposed input: part-time (60 working days)

Starting date: during Project implementation

#### 6.7 VNGI Senior Project Manager

The Senior Project Manager will, on behalf of VNGI, be in charge for the overall implementation of the project. In this capacity, he will closely coordinate activities with the TL and have direct working relations with both the donor, the Ministry of Interior Affairs and Kingdom Relations (MinBZK) as well as the administrator of the project (WB) and the management of VNGI.

Proposed input: part-time (294 working days)

Starting date: at project start

#### 6.8 VNGI Junior Project Manager

The VNGI Junior Project Manager will assist the Senior Project Manager and support the local PIU team with the overall implementation of the project.

Proposed input: part-time (267 working days)

Starting date: at project start

#### 6.9 The VNG Administrator will be in charge for the overall financial administration of the Project.

#### 6.10 An independent local auditor will review and screen individual grant recipients. The scope of the audit is to ensure that financial statements and expenditure statements submitted within the framework of the current project are in accordance with the provisions as defined in the grant agreement.

Proposed input: part-time (50 working days)

Starting date: end of year 1

#### 6.11 Short-term Experts (International and Local)

Proposed input: part-time (68 working days)

Starting date: during Project implementation

## 7. PROJECT GRIEVANCE MECHANISM

#### 7.1 A feedback and complaint system, the Grievance Redress Mechanism (GRM), will be used during the entire duration of the CSPFRP project implementation period. Beneficiaries (grantees and their clients/participants), but also the wider public can register their feedback or complaint. The feedback and grievance system will be communicated via various media sources such as the dedicated website, facebook, relevant flyers, brochures and posters. This mechanism will be the GRM for both the Project and the GRM for grantees. Grantees will be required to share the below information for submitting complaints, the PIU will assist in complaint handling using the tracking form as presented in Annex 3, but it will be the responsibility of the grantee to follow up and work to resolve the complaint with the support of the PIU. The following contact details to file a complaint will be made publicly available<sup>11</sup>:

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<sup>11</sup> Contact details will ideally be included 30 days after the Grant Agreement becomes effective. However due to the COVID-19 pandemic, the need for having a physical office is less urgent as social distancing is obliged. The PIU may choose for a temporary address and telephone number. A permanent address and office telephone number will be communicated the moment the PIU will move into an office.

E-mail: [info@r4cr.org](mailto:info@r4cr.org)  
[rolf.hunink@r4cr.org](mailto:rolf.hunink@r4cr.org)  
[jose.sommers@r4cr.org](mailto:jose.sommers@r4cr.org)  
Facebook: r4crsxm  
Telephone: 1(721)5815050  
Address: A.T. Illidge Road 60D, Sint Maarten (most probably as of 1 December 2020)

The GRM will not replace any local judicial pathways available, and will not give the impression that those pathways are not available to the complainant. The Team Leader (TL) is tasked with ensuring that grievances are collected and responded to.

- 7.2 All complaints and negative feedback will be logged in an official GRM tracking form database by the PIU<sup>12</sup>. Complaints completed by project workers will be submitted to the responsible CSO first. Complaints will be looked at by the CSO within 2 working days of receipt and a possible solution communicated to the complainant. Each CSO will, in their periodic report, attach a separate Annex with complaints submitted, investigated and final outcome (both anonymously as well as in name) submitted and investigated.
- 7.3 Complaints which are not resolved by the CSO will be dealt with by the PIU. The PIU will assess and decide the severity of a complaint, verify it and make a further investigation, including the organization of a hearing if required where both the complainant and the respective CSO will be heard. The PIU will inform both the complainant and respective CSO about this further process for complaint handling.
- 7.4 In case the complainant also cannot accept the solution offered by the PIU, the TL will bring the issue as a separate agenda point to the PTC<sup>13</sup>. The PTC in its capacity will discuss the issue, eventually hear the complainant during the PTC meeting, and formulate its position on the issue and communicate this to the respective complainant with a copy to the CSO implementing the sub-project.
- 7.5 In case a complainant is still not satisfied with the outcome of this process, he/she can ask the PIU to forward the complaint to the managing agency of the trust fund, the NRPB, who will have to take the complaint into account and follow a standard procedure.
- 7.6 The PIU will on a regular basis inform the PTC about number and nature of the complaints. The register/database of complaints which is separate from the tracking form as annexed to this SEP, will be shared with the VNGI Senior Project Manager. A tracking form, in which all complaints are systematically registered by project staff, including actions taken and outcomes, is attached as Annex 3 to this SEP<sup>14</sup>.

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<sup>12</sup> Within the PIU, the DTL will be in charge for managing and monitoring the database. The TL will provide oversight.

<sup>13</sup> The first meeting of the PTC was held on 17 April 2020. Representatives of the NRPB, the SER, Chamber of Commerce and VNGI had an on-line session to discuss the PTC ToR and other issues, in particular a possible representation in the PTC of CSOs. Interest from the CSO community to participate in the PTC is limited due to the fact that they will exclude themselves automatically from the Grant Scheme. This topic will be further discussed as will be the endorsement of the final PTC ToR.

<sup>14</sup> For the time being, this responsibility will be with the TL who can attribute this responsibility to one of the PIU team members at a later stage.

- 7.7 The process of complaint handling under sub-project activities is described in the flow chart attached as Annex 4 to this SEP. The GRM will serve during the entire project implementation period. The GRM form will be used for tracking complaints received.
- 7.8 In situations where PIU staff employees, any stakeholder, or any other person, feel aggrieved and want to submit a complaint, they can make use of the WB Grievance Redress Service (GRS)<sup>15</sup>. The GRS is an independent complaints mechanism for people and communities who believe that they have been, or are likely to be, adversely affected by a WB financed project. In addition, any person or community can file a complaint about a project's adverse affects on them to the World Bank's Inspection Panel. On the website of the inspection panel detailed information on how to file a complaint is provided<sup>16</sup>.

## **8. REQUIREMENTS FOR GRANTEEES STAKEHOLDER ENGAGEMENT**

The PIU will require grantees to complete a template which identifies stakeholders including vulnerable populations that their project will impact and how they engage those people prior to submitting the grant application and engage them moving forward during the project. The template is attached as Annex 5.

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<sup>15</sup> <https://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>

<sup>16</sup> [www.inspectionpanel.org](http://www.inspectionpanel.org).

**9. ANNEXES**

## Annex 1 – ‘Overview of the CSPFRP Consultation Process and Resources Used’

### Key Dates

Date	Activity	Highlights
17-23 March 2019	<ul style="list-style-type: none"> <li>VNG International mission, including consultations with World Bank and Foresee Foundation;</li> </ul>	<ul style="list-style-type: none"> <li>First exploration with World Bank and Foresee Foundation of a possible CSPFRP project. Discussions on partnership for the project and a possible division of roles and responsibilities;</li> <li>Discussions with the VNP on its vision on the project and its preferred set-up;</li> </ul>
13-18 May 2019	<ul style="list-style-type: none"> <li>VNG International mission, including meetings with World Bank and Foresee Foundation;</li> </ul>	<ul style="list-style-type: none"> <li>Further discussions with Foresee and World Bank on needs of civil society;</li> <li>Discussions with the government (AZ, VSA) on the possibilities for the project, needs of local communities and involvement of the government in the project;</li> </ul>
22-26 June 2019	<ul style="list-style-type: none"> <li>VNG International mission, including meetings with World Bank, SMDF and Foresee Foundation;</li> </ul>	<ul style="list-style-type: none"> <li>Progress update meetings with World Bank, VNP and Foresee Foundation;</li> <li>Discussions with SMDF on the CSPFRP project and the role SMDF foresees for itself;</li> <li>Discussions with SMDF and Foresee on the priorities for CSOs on St Maarten and sub-projects expected to be applied for;</li> </ul>
July/August 2019	<ul style="list-style-type: none"> <li>Online civil society survey on challenges and needs for CSOs on St Maarten;</li> </ul>	<ul style="list-style-type: none"> <li>All CSOs in NPower’s database on St Maarten reached;</li> <li>75 detailed responses from CSOs on organisational features, target groups and most pressing needs and challenges;</li> <li>Important needs identified in the field of employment creation and support to aftercare facilities;</li> </ul>

Date	Activity	Highlights
19 August 2019	<ul style="list-style-type: none"> <li>Cluster meetings with CSOs on the upcoming support facility and assistance needed<sup>17</sup>;</li> </ul>	<ul style="list-style-type: none"> <li>7 thematic cluster meetings organised;</li> <li>Participation of 37 organisations in the cluster meetings, representing CSO's as well as government authorities (e.g. VSA);</li> <li>Feedback gathered on the need for flexibility of the project, quick win sub-projects and pressing needs;</li> <li>Needs identified on technical assistance to complement grant project support and support to job creation;</li> </ul>
13-21 November 2019	<ul style="list-style-type: none"> <li>VNG International mission, including meetings with World Bank, SMDF and Foresee Foundation;</li> </ul>	<ul style="list-style-type: none"> <li>Progress update meetings with World Bank and Foresee Foundation;</li> <li>Discussions on the proposal, budget and team arrangements within the project;</li> <li>Updates shared on priority projects for CSOs;</li> <li>Discussions with the government (AZ, VSA) on the project and the government's involvement;</li> </ul>
19-25 January 2020	<ul style="list-style-type: none"> <li>Consultation mission VNG International – in joint collaboration with World Bank staff;</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with SMDF on collaboration and roles and responsibilities within the project;</li> <li>Meeting with Chamber of Commerce on collaboration in the project in the context of the PTC;</li> <li>Meeting with the Nature Foundation on collaboration, technical committee, and needs of local communities;</li> <li>Discussion with World Bank on safeguard requirements;</li> <li>Meetings with implementing partner Foresee Foundation on the project design;</li> <li>Attended NPower CSO meeting about upcoming NGO conference;</li> </ul>
16-22 February 2020	<ul style="list-style-type: none"> <li>Consultation mission VNG International, including exchanges with local CSOs;</li> </ul>	<ul style="list-style-type: none"> <li>Visit NRPB, VNP and AZ to learn about their role and position in relation to the WB administered trust fund;</li> <li>Discuss with a CSO delegation (White Yellow Cross Foundation and the Foresee Foundation) the civil society support facility.</li> </ul>

<sup>17</sup> Including representatives of the following sector: Community Councils/Neighbourhood initiatives/emergency relief, Day cares/Play schools/Afternoon school programmes and extra-curricular activities, Sports/Recreation, Nature/Environment/Animal Welfare/re-/upcycling, Art/Culture/Archaeology/ Heritage, Psycho-Social support/ Mental care and Care for elderly and disabled/poverty relief and other vulnerable groups.

Date	Activity	Highlights
22 February 2020	<ul style="list-style-type: none"> <li>• NGO conference organized by Foresee Foundation and its NPOwer platform.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation rate of seventy (70) CSOs;</li> <li>• Training and familiarization sessions organized on diversity of subject areas;</li> <li>• Networking instrument (exchange views and experiences).</li> </ul>
March – April 2020	<ul style="list-style-type: none"> <li>• NPOwer survey on current needs and impact of COVID-19 on priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Survey indicated that next to Irma, COVID-19 is also expected to disrupt the society;</li> <li>• Other priorities may be identified (e.g. food support, mental assistance).</li> </ul>

### **Key Resources**

#### **Website - Friday, April 3<sup>rd</sup> 2020**

<https://www.npowersxm.com/>

#### **Press releases – Saturday, April 6<sup>th</sup> 2020**

The Daily Herald: <https://www.thedailyherald.sx/islands/vng-issues-urgent-call-to-local-ngos> - printed newspaper and online

Online newspapers: SXM Islandtime, SMN news, Island Talk, Soualiga Newsday, 721News, Caribisch Netwerk (Curacao):

<https://smn-news.com/st-maarten-st-martin-news/34427-project-strengthening-non-governmental-organizations-ngos.html>

<https://sxmislandtime.com/project-strengthening-non-governmental-organizations-ngos/>

[https://www.soualiganewsday.com/index.php?option=com\\_k2&view=item&id=30745:call-for-urgent-ngo-stakeholder-feedback-ngos-strengthening-project&Itemid=450](https://www.soualiganewsday.com/index.php?option=com_k2&view=item&id=30745:call-for-urgent-ngo-stakeholder-feedback-ngos-strengthening-project&Itemid=450)

<https://www.sxm-talks.com/the-daily-herald/vng-issues-urgent-call-to-local-ngos-the-daily-herald/>

Emails sent via [npowersxm@gmail.com](mailto:npowersxm@gmail.com):

436 sent out on Saturday, April 4<sup>th</sup> 2020 before 11:30 AM (26 emails not delivered)

Facebook:

NPOwersxm: <https://www.facebook.com/NPOwerSXM/>

NPOwer Community Service page: <https://www.facebook.com/groups/sxmcsos/>

VNP : <https://www.facebook.com/vnpsxm/>

Links to Feedback form:

<https://docs.google.com/spreadsheets/d/1GtjsunKkIik8IzugWZz7YLQJAP2fmeDjKzW9EUXtXyg/edit#gid=1266240308>

[https://docs.google.com/forms/d/11qVudhP7qVkn2VyeUKUSjD\\_9kxEV80YdsVs9O7fnACw/edit#responses](https://docs.google.com/forms/d/11qVudhP7qVkn2VyeUKUSjD_9kxEV80YdsVs9O7fnACw/edit#responses)



**NPOwer SXM**  
57 mins · 📍

Project: Strengthening non-governmental organizations (NGOs)

Your Feedback Is greatly appreciated!!!

Call for NGO Stakeholder Feedback: Non-Governmental Organizations (NGOs) Strengthening Project.

VNG International (VNGI) is calling on all NGO stakeholders for input to strengthen the NGO sector, in a post Irma recovery and reconstruction effort. VNGI, through the World Trustfund, financed by the Government of the Netherlands, has been diligently working on a grants mechanism, which will launch periodic calls for proposals, to fund projects with recovery and rehabilitation objectives, as well as providing technical assistance and capacity building for the grant beneficiaries (NGOs). VNGI has been working on Sint Maarten in the context of the recovery and reconstruction efforts since the passing of hurricane Irma in 2017.

Given the importance of close involvement of all stakeholders and to ensure proper consultation, VNGI is calling on all NGO sector stakeholders to review two of the main instruments used for this purpose, namely the draft 'Environmental and Social Safeguards Instrument' and the draft 'Stakeholders Engagement Plan'.

Both need NGO Stakeholder input to be further processed.

Kindly go to <https://www.npowersxm.com/> and provide your comments using the provided 'Feedback Form'.

If you have questions the local advisors are happy to assist you and you can send an email to [npowersxm@com](mailto:npowersxm@com) or call 581 5050.

THANK YOU!!!

**To: the NGOs of SXM**

**Hi,**  
**VNG International**  
**URGENTLY needs your feedback...**

Go to:  
[www.npowersxm.com](https://www.npowersxm.com)

Deadline:  
April 6th @ 5pm



## Project: Strengthening non-governmental organizations (NGOs) Feedback URGENTLY needed!

**Call for NGO Stakeholder Feedback: Non-Governmental Organizations (NGOs) Strengthening Project**

VNG International (VNGI) is calling on all NGO stakeholders for input to strengthen the NGO sector, in a post Irma recovery and reconstruction effort. VNGI, through the World Bank managed Trustfund, financed by the Government of The Netherlands, has been diligently working on a grants mechanism, which will launch periodic calls for proposals, to fund projects with recovery and rehabilitation objectives, as well as providing technical assistance and capacity building for the grant beneficiaries (NGOs). VNGI has been working on Sint Maarten in the context of the recovery and reconstruction efforts since the passing of hurricane Irma in 2017.

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Both need NGO Stakeholder input to be further processed. Kindly go technical assistance and capacity building for the grant beneficiaries (NGOs). VNGI has been working on Sint Maarten in the context of the recovery and reconstruction efforts since the passing of hurricane Irma in 2017.

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**VNG International**  
**URGENTLY needs your feedback...**

Go to:  
[www.npowersxm.com](https://www.npowersxm.com)

Deadline:  
April 6th @ 5pm



**ABOUT THE TRUST FUND**

The Sint Maarten Recovery, Reconstruction and Resilience Trust Fund responds to the devastation caused by Hurricane Irma in Sint Maarten in September 2017.

The Trust Fund is financed by the Government of the Netherlands for up to 470 million Euro (US\$ 553M equivalent), administered by the World Bank, and its activities are implemented by the National Recovery Program Bureau on behalf of the Government of Sint Maarten and its partner organizations.

[Read more...](#)

- HIGHLIGHTS**
- Civil Society Facility: VNG issues urgent call to local NGOs** [More+++](#)
  - Sint Maarten Trust Fund Steering Committee Approves US\$3.6 million for Rapid COVID-19 Response** [More+++](#)
  - National Recovery Program Bureau and World Bank sign restructured US\$35 million Enterprise Support Project** [More+++](#)
  - Bulldozer delivered to VROMI ministry will improve landfill management** [More+++](#)
  - New Hospital Construction Officially Commences** [More+++](#)

organisations (NGOs) for feedback "to strengthen the NGO sector in a post-[Hurricane - Ed.] Irma recovery and reconstruction effort."

"VNG, through the World Bank-managed Trust Fund, has been diligently working on a grant mechanism which will launch periodic calls for proposals to fund projects, with recovery and rehabilitation objectives, as well as providing technical assistance and capacity-building for the grant beneficiaries (NGOs)," according to a press release issued by Foresee (4C) Foundation.

According to the foundation, VNG has been working in St. Maarten "in the context of recovery and reconstruction efforts" since the passing of Hurricane Irma in 2017.

"Given the importance of close involvement of all stakeholders, and to ensure proper consultation, VNG is calling on all NGO stakeholders to review two of the main instruments used for this purpose, namely the draft 'Environmental and Social Safeguards Instrument' and the draft 'Stakeholders Engagement Plan,'" according to the press release.

The foundation said both documents require NGO stakeholder input to be processed.

Persons can submit their input via the website [www.npowersxm.com](http://www.npowersxm.com) using the provided "Feedback Form."

For more information, persons can call tel. 1-721-581-5050 or send an e-mail to

[npowersxm@gmail.com](mailto:npowersxm@gmail.com).



## Key Stakeholders

Areas of Interest	Organization
Community Councils/ Neighbourhood initiatives, emergency relief,	St. Maarten Development Fund
	K1 Britannia
	Freegan Food Café
	Red Cross
	<a href="#">Ministry VSA</a>
	ADRA International (ADRA SXM)
	Tzu Chi Foundation
Rotary Clubs	
Daycares/Play schools/Afternoon school programs and activities	SECD (platform for Daycares/after-school prog.)
	Belvedere Community Center
	Stichting Ervaringsgericht onderwijs
	No Kidding with our Kids Foundation
	<a href="#">Ministry VSA</a>
Youth Council Association	
Sports and Recreation	National Sports Institute
	National Sports Federation
	<a href="#">Ministry ECYS</a>
	United Academy
Nature/Environment/Animal Welfare/ re-/up-cycling	Nature Foundation
	EPIC
	Green Initiative/Waste to Work
	Animal Defenders
Art/Culture/Archeology/ Heritage	National Institute of Arts
	Philipsburg Jubilee Library
	House of Nehesi Publishers
	SIMARC
	<a href="#">Monument Council</a>
	ArtCraftCafe Foundation
	<a href="#">Department of Culture</a>
	Cultural Center/New Generation..
Dance Theatre	
Psycho-Social support/ Mental care	APAP (Association psychologists)
	SFPO (Association Social Workers)
	Mental Health Foundation
	Dr. J. Foundation
	Stichting Justitiele Inrichtingen St. Maarten
	<a href="#">Voogdijraad</a>
Areas of Interest	Organization
Care for elderly and disabled/ poverty relief and other vulnerable groups	White & Yellow Cross Care Foundation
	SXM Sen. & Pension Assoc.n/Anti-Pov. Platform
	Helping Hands Foundation
	Excellence Learning Academy
	Safe Haven
	Turning Point Foundation
	AIDS Foundation
	COME
Women Desk	

## Annex 2 – CSO Basic Sample Survey – Main Data (August 2019)

### Question 1

How many persons are employed by your organization?

number	abs.	%
0	7	9.6%
1-5	29	39.7%
6-10	14	19.2%
11-15	7	9.6%
>15	16	21.9%
	<b>73</b>	<b>100%</b>

### Question 2

Which target group(s) does your organization serve with your activities? Multiple answers are possible.

category	abs.	%
Very young children (0-4 years)	15	9.4%
Children of primary or secondary school age (5-17 years)	34	21.2%
Young Adults (18-35 years)	23	14.4%
Adults (36-62 years)	16	10.0%
Pensioners (62+ years)	10	6.3%
All age groups	27	16.9%
Vulnerable people of all ages (e.g. women, migrants, victims of violence, delinquents, unemployed, drug addicts, LGBTQI community, disabled, low income groups)	23	14.4%
Other targets such as animals, cultural heritage, air quality, nature and environment, quality of buildings or public space.	12	7.5%
	<b>160</b>	<b>100.1%</b>

### Question 3

How frequent does your organization deliver services and/or organize activities?

category	abs.	%
3 or more times every week)	44	61,1%
About once or twice every week	3	4,2%
About once or twice every month	5	6,9%
About once or twice every month	20	27,8%
	<b>72</b>	<b>100%</b>

### Question 4

How many people attend your activities on a regular basis?

numbers	abs.	%
1 - 9	3	4.1%
10 - 30	17	23.0%
30 - 100	16	21.6%
> 100	29	39.2%
Our activities are not focused on people	9	12.2%
	<b>74</b>	<b>100.1%</b>

**Question 5**

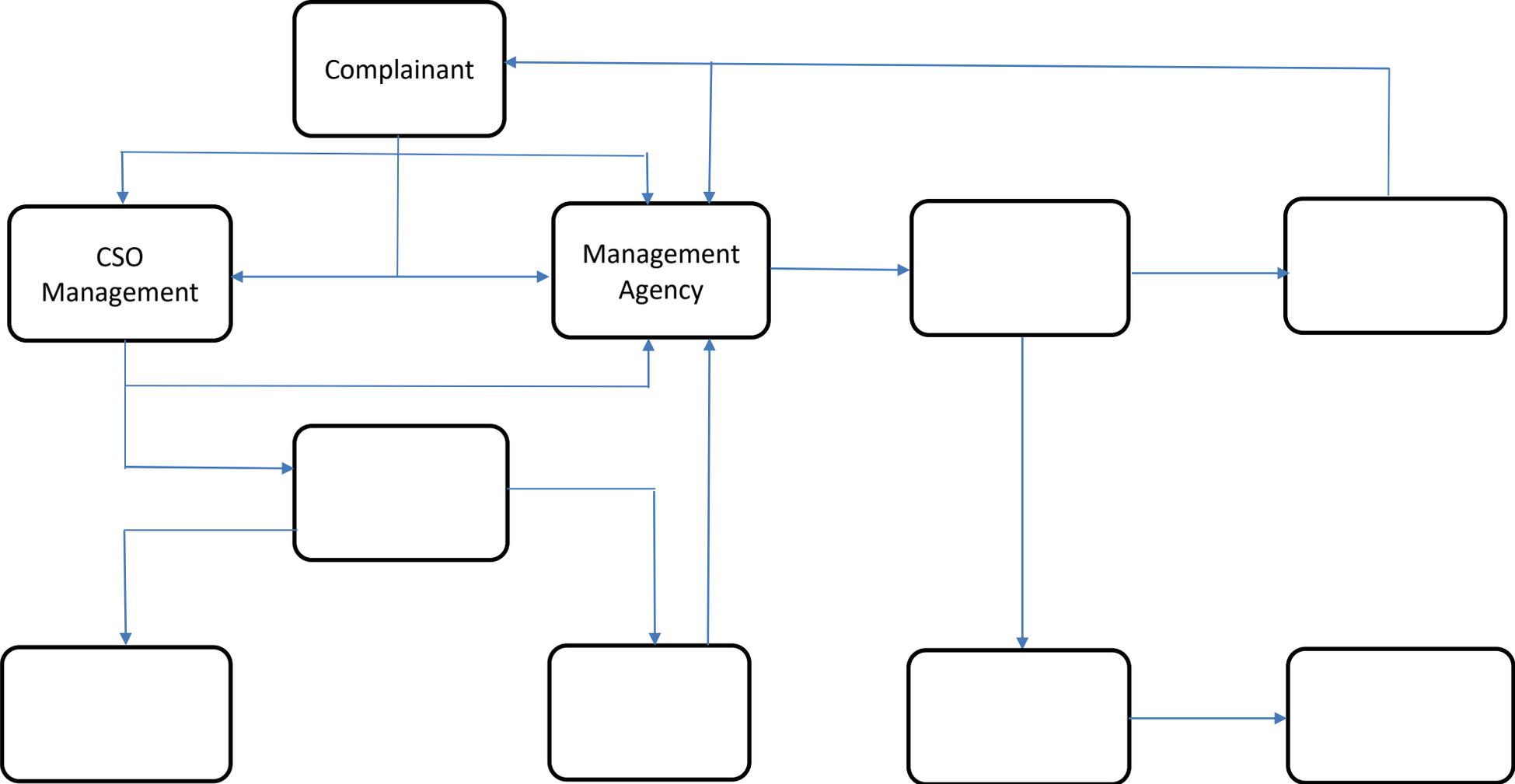
Can you indicate issues that hamper the execution of your activities/services, other than a lack of funds?  
Multiple answers possible.

<b>category</b>	<b>abs.</b>	<b>%</b>
We are happy with our activities, our size and with what we accomplish. We have no issues.	4	1.6%
We lack good volunteers and/or activists supporters	20	7.9%
We lack sufficient numbers of qualified staff, managers and/or board members	21	8.3%
We lack time	14	5.5%
We lack sufficient materials	35	13.8%
We lack a suitable working space	33	13.0%
We could organize ourselves better	9	3.5%
We should register (update our registration), improve our statutes, and/or get a bank account, but this is difficult	6	2.4%
There are government laws, rules and regulations regulating our scope of work/what we do. It is hard to understand them or fulfil these requirements	8	3.1%
We should /need to work together with the government but this is difficult	32	12.6%
We should/need to work together with other organizations but this is difficult	8	3.1%
We are in competition with other organizations, who do similar things that we do in the same areas	6	2.4%
We have issues connected to our target group(s)	4	1.6%
We need assistance with marketing and technology	22	8.7%
Other	32	12.6%
	<b>254</b>	<b>100.1%</b>

**Annex 3 – Grievance Redress Mechanism (GRM) tracking form**

<b>Claim Number</b>	<b>Date Complaint Received</b>	<b>Name &amp; Contact Person Making Complaint, unless anonymous</b>	<b>Description of Complaint</b>	<b>Actions Taken to Resolve Complaint</b>	<b>How was Complaint Resolved</b>	<b>Date Complaint Resolved</b>	<b>Outcome accepted/not accepted</b>	<b>Further information</b>

**Annex 4 – Visualization of Complaint Handling under CSPFRP**



## Annex 5 – Template for the Identification of Vulnerable Groups and other Stakeholders under CSPFRP

<b>Name of the CSO applying for a Grant:</b>	
<b>CSO Contact Person Coordinates</b>	Name: Address: Tel. Number: E-mail address:
<b>Specific vulnerable group if applicable:</b>	
<b>Question</b>	<b>Answer</b>
What are the three most important challenges your vulnerable target group is facing today?	1)  2)  3)
How did you identify your vulnerable target group?	
What were the main reasons (max. 3) for your CSO to focus on this vulnerable group?	1)  2)  3)
How are you planning to engage your vulnerable group <u>before</u> submitting your grant application?	
If your grant application is awarded, how are you engaging your vulnerable group <u>during</u> implementation of your project activities?	
After finalization of your project, how will you keep on engaging your vulnerable group?	

<p>If your project does not address any specific vulnerable group, or also concerns other stakeholders, explain below A. who those stakeholders are, and B. how the ideas and concerns of the stakeholders have been sought and considered in the design of the activities contained in this proposal</p>	
<p>A. Describe stakeholders</p>	
<p>B. How the ideas and concerns of stakeholders have been sought and considered in the design of the activities contained in this proposal.</p>	