

SEMI-ANNUAL REPORT
January 1 – June 30, 2024

Sint Maarten

Reconstruction, Recovery,
and Resilience Trust Fund





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Sint Maarten

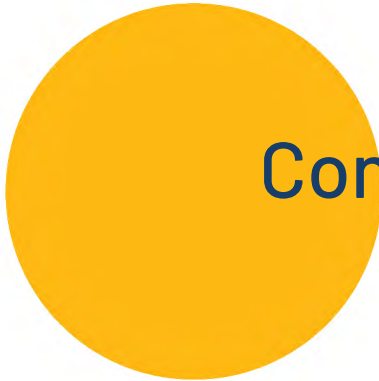
Reconstruction, Recovery, and Resilience Trust Fund

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January 1 – June 30, 2024

Prepared by
Sint Maarten Trust Fund Secretariat
Caribbean Country Management Unit
Latin America and Caribbean Region
World Bank







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Acronyms

AF	Additional Financing	MSME	Micro, Small, and Medium Enterprise
ATRP	Airport Terminal Reconstruction Project	MSWDS	Municipal Solid Waste Disposal Site
CPPR	Country Portfolio Performance Review	NRPB	National Recovery Program Bureau
CRPP	Child Resilience and Protection Project	NRRP	National Recovery and Resilience Plan
CSO	Civil Society Organization	PAP	Project-Affected Population
CSPFRP	Civil Society Partnership Facility for Resilience Project	PDO	Project Development Objective
DLT	Digital Leadership Team	PIU	Project Implementation Unit
DRF	Disaster Reserve Fund	PJIA	Princess Juliana International Airport
EDMP	Emergency Debris Management Project	PJIAE	Princess Juliana International Airport Operating Company N.V.
EDP	Emergency Disaster Preparedness Plan	PPSP	Positive Parenting Support Program
ERP-I	Emergency Recovery Project I	R4CR	Resources for Community Resilience
ESHS	Environment Social Health and Safety	RAI	Resettlement Area of Impact
ESP	Enterprise Support Project	RAP	Resettlement Action Plan
ESMP	Environmental and Social Management Plan	SMMC	Sint Maarten Medical Centre
FRLP	Fostering Resilient Learning Project	SPEAR	Sustaining Program Effectiveness and Advancing Resilient Government Capacity
GDP	Gross Domestic Product	SWAMP	Sint Maarten Wastewater Management Project
GEBE	Sint Maarten Utility Company	SWM	Solid Waste Management
GoSXM	Government of Sint Maarten	SXM	Sint Maarten
HEIS	Hands-on Expanded Implementation Support	SXM TF	Sint Maarten Trust Fund
HRPP	Hospital Resilience and Preparedness Project	TEATT	Ministry of Tourism, Economic Affairs, Transport and Telecommunications
ICT	Information and Communication Technology	ToR	Terms of Reference
IMHSP	Improving Mental Health Services Project	TWG	Technical Working Group
L&D	Learning and Development	UNICEF NL	UNICEF The Netherlands
LMS	Learning Management System	VNGI	VNG International (International Cooperation Agency of the Association of Netherlands Municipalities)
LRP	Livelihood Restoration Plan	VROMI	Ministry of Public Housing, Spatial Planning, Environment, and Infrastructure
M&E	Monitoring and Evaluation	VSA	Ministry of Public Health, Social Development, and Labor
MECYS	Ministry of Education, Culture, Youth and Sports		
MHF	Mental Health Foundation		
MMIS	Ministry Management Information System		
MOGA	Ministry of General Affairs		
MoU	Memorandum of Understanding		

Executive Summary



The Sint Maarten Trust Fund (SXM TF) Program supports the country’s recovery, reconstruction, and long-term development priorities to strengthen its resilience to disasters based on the principles of building back better and sustainability. Now in its sixth year of implementation, the SXM TF has generated a wealth of concrete results and knowledge in the areas of reconstruction and resilience.

This report describes the SXM TF’s achievements, activities, challenges, and actions from January 1 to June 30, 2024. The island has attained significant milestones while grappling with economic and social challenges from global economic incidents, the debilitating on-island energy crisis, and seasonal disaster risks. The TF remains focused on helping Sint Maarten deliver positive outcomes that enhance the lives of its people in the immediate and long term.

Emergency Response

In this reporting period, the SXM TF’s emergency response projects delivered significant results that will increase crisis preparedness and recovery. The Emergency Debris Management Project (EDMP) successfully resettled all project-affected persons (PAPs). The Emergency Recovery Project I (ERP-I) completed extensive repairs to 12 schools, followed by official handover to their school boards. The ERP-I also advanced procurement for critical repairs of the emergency operations center, school gyms, and sports facilities.

Resilient Infrastructure

Ongoing investment in Sint Maarten’s infrastructure is yielding appreciable and far-reaching results. The reconstruction of the Princess Juliana International Airport (PJIA) made great strides, notably the new check-in hall going live in January and new food court reopening in June. The airport is on track for its long-awaited opening in November 2024, which will showcase hurricane-resilient features. Major progress under the Hospital Resiliency and Preparedness Project (HRPP) will ensure patients do not need to venture overseas for high-quality care. New clinical guidelines incorporated the latest medical research and best practices, and the Sint Maarten Medical Centre (SMMC) created an action plan to improve professional development and medical certification. The design for the new hospital was submitted for review.

Community Investment

The SXM TF continued to invest in the well-being of Sint Maarten children, small businesses, and civil society. Works to fence and barricade the sites at Charles Leopold Bell School and Sint Maarten Library were completed under the Fostering Resilient Learning Project (FRLP). With support from the Child Resilience and Protection Project (CRPP), new psychosocial assessment diagnostic tools were rolled out, and standard operating procedures for child protection were integrated into school protocols. The Enterprise Support Project (ESP) enabled 36 new micro, small, and medium enterprises (MSMEs) to access finance, half of which were owned or managed by women. R4CR provided grants to 14 new sub-projects and 6 new civil society organizations (CSOs) under the Civil Society Partnership Facility for Resilience Project (CSPFRP).

Attentive Management

Workshops, meetings, and on-the-ground engagements fostered collaboration between TF management, technical teams, and Project Implementation Units (PIUs). In March 2024, the World Bank and Government of Sint Maarten (GoSXM) held the semi-annual Country Portfolio Performance Review (CPPR) to evaluate progress and emerging risks for SXM TF projects. In April 2024, the tripartite Steering Committee convened as usual to review the TF’s progress and find consensus on how to address bottlenecks and maximize opportunities. At the April meeting, the Steering Committee endorsed the options identified for the Sint Maarten Disaster Reserve Fund (DRF)—through which the country will have access to emergency financial

assistance in a natural disaster or unexpected climatic event—and recommended that the options be shared with the GoSXM for their final decision. In June, an unprecedented Steering Committee meeting was added to closely address challenges in key projects, and a high-level meeting was held to facilitate stronger engagement with the newly formed government.

Sharing Knowledge

Through a range of activities, the SXM TF communicated its meaningful impacts and lessons learned so far. In March, the SXM TF held its first Results Fair, attended by over 100 participants from the World Bank, PIUs, GoSXM, and CSOs. The one-day event highlighted the achievements of all the partners and people of the island who have been working to build back better. In February, VNGI's director visited R4CR and several recipient CSOs to learn more about their activities and draw lessons. The month of June was exceptionally busy for the SXM TF with no less than three knowledge engagements. In Curacao, the World Bank conducted a moderated discussion to share best practices and perspectives with participants from the Dutch Caribbean and the Netherlands. A GEMS (Geo-Enabling Initiative for Monitoring and Supervision) three-day capacity-building session was held in Sint Maarten, in which PIUs learned about remote monitoring systems and customized data collection tools. To close the month, students from the University of Aruba visited World Bank headquarters in Washington, D.C. to learn about its activities in the Caribbean, including the SXM TF, as part of a leadership and learning program.

Ongoing Commitment

The SXM TF maintained close engagement with the government and partners to monitor the program's strategic direction and ensure outcomes generated continue beyond the TF. The World Bank's country office in Sint Maarten signed its local office lease, strengthening the TF's real-time and hands-on implementation support, collaboration with the GoSXM, and partnerships with local businesses and organizations. In June 2024, a strategic engagement was held with the Honorable Prime Minister Dr. Luc Mercelina and his team during a working visit to Washington, D.C., to introduce the SXM TF and discuss priorities and expectations.



Members of the Sint Maarten Trust Fund Steering Committee: (Left to right) Mr. Ronald Halman (representing the Government of Sint Maarten), World Bank Country Director for the Caribbean Countries, Ms. Lilia Burunciuc (representing the World Bank) and former Dutch State Secretary, Mr. Frans Weekers (representing the Government of the Netherlands).

Introduction



This semi-annual report presents the results, activities, and unaudited financial data of the Sint Maarten Trust Fund (SXM TF) from January 1 to June 30, 2024. Unless indicated otherwise, data are as of June 30, 2024 (the end of the World Bank’s fiscal year).

The report comprises six sections: (1) country context and macroeconomic development in 2024; (2) program strategy, structure, strategic framework, and guiding principles; (3) portfolio status as of June 2024, and achievements of projects under implementation and progress on projects under preparation; (4) cross-cutting implementation capacity constraints; (5) outreach and communications activities; and (6) appendices, including overall financial and operational performance and ratings.

a. Country Context

Sint Maarten is a constituent country of the Kingdom of the Netherlands in the Caribbean, which occupies the southern half of an island shared with the French Republic overseas collectivity of Saint Martin. Spurred by economic development, the country’s population (estimated at 42,848 in 2022 by the World Bank) has been steadily increasing, making Sint Maarten one of the most densely populated countries in the Caribbean.

Sint Maarten is highly vulnerable to natural disasters and adverse climatic events due to its location within the hurricane belt. In addition to high winds, rainfall, and flooding as the principal risk factors, the country is also vulnerable to earthquakes. Coastal areas are exposed to flood risk from sea level rise, storm surges, and potential tsunamis. Increased urbanization, climate change, and limited capacity to build resilience add to its vulnerability to natural hazards. For the past six decades, the country has been repeatedly hit by strong winds and hurricanes, including the intense storms of Donna in 1960 (Category 3); Hugo in 1989, Luis in 1995, and Lenny in 1999 (Category 4); Irma and Maria in 2017 (Category 5); and Jose in 2017 (Category 4). As a result of Hurricane Irma, the World Bank estimated damages to Sint Maarten at US\$1.38 billion and losses at US\$1.35 billion, about 129 percent and 126 percent of the gross domestic product (GDP), respectively. Irma affected 90 percent of all infrastructure and large parts of the natural environment.

Twenty storms occurred in the Atlantic in 2023 alone; Hurricane Tammy (Category 1) in October barely missed the Leeward Islands. An active season is occurring in 2024, with Hurricane Beryl (Category 5) in July generating strong winds and heavy rain in Sint Maarten. Due to the small size of the country, a single storm has the potential to directly impact the entire population.

Sint Maarten’s economy highly depends on tourism. Restaurants, hotels, and other tourism-related sectors account for about 45 percent of the country’s GDP. Tourism accounts for 73 percent of foreign exchange income, creating employment for approximately one-third of the employed population. Sint Maarten primarily caters to cruise tourists, with 80 percent of the visitors being short-stay cruise tourists, at the island’s only deep-water port in Philipsburg.

b. Macroeconomic Development

Sint Maarten is expected to continue its post-pandemic recovery. The Central Bank of Curacao and Sint Maarten¹ projects Sint Maarten's real GDP to grow by 3.2 percent in 2024 due to higher private demand, net foreign demand, and private investment. The increase in net foreign demand is driven by strong stayover arrivals during the first months of 2024, an increase in hotel room inventory, and more modest cruise tourism in 2024. Higher private investment reflects increased activity in the construction, hotels and restaurants, transport, storage and communication, and real estate, renting, and business activity sectors. Inflation is set to accelerate in 2024 to 2.7 percent compared to 2.1 percent in 2023 due to delayed passthrough of international commodity prices, such as international oil prices that increase the cost of transport and supply chain disruptions that affect the availability of materials in Sint Maarten's domestic prices. Sint Maarten's unemployment rate is projected to drop to 8.1 percent in 2024 from 9.1 percent in 2023.

The overall budget balance as a percent of GDP will turn around from a surplus of 0.5 percent in 2023 into a deficit of 1.6 percent in 2024 due to higher current and capital spending. The turnaround in the current budget balance is caused by a projected increase in government expenditures (15.1 percent) that will surpass the expected increase in revenues (6.2 percent). Expenditures will go up due to higher interest expenses, mainly from refinancing of the COVID-19 liquidity loans received from the Netherlands,² wages and salaries, and goods and services. Wages and salaries will increase because of some corrections in the wage scales of civil servants, combined with a 2.0 percent wage indexation and a 1.0 percent increase in the vacation allowance starting in 2024. The increase in capital spending is due to execution of projects carried over from 2023. Meanwhile, the expected modest increase in revenues will be driven by more tax proceeds, especially sales tax, wage tax, and profit tax, reflecting the projected increase in economic activity, combined with planned tax reforms in the second half of 2024, and the continued efforts to improve tax collection as agreed upon in the country package of Sint Maarten. The debt-to-GDP ratio is projected to reach 38.3 percent in 2024, a decline from 40.1 percent in 2023.

1 Central Bank of Curacao and Sint Maarten Economic Bulletin, June 2024, available at https://cdn.centralbank.cw/media/economic_bulletins_2024/20240628_economic_bulletin_june_2024.pdf

2 These loans were initially extended to Sint Maarten at 0 percent interest but were refinanced for one year against 3.4 percent upon maturity in October 2023, pending a viable solution for the insurance company ENNIA.

RESULTS SNAPSHOT

Civil Society Partnership Facility for Resilience Project (CSPFRP)



In 2020, Denicio started the ECO agricultural learning program: Educating, Cultivating and Outreaching.

Making Eco-Farming Attractive

Denicio Wyatt, a young farmer in Sint Maarten, stumbled onto eco-farming while trying to make sense of life after a great family loss, when his grandmother lost her battle with stage 4 cancer. In 2006, while in Holland, Denicio attempted suicide and later suffered bouts of epilepsy and seizures due to the lack of oxygen to the brain. While in Curacao for a magnetic resonance imaging (MRI) scan, he was intrigued by the juice smoothies sold by the roadside—a healthy fruit drink business lacking on the streets of his home island. He built a little hut in front of his house where he sold smoothies, and it soon became popular. When people asked if he planted his fruits, he said he had not considered the idea. There was a local community bias that nothing could be planted on Sint Maarten’s rocky soils.

His stepfather bought and planted seeds from Green Fingers garden center, and he got a bountiful harvest three months later—eggplants, broccoli, seasoned pepper, and bell pepper—all grown in his own front yard. This sparked Denicio’s interest in farming. He researched how to make plants grow and keep them healthy and thriving, and he began to understand plants and the human body and how the body repairs itself with the right foods.

Importance of R4CR Support

Denicio's organization, ECO (Educating, Cultivating, and Outreaching) St. Maarten Foundation, was one of 28 sub-project proposals submitted under Round 6 and received grant financing of US\$70000. R4CR grant recipients are trained on the rules and regulations of the grant scheme, such as reporting requirements, financial management, capacity strengthening, requesting advances, stakeholder communication, and the social and environmental standards applicable to the R4CR program.

With this grant, Denicio and his team setup a 40 x 20 square feet greenhouse sub-divided in traditional and advanced technology with grow towers and grow tables.

ECO St. Maarten Foundation is an agricultural project in the area of St. Peters, which provides farming education, cultivates a large greenhouse, and supports budding farmers to encourage the local agricultural sector. The concept grew from a community garden into an agricultural foundation that holds an eight-week long eco-learning program that helps the community with information on plants, seedlings, slips, educational seminars, fertilizers, organic pesticides—whatever resources a farmer would need to successfully carry out a project. The produce from these gardens is harvested for home consumption and the extra is sold or shared with vulnerable persons in the community.

Denicio says, "We never got a chance to tap into resources in the government because none of us knew how, we never even knew where to find the documentation. Now we have organizations like R4CR in the community that help us come together and mobilize other organizations with a united purpose."

Using Education to Get Children Involved in Farming

Denicio believes that planting spaceless gardens in schools will pique the interest of young growing minds and hopes to make agriculture appealing to young people. He suggests matching gardening with fashion trends and music in the community to get the next generation involved. He adds, "A farmer is one of the most important jobs in society because no matter your career, you've got to eat. Doctor, lawyer, accountant... you must eat. If none of these people eat or get a healthy breakfast in the morning, none of them will function properly."

"That's why I like R4CR. They provide resources for community resilience—education and finances—the two main pillars for a sustainable community. They provide guidance in financial management, project management, community assessment, and grant writing."

— Denicio Wyatt, Eco Farmer, Spaceless Gardens, Sint Maarten

1

Program at a Glance



Summary of Program Achievements from January to June 2024

As of the end of June 2024, the portfolio comprised 10 active projects for US\$417.06 million. In the first half of 2024, no projects were approved or closed, so the number of projects has not changed since the previous reporting period. At the end of June 2024, the Sint Maarten Wastewater Management Project (US\$10 million) remained as the sole pipeline project after the proposed Social and Affordable Housing Project (US\$20 million) was dropped.

Summary of Achievements

Projects Under Implementation

Airport Terminal Reconstruction Project (ATRP). The new check-in hall went live in January 2024, the airport staff moved back to the terminal executive offices in April, and the food court on level 1 reopened to the public in June.

Emergency Debris Management Project (EDMP). The project successfully resettled all 215 PAPs from the Resettlement Area of Impact in preparation for essential solid waste management activities.

Enterprise Support Project (ESP). Thirty-six new MSMEs were approved, of which almost half of the applications were from MSMEs managed by women. So far, the project has provided entrepreneurship and business skills training to 248 participants, strengthening the MSMEs' capacity to operate businesses for better results, sustainability, and resilience. In January, the new risk-sharing facility successfully helped seven MSMEs that lacked the collateral required by banks to access financing.

Hospital Resiliency and Preparedness Project (HRPP). Seven new clinical guidelines were approved, incorporating the latest medical research and best practices for ensuring high-quality patient care. The SMMC has created a Learning and Development (L&D) Master Plan, which includes leadership development initiatives, medical certification, and professional development for support staff. The design for the new hospital has been submitted for review, and construction has started for the wastewater treatment plant installation and Technical Building 1.

Civil Society Partnership Facility for Resilience Project (CSPFRP). R4CR launched the last round of grants in February 2024, adding 14 new sub-projects and six CSOs that had never received R4CR grants. Results of the third beneficiary assessment, initiated in March 2024, demonstrate continued high levels of beneficiary satisfaction and appreciation of project investments.

Fostering Resilient Learning Project (FRLP). The works to fence and barricade the sites at Charles Leopold Bell School and Sint Maarten Library were completed. In the event of a crisis or emergency, the Ministry of Education, Culture, Youth and Sports (MECYS) developed a manual to guide the reallocation of funds under the contingent emergency response component.

Child Resilience and Protection Project (CRPP). New support tools, such as frequently asked questions, a Referral Pathway Flowchart, and Teacher Queries Form, for the Diagnostic Toolkit Program were

completed and rolled out in additional schools. The Positive Parenting Support Programme (PPSP) is being institutionalized, with technical support from the University of the West Indies. Standard operating procedures for child protection were integrated into Court of Guardianship protocols. The Inter-Island Protocol operational plan was developed and approved by all heads of the Dutch Caribbean Court of Guardianships.

Emergency Recovery Project I (ERP-I). Eleven additional schools were repaired and handed over to the school boards. Procurement processes for the expansion of the fire and ambulance building for the emergency operations center, school gyms, and sports facility repairs are significantly advancing.

Digital Government Transformation Project (DGTP). The project successfully realigned priorities and accelerated the launch of critical tenders. Five tenders were officially launched, with three directly impacting the project's path. The tender for Enterprise Architecture Implementation is currently in the evaluation stage.

Improving Mental Health Services Project (IMHSP). In June, a project launch workshop was held to ensure all relevant stakeholders were aligned on their roles and responsibilities. Rapid progress has been made in securing US\$10 million in counterpart funding for the new facility's construction.

Projects Under Preparation

Sint Maarten Wastewater Management Project. Project preparation significantly progressed during this reporting period and the negotiations stage with the government was completed.³

Advisory Services and Analytics

Digital Government Transformation Technical Assistance. The team finalized the technical specifications for connecting base registries, developing e-services, and establishing an address registry and Government Wide Area Network.

Analysis for Establishing the Sint Maarten Disaster Reserve Fund (DRF). The World Bank produced an Options Paper for establishing the Sint Maarten DRF and presented it to the SXM TF Steering Committee in April and to government representatives on June 3, 2024.

³ The project was approved by World Bank management and signed with Sint Maarten counterparts in August 2024.

Special Events

Country Performance Portfolio Review (CPPR). From March 11-15, 2024, the World Bank conducted the second performance review of the SXM TF portfolio of active projects. This annual World Bank exercise evaluates performance through a portfolio-wide health overview, identifies implementation challenges, and outlines improvement action plans at the individual project level. The analysis offers a closer review of the technical areas on track for completion, those needing further work, and those needing deeper changes to mitigate risk and resolve stagnant and persistent issues.

Trust Fund Results Fair. The first-ever Results Fair on March 12, 2024, in Sint Maarten highlighted the achievements and positive impact of the SXM TF in its sixth implementation year. The one-day event demonstrated meaningful progress and collaboration toward post-Irma reconstruction and resilience goals. More than 100 participants attended from the World Bank, Project Implementing Units (PIUs), GoSXM, and CSOs.



2

Sint Maarten Trust Fund Program Strategy



a. Trust Fund Establishment

The SXM TF Program was established in April 2018 to support post-Irma reconstruction and recovery efforts. The TF is financed by the Government of the Netherlands with €445.11 million in contributions and managed by the World Bank. The program is implemented through Recipient-Executed activities and World Bank-Executed activities. The National Recovery Program Bureau (NRPB) implements most TF activities on behalf of the GoSXM, complemented by public and private entities. The program is expected to be implemented until December 31, 2028.

b. National Recovery and Resilience Plan

Sint Maarten developed a comprehensive National Recovery and Resilience Plan (NRRP) in 2018, to restore, secure, and strengthen the well-being of Sint Maarten’s people following the devastation from Hurricanes Irma and Maria in 2017. The NRRP identifies three priorities: (1) supporting the basic needs of the community; (2) restarting and revitalizing the economy; and (3) preparing the country and government for future hurricane seasons (Figure 2.1). The NRRP projects that US\$2.3 billion would be required to respond to Sint Maarten’s recovery and resilience needs, of which the SXM TF is a large contributor.

Figure 2.1 Three Pillars of the National Recovery and Resilience Plan

 Community Recovery and Resilience	 Economic Recovery and Resilience	 Government Recovery and Resilience
Housing	Macroeconomic Outlook	Disaster Risk Management
Health	Tourism and Commerce	
Employment, Livelihoods and Social Protection	Finance	Governance and Public Financial Management
Solid Waste	Airport	Justice, Public Safety and Security
Education	Ports and Marinas	
Environment	Roads and Drainage	Additional Public Buildings
	Water	
	Electricity	
	ICT	

c. Trust Fund Strategic Framework

The SXM TF Strategic Framework 2019-25 was approved in August 2019 by the Steering Committee and based on the NRRP. A new framework is being prepared to cover the priorities and needs for 2026 onwards based on the current realities and implementation status of the 2019-25 version. The Strategic Framework 2019-25 addressed post-disaster recovery needs and selected medium-term challenges for Sint Maarten’s sustainable resilience and prosperity, prioritized in three focus areas (Figure 2.2):

- promote sustainable economic recovery
- invest in citizens and resilient communities
- build the foundations to improve long-term resilience and good governance

Figure 2.2 Sint Maarten Trust Fund Strategic Focus Areas and Objectives

FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3
<p>Promote Sustainable Economic Recovery</p>	<p>Invest in Citizens and Resilient Communities</p>	<p>Build the Foundation and Capacity to Improve Long-Term Resilience and Good Governance</p>
<p>Objective 1: Sustainably restore air access and improve connectivity.</p>	<p>Objective 4: Repair and increase access to housing, especially for the vulnerable.</p>	<p>Objective 7: Improve capacity for disaster response.</p>
<p>Objective 2: Support tourism recovery through access to finance and resilient utility services.</p>	<p>Objective 5: Increase access to quality health, education, and sports services.</p>	<p>Objective 8: Strengthen fiscal resilience and modernize the public sector.</p>
<p>Objective 3: Establish a sustainable solid waste management system with improved sanitation services.</p>	<p>Objective 6: Strengthen social safety nets and promote employment, particularly for vulnerable youth and households headed by women.</p>	

The Strategic Framework 2019–25 focus area objectives would be achieved through discrete projects as outlined in Figure 2.3. While the SXM TF finances many framework priorities, additional funds are expected to be leveraged from other partners to fill sector gaps and complement current and planned activities as appropriate.

Figure 2.3 Strategic Framework 2019–25 Focus Areas and Projects

FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3
<p>Promote Sustainable Economic Recovery</p>	<p>Invest in Citizens and Resilient Communities</p>	<p>Build the Foundation and Capacity to Improve Long-Term Resilience and Good Governance</p>
<p>Airport Terminal Reconstruction Project</p>	<p>Hospital Resiliency and Preparedness Project</p>	<p>Emergency Recovery Project I</p>
<p>Emergency Debris Management Project</p>	<p>Emergency Income Support and Training Project (closed)</p>	<p>Digital Government Transformation Project</p>
<p>Enterprise Support Project</p>	<p>Red Cross Roof Repair (closed)</p>	
<p>Wastewater Management Project (pipeline)</p>	<p>Civil Society Partnership for Resilience Project</p>	
	<p>Fostering Resilient Learning Project</p>	
	<p>Child Resilience and Protection Project</p>	
	<p>Improving Mental Health Services Project</p>	

d. Trust Fund Structure

The SXM TF Steering Committee is composed of one representative each from the GoSXM, the Government of the Netherlands, and the World Bank and is responsible for allocating TF resources to projects. The Steering Committee endorses SXM TF activities by consensus, prepared and approved through the World Bank processes, and implemented by the GoSXM. The Caribbean Country Management Unit within the World Bank's Latin America and Caribbean regional unit serves as the SXM TF program secretariat. PIUs designated by the GoSXM implement project activities. The five PIUs currently responsible for implementing or managing SXM TF projects are:

- National Recovery Program Bureau (NRPB)
- Sint Maarten Medical Centre (SMMC)
- Princess Juliana International Airport Operating Company N.V. (PJIAE)
- VNG International (VNGI)
- UNICEF Netherlands (UNICEF NL)

Based on specific requests from the Netherlands, the World Bank provides additional technical assistance to the GoSXM to support implementation of the TF projects. The World Bank executes these activities, such as hands-on implementation support, analytical and knowledge work, and project preparation and implementation advice. In addition, where appropriate and feasible, the Government of the Netherlands and the World Bank jointly provide further complementary technical assistance and expertise to the SXM TF program.

e. Guiding Principles for Trust Fund Use

The Netherlands' guiding principles state that activities will: (1) address the damage caused by Hurricane Irma; (2) make significant improvements to the pre-hurricane preparation of the island; and (3) restore vital infrastructure whose breakdown would threaten social peace or national security.

The SXM TF support aims to boost resilience by improving crisis management and disaster preparedness, promoting economic diversification, enhancing good governance, and strengthening civil society. A preference is expressed for projects with a long-term vision that respects both people and the environment. According to these principles, projects are assessed on six criteria:

- **Necessity** (no other sources of funding)
- **Additionality** (bring in private or other public international financing where possible)
- **Suitability** (appropriateness in scale considering capacity)
- **Effectiveness** (ability to attain the objective and their consistency with Sint Maarten's long term policy orientations)
- **Efficiency and legitimacy** (safeguards are in place to ensure both)
- **Good governance** (central to all activities undertaken by the SXM TF, particularly outcomes and methods of implementation). The latter concept is further supported by the strict application of World Bank processes and procedures for financial management, procurement, safeguards, and environmental and social standards.

RESULTS SNAPSHOT

Emergency Recovery Project I (ERP-I)



Reviewing progress at Helmich Snijders Hillside Christian School during World Bank implementation support mission in May, 2024.

Rebuilt Schools Are Laying the Groundwork for a Brighter Future

The idiom “When it rains it pours” could not have been more apt for the adversity that Sint Maarten experienced between 2017 and 2021. Hurricane Irma devastated the island, Hurricane Maria hit shortly after, and then the COVID-19 pandemic shut down the island. A section of the Sint Maarten population that was hit silently and significantly was school-age children. School buildings were not only destroyed by the hurricanes, but before they could be rebuilt, they were closed during the height of the pandemic.

The destruction of school buildings left children and families a bit disoriented, since school structures play a vital role in the community, offering numerous benefits beyond serving as a physical space for learning. Schools provide a secure and stable space for children to learn, grow, and develop and attract families and businesses to an area, contributing to local economic development. They often serve as community centers, hosting events and activities that foster connection and belonging.

Safe Spaces for Students and Teachers to Thrive

With support from the SXM TF for the ERP-I, activities focused on providing support for the community to repair and rebuild resilient schools, provide psychosocial support, increase the safety and preparedness of schools, train teachers in disaster management, strengthen programs for vulnerable children, and improve vocational and tertiary education options on the island.

Efforts to repair and rebuild schools have been slow, but there is “sunshine after the rain.” MECYS chose 19 schools for repairs under the ERP-I to ensure the schools were more hurricane-resilient and safe. The reconstruction focused on repairs to roofs, doors, and windows, as well as mold remediation, electrical work, plumbing, and the installation of hurricane shutters. The schools repaired under this project were handled in four batches.

A Boon to Local Business and the Greater Community

The project has created job opportunities and stimulated local economic activity. Small businesses supplying materials or providing services have thrived, contributing to the overall economic health of Sint Maarten. The school repair initiative demonstrates that investment in educational infrastructure is an investment in the community.

These communities share optimism for what lies ahead. The success of these rebuilt schools serve as a model for future endeavors, emphasizing the importance of maintaining and investing in educational facilities. In Sint Maarten, the story of school repairs is not just about bricks and mortar; it is about the heart of the community—the students, teachers, and families who make it vibrant and resilient. And as the community continues to build on this foundation, the lessons learned will inspire further positive change.

3

Project Results and Implementation Progress



a. 2024 Portfolio Status Commitments and Disbursements

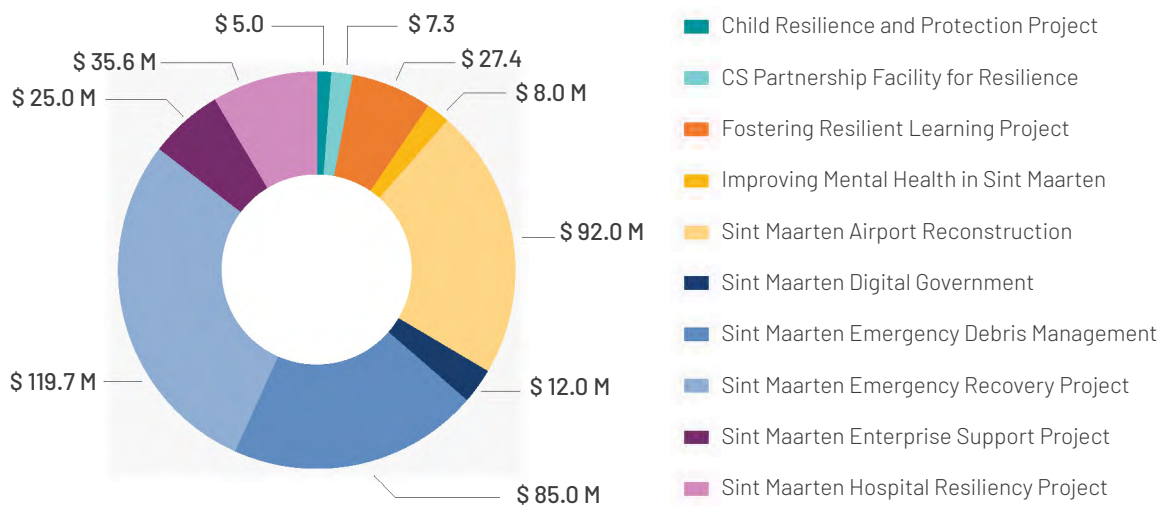
Commitments: By June 2024, the SXM TF had received €445.11 million (US\$519.42 million) from the Netherlands. Factoring in earned investment income of US\$39.01 million and US\$13.64 million deducted as World Bank administrative fees, the total TF envelope was US\$544.79 million as of June 30, 2024.

Since 2019, the TF has supported 12 Recipient-Executed projects and has substantially expanded commitment volume. Ten projects with a total volume of US\$417.06 million remained active or under implementation by the end of June 2024, with two completed projects (Figure 3.1). The Emergency Income Support and Training Project (EISTP) was completed in August 2023 (US\$22 million), the implementation completion and results report was completed in February 2024, and the Red Cross Roof Repair Project (US\$3.7 million) was completed in December 2020. Preparation of the Social and Affordable Housing Project was discontinued in June 2024.

In mid-2024, the SXM TF had the Sint Maarten Wastewater Management Project (SWAMP) (US\$10 million) in its pipeline,⁴ and pending endorsement of a new project, Sustaining Program Effectiveness and Advancing Resilient Government Capacity Project (SPEAR) (US\$23 million), which is expected to be approved in early 2025. These projects will further the SXM TF strategic objectives of promoting sustainable economic growth and investing in citizens and resilient growth.

Disbursement: During the six months ending June 30, 2024, US\$31.8 million of the SXM TF was disbursed to implement Recipient-Executed projects, which is significantly lower than that recorded at this stage in 2023 (US\$45 million). World Bank-Executed activities (which provide project implementation support, preparation processes, advisory services and analytics, and program administration) disbursed 87 percent (US\$34.96 million) of the allocated US\$40.18 million.

Figure 3.2 Projects Under Implementation (US\$ millions)



4 SWAMP was effective in September 2024.

b. Highlights and Results of Projects Under Implementation

FOCUS AREA 1: Promote Sustainable Economic Recovery

Airport Terminal Reconstruction Project (ATRP)

PDO: Restore the passenger capacity of PJIA to pre-Hurricane Irma levels with improved resilience against hurricanes.



The ATRP contributes to restoring the passenger capacity of PJIA to pre-Hurricane Irma levels and is implemented by PJIA Operating Company NV (PJIAE), supported by the NRPB. The project is part of a broader reconstruction program that finances reconstruction, re-equipping, improved resilience of the airport structures to hurricanes and other natural disasters, building better management capacity, and supporting PJIAE operational expenditures in case of major shocks during the reconstruction period.

HIGHLIGHTS

Following the opening of the fully restored and equipped departure hall on level 1 in November 2023, the new check-in hall on level 0 applied a phased takeover approach between January to February 2024. These are significant project milestones for the ongoing restoration activities because it allowed the resumption to the original spaces with enhanced or improved technologies. The installation, testing, and or integration of key equipment packages critical for checking in passengers were completed in time for the January 22, 2024, check-in hall phase “Go Live.” These packages included the baggage handling system, security screening equipment, and self-serve bag drop in addition to digital signage equipment, and fixture, furniture, and appliances. In April 2024, PJIAE staff moved into the fully restored terminal executive offices for the first time since the damage left by Irma in 2017. On June 14, 2024, the mega yacht-themed food court on Level 1 reopened to the public, and the shell space provided under the project was outfitted by PJIAE and Concessionaires.

Development Objectives Indicators	Baseline (2019)	Target (2025)	Actual (end 2023)	Actual (June 2024)
Passenger handling capacity of the terminal	1 million	2.5 million	1 million	1.4 million
Resistance of terminal building to Irma-level hurricanes (Yes/No)	No	Yes	No	No



Passengers traversing through the brightly lit, spacious restored departure hall.

RESULTS

Component 1. Reconstruction of the PJIA Terminal Facilities

With the departure hall on level 1, check-in hall on level 0, and executive offices on level 2 now open for public use, the construction site footprint has shifted. This includes, but is not limited to, demolition and dismantling, terrazzo flooring and tiling, intumescent paint, electrical, lighting and plumbing, and drywall erection for the arrivals hall. As of May 31, 2024, the civil works have advanced about 90 percent,⁵ and a detailed snag list of work items is being carried out for the airport areas already opened for use.

During this reporting period, the Supplier completed the installation of the outbound aspect of the baggage handling system in time for the takeover of the new check-in hall and is awaiting access in mid-July to the current construction area to install the inbound portion. The staff security screening equipment leading to the baggage handling area was completed. The self-serve bag drop and digital signage equipment for the check-in hall were installed and completed. The furniture, fixtures, and appliances have all arrived onsite and were substantially installed in relevant areas.

⁵ Earned Cumulative Progress per the Supervising Engineer's estimate as of May 31, 2024.

Component 2. Capacity Building of and Project Management by PJIAE

Implementation and project management remains on track with a well-staff project management team. The 2023 project audit received a clean opinion, and the financial statements were issued on June 30, 2024.

Component 3. Capacity Building of and Project Management by the GoSXM

The training and development plan, approved in February 2024 and incorporated into the project's procurement plan, supports capacity building in corporate governance, environmental and financial sustainability, leadership and people management, airport operations and planning, safety management systems for civil aviation, customer service and protocol, and other areas. A training on the advance safety management system for PJIAE, Civil Aviation Authority, and NRPB staff took place February 26–March 1, 2024.

CRITICAL ISSUES AND PLANS

Managing the interface and scheduling of construction works and equipment installation is a challenging task and even more so when undertaken in an active international airport. Learning from previous phases, the project management unit frequently communicates progress updates to equipment suppliers and other stakeholders to mitigate this risk. The project management unit diligently monitors the situation presented by the 2024 above-normal⁶ Atlantic hurricane season, as severe weather could result in implementation delays and test the newly rebuilt category 5 hurricane-resistant facilities and installed equipment.

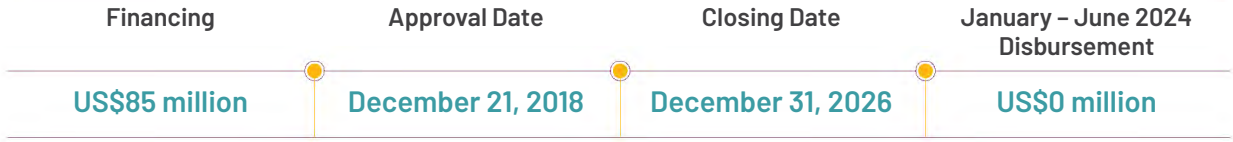
Greater cooperation is still needed from various government ministries to address timely work permitting and turnover tax exemptions as well as installation of hardware and software related to immigration processes.

Planned partial takeover of the arrival hall is scheduled for September 2, 2024, and the soft opening will take place October 8, 2024, with early access to start in July 2024 for various equipment packages. Installation of the inbound and transit baggage handling system is planned for July to September 2024, while final installation of the transit screening equipment is planned for August to September 2024, together with the remaining digital signage equipment packages. The overall construction site is planned for demobilization, and ongoing snag list items will continue to be managed for the departure, check-in, and arrivals halls through December 2024. The grand opening of the newly constructed terminal is scheduled for November 14, 2024. Training and development plan activities are planned through the remaining project period, as they become more urgent as the construction nears its end.

⁶ According to the National Oceanic and Atmospheric Administration data.

Emergency Debris Management Project (EDMP)

PDO: Manage debris from the hurricane and reconstruction activities to facilitate recovery and reduce risks.



EDMP works to improve Sint Maarten’s capacity to manage debris from Hurricane Irma and reconstruction activities to facilitate recovery and reduce risks. The NRPB implements EDMP in collaboration with three ministries: Ministry of Public Housing, Spatial Planning, Environment, and Infrastructure (VROMI); Ministry of Tourism, Economic Affairs, Transport and Telecommunication (TEATT); and Ministry of Public Health, Social Development, and Labor (VSA).

HIGHLIGHTS

This reporting period was very productive as the project reached a key milestone. The successful resettling of all 215 PAPs from the Resettlement Area of Impact (RAI) and vacating of structures within the RAI was completed by February 13, 2024. The relocation of the Sint Maarten utility company (GEBE) is underway and expected to be completed by August. This has enabled the NRPB and World Bank to initiate ongoing technical discussions on lifting the “no work zone” status within the Municipal Solid Waste Disposal Sites (MSWDS), responding to VROMI’s December 2023 request to create additional space for daily waste management operations. The project also concluded the procurement for the Feasibility Study and Development of Procurement Document for the MSWDS. The contract for the MSWDS Feasibility Study was awarded on June 26, 2024.

The project also signed contracts and initiated activities for securing the RAI. The activities focus on cleaning, security, signage, and closure of the RAI entrances to prevent unauthorized entry. The security contract was amended to include a portable toilet and will be extended to accommodate the RAI demolition contract procurement timeline. Further, 61 PAPs registered for training sessions on basic financial management, computer skills, and vocational skills, and 13 PAPs registered for the “readiness for job” program. The procurement process for the RAI structure demolition, tire shredding, weighbridge installation, and relevant supervision contracts is also progressing.

Development Objectives Indicators	Baseline (2018)	Target (2026)	Actual (2023)	Actual (June 2024)
Number of metal wrecks collected and processed	0	100	139	139
Simpson Bay area cleared of shipwrecks and shoreline debris (hectares)	0	200	200	200
Debris and waste processing facility established (Yes/No)	No	Yes	No	No

RESULTS

Component 1. Debris Clearance and Management

Implementation has focused on procurement steps for activities, including the following:

- Completion of RAI demolition bids technical evaluation after two rounds of clarifications. The financial opening will be conducted in Q3 2024.
- Ongoing technical and financial evaluations of weighbridge bids.
- Failure of tire shredding tender due to lack of participation. The NRPB conducted a market engagement session to better understand the factors affecting the failure, and insights from the session will guide ToR adjustments and relaunch of the tender in Q3 2024.
- Advanced stage procurement for weighbridge installation, with contract award expected in Q3 2024.
- Advanced stage procurement for the tire shredding and weighbridge installation supervision contract, with contract award expected once the tire shredding ToR is updated.
- Procurement for the RAI demolition supervision contract is advancing, with technical and financial evaluations of the sole bidder proposal. A negotiation meeting will be organized in Q3 2024 to discuss the elevated cost estimate.

Component 2. Technical Assistance

- The Resettlement Mid-term Audit procurement is ongoing, with technical evaluations scheduled in Q3 2024.
- Phase 2 of VNGI's sector reform technical assistance, funded by the Netherlands, commenced in March 2024. The extended assignment includes developing financial instruments, the implementation plan for the tipping fee, and the waste collection strategy, among others.

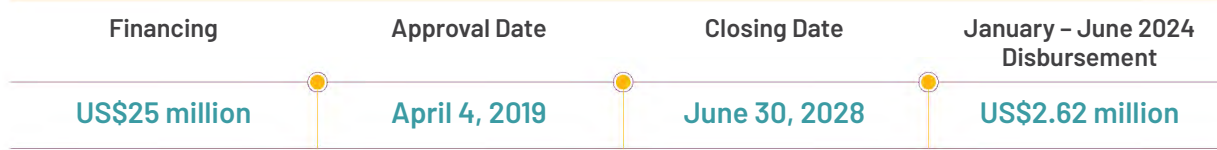
CRITICAL ISSUES AND PLANS

- Challenges remain with the government's response time on key issues, which often takes longer than expected, including the engagement with VROMI. To address this, the NRPB maintains regular interactions with VROMI and offers strategic advice to strengthen their capacity in solid waste management. These efforts are aggravated further with VROMI's involvement in multiple projects that require their inputs, overwhelming the already limited capacity.
- The project has also faced external international impacts leading to higher prices for planned procurements. This is being mitigated by including a price adjustment mechanism in new requests for bids.
- It is necessary to manage expectations proportionally, especially where sector reform outcomes depend on external processes, such as the legislative approval process. The project is addressing this by developing realistic designs and planning activities and investments that promote greater sustainability in the local context.

From July to December 2024, the project will focus on completing the procurements for critical activities, including RAI demolition, weighbridge installation, tire shredding, and relevant supervision contracts. The project will also identify the technical assistance activity for VROMI ordinance and initiate the communications and citizen engagement strategy. The feasibility study report will be a key deliverable expected in November 2024.

Enterprise Support Project (ESP)

PDO: Strengthen the recovery of and increase resilience of existing and new MSMEs.



The ESP strengthens the recovery of and increases the resilience of existing and new MSMEs in Sint Maarten. The NRPB implements the ESP in collaboration with select financial institutions in the private sector, TEATT, and the Ministry of Finance.

HIGHLIGHTS

Progress toward the PDO and implementation performance remained satisfactory as of May 2024, and total disbursement increased to US\$21.18 million. Component 1 support to MSMEs continued to increase with 36 new approved applications⁷ in the reporting period, of which 41 percent of approved applications are from MSMEs managed by women. Extensive handholding and support to MSMEs still occurs and is crucial for the success of applications. As of June 2024, training focused on fostering entrepreneurship skills and strengthening the MSMEs' capacity to operate their businesses for better results, sustainability, and resilience, was provided to 248 participants, of which 179 completed the training.

In January 2024, the project launched a pilot risk-sharing facility under the Asset and Repair package to help MSMEs that lack the collateral required by banks. This initiative successfully assisted seven businesses that would otherwise not have been approved for financing. The project continues with financial disbursements from four partnering financial institutions through signed subsidiary agreements with Qredits Microfinance Netherlands, Windward Islands Bank, Banco di Caribe, and OBNA Bank.

Development Objectives Indicators	Baseline (2018)	Target (2028)	Actual (2023)	Actual (June 2024)
Cumulative number of MSMEs in receipt of packages for assets, repairs, or working capital	0	315	226	262
Cumulative number of MSMEs owned or managed by women in receipt of packages for assets, repairs, or working capital	0	120	93	109
Volume of grants and loans supported through the project over its lifetime (US\$ millions)	0	21.0	15.7	17.4
Volume of grants and loans supported through the project over its lifetime to MSMEs owned or managed by women (US\$ millions)	0	8.4	5.5	6.2
Jobs created and supported through the project (Number)	0 (June 2023)	500	0	0

⁷ Any MSME can have more than one application.

RESULTS

Component 1. Direct Financial Support to MSMEs for Investment and Working Capital

The ESP has provided access to finance for 262 MSMEs, 84 percent of the end target, totaling US\$17.6 million in approved packages as of June 2024. The cumulative number of MSMEs that are new (operating for less than two years) and receiving packages is 98, 17 of which were approved in the reporting period; new MSMEs are incentivized to go through ESP-supported training by offering a more favorable grant/loan upon completion.

Component 2. Financial Solutions Study to Improve Disaster Resilience [Dropped]

Component 3. Training, Project Implementation, Audit, and Monitoring and Evaluation

The ESP has concluded a cooperation agreement with the Sint Maarten Entrepreneurship Development Center to support and finance their training program for MSMEs, expected to launch in Q3 2024. This will assist in institutional strengthening for MSMEs. Qredits' Small Business Academy received further support in 2024, with two 10-week sessions conducted. The recruitment commenced for a consultant to execute the Business Coaching Program, which will support businesses in the implementation stage after receiving ESP financial support.

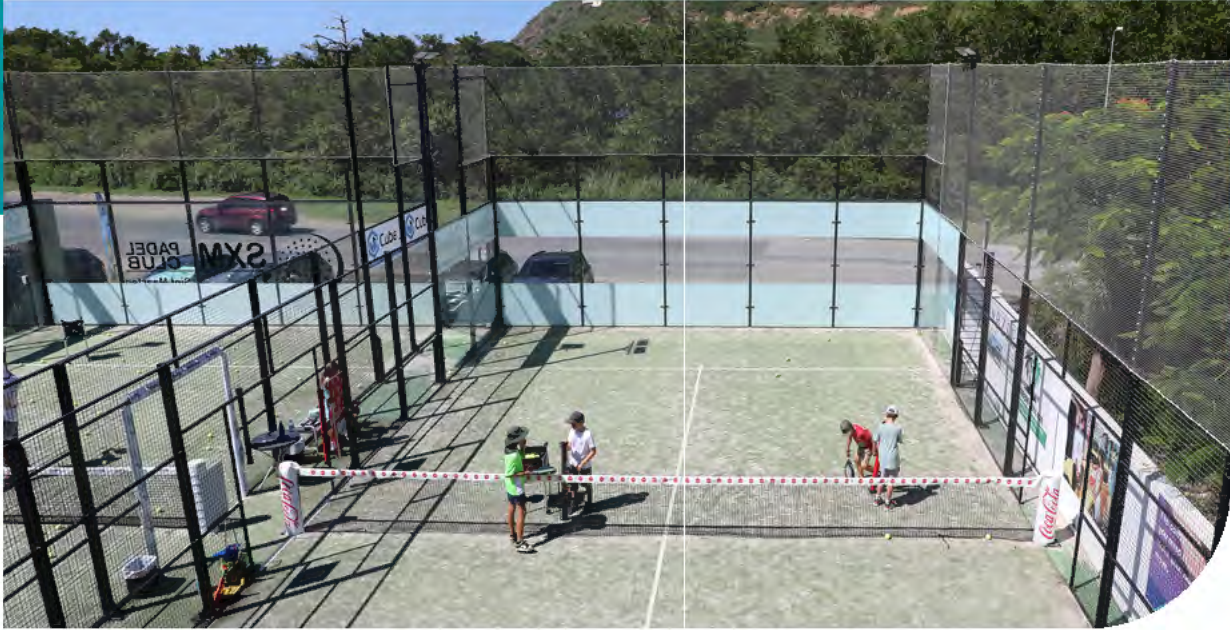
CRITICAL ISSUES AND PLANS

With available access to financing, one key measure to speed up implementation is further support to MSMEs through a business support center and continued training. However, strategic approaches should be adopted for sustaining benefits in the future, such as increased stakeholder collaboration, better data collection and research, and improvements in the policy and regulatory framework.

Based on the lessons learned to date, the ESP aims to provide increased technical support to beneficiaries through the Business Coaching Program, which will be executed and reported on for July–December 2024. ESP interventions are being aligned with government plans to ensure synergies and maximize impact. An example is the collaboration with TEATT, which has trained over 40 SMEs and facilitated their connection to financial institutions, including the ESP. Thus, the Sint Maarten Entrepreneurship Development Center has been developed to provide further training and entrepreneurial support and is expected to execute their training program in the next reporting period using the ESP financial support.

RESULTS SNAPSHOT

Enterprise Support Project (ESP)



Introducing the New Sport of Padel Tennis to the Island

While fans around the world followed the Paris Olympics 2024, the Sint Maarten Padel Group worked to build a sporting community. Padel tennis combines elements of tennis, squash, and badminton. The game is played on a smaller court (20 x 10 meters) with walls on all sides, using solid-faced rackets (paddles) and a plastic ball with holes. Padel tennis is usually played in doubles, and emphasizes strategy, hand-eye coordination, and social interaction.

“There was one public court on the French side, but it was not in good condition and hard to access,” says Ricardo Perez, Managing Director of SXM Padel Group. He wanted to build a court on the Dutch side, in an accessible location.

As one of the executive board members of the St. Maarten Hospitality and Trade Association, Ricardo was already familiar with the ESP grants program. He applied for an ESP grant of US\$150,000. “It took a number of months to go through the application process. It was cumbersome but doable.” Ricardo adds, “For someone who is not well versed in business it can be very frustrating.”

The SXM Padel Group received a grant of US\$100,000 with a US\$50,000 loan from a commercial bank for the purchase and installation of the padel tennis courts. “Our goal was to set up a successful business, and we exceeded our expectations. It was worth it!”

Boosting Community Spirit, Health, and Tourism

The introduction of padel tennis has become a powerful tool for community engagement. Local tournaments and casual matches have brought people together, fostering camaraderie. The sport has quickly become a social hub, where locals gather not just to play but to watch and cheer each other on.

The health benefits of padel tennis are significant as well. The sport provides a full-body workout that enhances cardiovascular health, agility, and coordination. Its relatively low-impact nature makes it suitable for individuals looking to stay fit while minimizing the risk of injury.

The SXM Padel Group has built a sporting community with the new courts at Belair Community Center. Ricardo says people are exercising again, and he adds he is proud to run a children's program. "We have children as young as four years old up to elderly players. The padel courts are open to the public, people rent courts by the hour, and there are no membership fees." The sport's appeal also extends beyond the local community. Padel tennis has become a draw for tourists, adding a new dimension to the island's recreational offerings. Visitors seeking a unique sports experience have started to include padel in their travel plans, boosting local tourism and contributing to the island's economy.

Padel tennis has not yet qualified for approval from the International Association of Athletics Federations, but there is hope!



SXM Padel players pose for a photo after enjoying the game.

FOCUS AREA 2: Invest in Citizens and Resilient Communities

Hospital Resiliency and Preparedness Project (HRPP)

PDO: Improve the preparedness and capacity of hospital services in Sint Maarten.

Financing	Approval Date	Closing Date	January – June 2024 Disbursement
US\$35.61 million	August 16, 2018	May 31, 2025	US\$0.4 million

The HRPP co-finances the building of the new Sint Maarten General Hospital, ensures its resilience against Category 5 hurricanes, finances critical upgrades to the existing hospital, and enhances the scope and quality of hospital services, including updating clinical guidelines. The new hospital will substantially increase service capacity and enhance health services.

HIGHLIGHTS

During this reporting period activities related to the new hospital construction were accelerated, with the final design submitted for review and consent on the structural works given in May 2024. Moreover, the SMMC commenced construction of the wastewater treatment plant installation and Technical Building 1, deploying additional skilled labor and increased supervision to ensure quality and safety standards are met while quickening the implementation pace. Major strides were made in updating clinical guidelines and the processes for technical audits. Seven new clinical guidelines were finalized and approved, incorporating the latest medical research and best practices for ensuring high-quality patient care. They were then implemented in December 2023, and audited in May 2024. New, more efficient processes for conducting technical audits have been developed and implemented. These processes include enhanced data collection methods, streamlined reporting procedures, and robust quality assurance mechanisms. To ensure seamless adoption of the updated guidelines and audit processes, targeted training sessions have been conducted for healthcare providers and the audit team. This has improved the overall competence and preparedness of the staff, ensuring they can effectively implement the new standards.

The SMMC has been working on implementing a L&D Master Plan and training calendar. The L&D Master Plan includes leadership development initiatives, medical certification, and professional development for support staff. The training programs benefited 70 new participants, spanning topics such as human resources updates on policies, ICD-10 coding for the Health Information Management Department, Tuttnauer Sterilization and Autoclave training, and the pediatric and obstetrics and gynecology specialized program. All these achievements mark a substantial leap forward from the end of 2023, bringing the hospital's projected opening date closer and promising improved services through higher standards of care and more reliable operational practices, all of which will contribute to better health outcomes for patients.

Development Objectives Indicators	Baseline (2018)	Target (2025)	Actual (2023)	Actual (June 2024)
Percentage of overseas medical referrals reduced ⁸	0	45	91	85
Percentage of Emergency Disaster Preparedness and Evaluation Plans implemented in compliance with updated procedures ⁹	60	90	83	91.8
Percentage of technical audits to evaluate quality and preparedness of service delivery that are rated satisfactory	0	90	0	40

RESULTS

Component 1. Building and Launching of the New Hospital

Final new hospital design submitted for review, progress made on Technical Building 1 construction, and construction for the wastewater treatment plant initiated. All 108 seismic isolators have been installed and rebar work on the basement level is nearly completed.

Component 2. Transition and Contingency Plan for SMMC

Seven new clinical guidelines were implemented and audited and added to the database of guidelines in the development and revision phase, bringing the total implemented and audited clinical guidelines to twelve. Seventy more health personnel were trained, bringing the total staff trained to 373 as of June 2024.

CRITICAL ISSUES AND PLANS

Labor constraints could cause delays to project completion because of two key challenges: pending request for an extension on rapid permit processing, and clarity on turnover tax exemption for large construction project workers. These challenges are still being discussed with the Ministry of Justice and Ministry of VSA to limit delays and additional costs.

In the July–December 2024 period, it is expected that (i) the final design for the new hospital will receive official consent, (ii) Technical Building 1 and wastewater treatment plant construction will be completed, (iii) the basement and ground floor structural columns will be installed, and (iv) concrete will be poured for the ground floor. Staff training will also continue following the agreed L&D Master Plan to prepare for the transition to the new building and Joint Commission International accreditation.

⁸ This indicator takes as the referral date the day when the SMMC determines it is unable to provide the relevant treatment onsite.

⁹ This indicator measures how well the updated plans are implemented through the application of a scorecard, which was applied January 2022 to grade the performance of each plan area.

Civil Society Partnership Facility for Resilience Project (CSPFRP)

PDO: Improve the capacity of CSOs and support implementation of reconstruction and resilience sub-projects at the community level

Financing	Approval Date	Closing Date	January – June 2024 Disbursement
US\$7.2 million	June 26, 2020	March 31, 2025	US\$0.84 million

The CSPFRP supports the implementation of reconstruction and resilience sub-projects at the community level and improves the capacity of CSOs. The project is locally known as R4CR and is implemented by VNGI in coordination with relevant government institutions and CSOs.

HIGHLIGHTS

R4CR launched the seventh round of grants in February 2024, which approved funding to 14 new sub-projects and 6 CSOs that had never received R4CR grants; these will be implemented until November 1, 2024. Round 7 is the only grant round still under implementation, as rounds 5 and 6 are currently being closed financially and administratively. February 2024 saw a visit from VNGI's director to R4CR's offices and several recipient CSOs to learn more about this flagship program and draw lessons for current or future VNGI projects. Additionally, R4CR grant recipients met with senators of the Dutch First Chamber Kingdom Affairs Committee to discuss their projects and the role of civil society in Sint Maarten. The third beneficiary assessment was initiated in March 2024, and results demonstrate continued high levels of beneficiary satisfaction and appreciation of project investments, similar to the previous two assessments.

Development Objectives Indicators	Baseline (2020)	Target (2025)	Actual (2023)	Actual (June 2024)
Percentage of sub-projects approved that are fully implemented and functional	0	75	61.90	81.52
Percentage of CSOs participating in the project with improved capacity for grant management and implementation	0	70	88.09	91.38
Percentage of beneficiaries expressing satisfaction that sub-projects reflected their needs	0	75	100	100
Number of beneficiaries of sub-projects	0	10,000	8,507	13,173

RESULTS

Fifty-eight unique CSOs are benefiting from the project, representing 116 percent achievement of the revised end target. Ninety-one community sub-projects are being funded, equivalent to 114 percent progress against the target; 13,172 beneficiaries have been reached with diverse services provided by the sub-projects. The third beneficiary assessment completed in March 2024 confirmed that again 100 percent of beneficiaries expressed satisfaction with sub-project outputs, exceeding the 70 percent target. Over 77 percent of local CSOs reported increased capacity for fiduciary management of grants, exceeding the 67 percent target. Fifty training sessions were implemented for participating CSO staff, exceeding the 16 targeted.

CRITICAL ISSUES AND PLANS

A Learning Benchmark Training will be organized for grant round 7 beneficiaries, and a learning conference will be organized in October 2024 for all R4CR grant beneficiaries, focused on results, lessons learned, collaboration within civil society, and sustainability after completion of R4CR. R4CR generated an appetite for community projects and support to civil society in Sint Maarten that directly impact the lives of local citizens, yet the lack of a concrete financial sustainability option remains a challenge. VNGI will continue to explore options for addressing this question.



Children between the ages of 4 and 14 attending the No Kidding With Our kids–Nature Nurture afterschool program where they learn about how plants grow and watch their own. (Photo credit: NKWOK.)

Fostering Resilient Learning Project (FRLP)

PDO: Restore access to an adequate and inclusive learning environment and to re-establish library services and improve the availability of quality data for decision-making.

Financing	Approval Date	Closing Date	January – June 2024 Disbursement
US\$26.78 million	June 9, 2022	April 30, 2027	US\$0.43 million

The FRLP contributes to restoring access to an adequate and inclusive learning environment after Hurricanes Irma and Maria. The NRPB implements the project in collaboration with MECYS.

HIGHLIGHTS

From January–June 2024, the FRLP made significant progress on initiating deliverables that will contribute to the achievement of the PDO. The MMIS quality support consultant was recruited. An engineer was recruited to assist with supervising construction activities under the project. Small works to fence and barricade the sites at Charles Leopold Bell School and Sint Maarten Library were completed by the end of March. MECYS developed a manual to guide activities if funds need to be reallocated using the contingent emergency response component.

Project Development Indicators	Baseline (2022)	Target (2027)	Actual (2023)	Actual (June 2024)
Students with restored access to an adequate learning environment through the reconstruction of Sister Marie Laurence School (Number)	0	200	0	0
Students benefiting from a package of interventions at Charles Leopold Bell School to address chronic behavior challenges (Number)	0	120	0	0
Library open and operating at full capacity for Sint Maarten's population and visitors (Yes/No)	No	Yes	No	No
Availability and use of an integrated database at MECYS for evidence-based decision-making in education, culture, and sports sectors	Current system does not facilitate decision-making	New system operational and rolled out	Current system does not facilitate decision-making	Current system does not facilitate decision-making

RESULTS

The following activities were completed within the period. Charles Leopold Bell School and Sint Maarten Library sites were cleared of debris and defective fencing structures, and the contractor erected barricades and fencing around the buildings to prevent public access during execution of these works. The MMIS quality assurance support consultant is working with the FRLP project coordinator and the MMIS advisor to assist MECYS in preparing for MMIS development and implementation. The MMIS advisor will be primarily responsible for technical matters relating to the MMIS and for ensuring that the selected MMIS development firm complies with the highest technical standards and produces a high-quality system for the MECYS business process and compatible with the GoSXM digitalization processes.

An FRLP Project Engineer was recruited who will provide technical expertise and support related to design, demolition, and reconstruction activities, particularly those related to technical review of bidding and evaluation documents. The engineer will also monitor the contracted design firm, the works supervision firm, and the selected contractor in adherence to schedule, costs, and contract terms and conditions to ensure timely delivery of the construction projects.

CRITICAL ISSUES AND PLANS

Moving forward, ensuring proper readiness of procurement documents under the FRLP will be critical for timely achievement of project activities. By prioritizing this aspect, the FRLP can avoid delays in tender preparation and processing, reduce the risk of failed tenders, and mitigate risks in costs overrun. To support this effort, the World Bank continues to provide significant technical support and operational, procurement, and technical guidance to the NRPB to prevent further delays and ensure quality implementation.

The lack of prioritization and ability to ensure proper document readiness for procurements under the FRLP remain substantial challenges. This has caused major delays in the preparation of the wrong tender documents, delayed processing, and failed tenders, resulting in financial risk to the project's success.

Between July and December 2024, the project is expected to sign several key contracts, including (i) demolition of Sister Marie Laurence, and Charles Leopold Bell, and Sint Maarten Library sites, (ii) design and supervision of Charles Leopold Bell and Sint Maarten Library, (iii) architectural support, and (iv) reconstruction of Sister Marie Laurence school, and (v) supervision of works at Charles Leopold Bell, Sister Marie Laurence and Sint Maarten Library. The contract for the MECYS MMIS will be signed in October 2024. A new FRLP project manager and implementation firm for the MMIS are expected to be hired during this period.

The project mid-term review is planned for October 2024.

Child Resilience and Protection Project (CRPP)

PDO: Strengthen the capacity of the education and child protection systems to address and respond to the needs of children and adolescents resulting from natural disasters and external shocks.

Financing	Approval Date	Closing Date	January – June 2024 Disbursement
US\$4.49 million	October 22, 2020	December 31, 2024	US\$0.45 million

The CRPP is Implemented by UNICEF-NL with strong collaboration with MECYS.

HIGHLIGHTS

The CRPP has made substantial progress from January to June 2024. New support tools, such as the Frequently Asked Questions, Referral Pathway Flowchart, and Teacher Queries Form, for the Diagnostic Toolkit Program were completed and rolled-out in additional schools. The psychosocial training for care teams was successfully completed, and the post-test phase of the Burnout Assessment was conducted, providing individual reports and meetings for participants identified with high burnout levels.

The PPSP is being institutionalized within the government, with technical support provided by University of the West Indies to various government departments and the facilitators and master trainers cadre. Progress was also made on developing the PPSP branding kit and PPSP data collection.

The Violence Prevention Program progressed with plans for the pilot test finalized and the development of a comprehensive Positive School Connections Program curriculum, which will focus on socioemotional learning for teachers and peace ambassadors training for select students. Stakeholders from four pilot schools have agreed to participate in the pilot test aligned with the school year in August 2024.

Standard Operating Procedures for child protection were integrated into Court of Guardianship protocols, and new referral forms were developed and used. The Child Protection Information Management consultant finalized the referral pathway, and the strategic plan and multi-annual work plans for the National Child Protection Platform were completed. The Inter-Island Protocol operational plan has been developed and approved by all heads of the Dutch Caribbean Court of Guardianships. A comprehensive communication package has been developed.

Lastly, disaster resilience in schools was strengthened through 23 earthquake awareness drills and the development and handover of training materials for school safety and emergency teams to the Student Support Services Division (SSSD).

Development Objectives Indicators	Baseline (2019)	Target (2025)	Actual (2023)	Actual (June 2024)
Project beneficiaries suffering from post-hurricane distress symptoms referred to adequate services	0	100 percent of identified cases are referred in a timely manner	0	0 ¹⁰
Implementation of the integrated child protection case management system	No comprehensive system	90 percent of cases are processed according to Standard Operating Procedures	0	0 ¹¹
Implementation of the contingency strategy for the sector	Preliminary National Contingency Plan available	95 percent of the contingency implementation tests evaluated as satisfactory	0	0 ¹²

RESULTS

Component 1. Nurturing Children and Adolescents' Well-being

The development and distribution of new support tools for the Diagnostic Toolkit program were completed. The Diagnostic Toolkit video tutorial is progressing. Continued support and training were provided for schools entering the Diagnostic Toolkit program. The burnout assessment was completed, and individual reports and meetings were provided for participants identified with high burnout levels. The wellbeing handbook was also finalized.

For the PPSP, key activities included the finalization of the program coordinator ToRs and development of a draft Memorandum of Understanding (MoU) for program coordination outlining a unified approach among the four government departments. Progress update meetings with facilitators and master trainers fostered communication, provided progress updates, and ensured alignment with PPSP goals. Specialized working groups were established on communication, minimum standards, implementation plans, and monitoring and evaluation (M&E). The M&E framework was reviewed to ensure robust and effective evaluation methods, and facilitator surveys were developed to gather critical data on PPSP implementation, informing future rollout plans and identifying areas for improvement. Proposals for the PPSP branding kit are under review.

For the Violence Prevention Program, key activities included consultations with stakeholders to align the pilot test with strategic goals and policies, ensuring necessary support and insights for successful implementation. A proposal for the Positive School Connections Program pilot was approved by MECYS stakeholders, and sensitization meetings held with school boards and managers of the four pilot schools to prepare them for

10 Piloting of two school-based screening tools for the detection and reporting of distress symptoms in four schools is being finalized. Ongoing support to schools is being provided. Once the screening tool for distress symptoms are in use when the school year starts, the project can estimate how many of the cases identified are referred in a timely manner.

11 Stakeholder assessment completed and framework document approved by the Court of Guardianship.

12 Contingency implementation tests have been carried out in 23 (out of 24) schools. Evaluation of these 23 contingency implementation tests is being finalized, so that the project can then measure what percent of them were evaluated as satisfactory.

the pilot, address concerns, and secure their cooperation. MECYS stakeholders decided to implement the pilot in the school system first, with early childhood development centers included after evaluation, allowing for a focused and controlled assessment of the program's effectiveness and necessary adjustments based on initial results.

Component 2. Strengthening Child Protection Systems

Standard Operating Procedures for the referral of suspected child abuse cases were integrated into Court of Guardianship protocols, with new referral forms now being used by institutions referring cases to the Court. The strategic plan and multi-annual work plan for the National Child Protection Platform were finalized. Child safety codes for the health and education sectors were developed. The Inter-Island Protocol Operational Plan has been developed alongside a comprehensive communication plan that includes an animation video.

Component 3. Strengthening Schools and MECYS' Resilience to Disasters

Twenty-three earthquake awareness school drills were conducted, a school safety monitoring tool was developed, and Drill Guidelines for Schools were distributed. The school safety training packages were reviewed and revised.

CRITICAL ISSUES AND PLANS

The Youth Hub launch was delayed because of several factors; logistical setbacks, unrelated delay in recruitment of the Youth Hub coordinator by the Department of Youth and finalizing the location and participant selection for Youth Hub training programs. The Youth Hub coordinator recruitment was finalized in Q2 2024 and is now onboarding with the Department of Youth, and the other delays were addressed through logistical adjustments and enhanced communication. Formal establishment of the Child Protection Steering Committee is still under review. Another challenge was the delay in the approval of key committees and protocols, which is being mitigated by continued follow-up and stakeholder engagement to expedite approvals.

Human and financial resource constraints, particularly among stakeholders within government departments who are involved in multiple activities, continue to be a challenge. Capacity-building initiatives have been implemented to mitigate these challenges, such as leveraging partnerships and collaborations to share resources and expertise and sharing a financial sustainability plan with the government to inform their annual budget planning until 2028.

In the July to December 2024 period, the Diagnostic Toolkit video tutorial will be finalized and implementation of updated training for teachers in these schools and the design and distribution of the wellbeing handbook will be completed. The inter-departmental MoU for PPSP program coordination will be signed, PPSP implementation plan finalized, and PPSP observation sessions undertaken with parents. The Positive School Connections Program will be rolled out in four pilot schools, including training for teachers and students, and a pilot evaluation report prepared. Finalization and implementation of the child safety codes for health and education sectors is critical, together with completing the review process for the new referral procedure and finalizing and distributing the Child Safeguarding Policy for Sports. MoUs with all Child Check stakeholders will also be finalized.

Improving Mental Health Services Project (IMHSP)

PDO: Improve the capacity of mental health service delivery in Sint Maarten.

Financing	Approval Date	Closing Date	January – June 2024 Disbursement
US\$8.0 million	28 July 2023	June 30, 2027	US\$0.06 million

HIGHLIGHTS

The IMHSP used this period to initiate foundational activities for implementation. The project launch was held in June with all relevant stakeholders to ensure clarity on roles, responsibilities, and next steps. ToRs for the Trimbos Institute to strengthen the national mental health system were approved and contracting is almost final. Similarly, the recruitment of a firm for the new Mental Health Foundation (MHF) facility design was launched. The most significant achievement was the rapid progress in securing the US\$10 million in counterpart funding needed to progress on the construction of the new facility. The Steering Committee suggested in early June that the TF would contribute US\$2 million if the GoSXM could secure the remaining US\$8 million. The GoSXM confirmed that the US\$8 million would be obtained through a capital expenditure investment loan from the Netherlands, and included it in the amended 2024 government budget, which was approved by the Council of Ministers on June 17, 2024.

Development Objectives Indicators	Baseline (2023)	Target (2027)	Actual (June 2024)
New mental health patients identified by applying standardized screening tools (percentage)	0	30	0
Cases in the mental health care chain managed by healthcare providers according to standardized protocols (percentage)	0	20	0
New MHF facility constructed (percentage)	0	100	0

RESULTS

Component 1. Supporting the Strengthening of the National Mental Health System

A national mental health promotion and prevention working group was established in November 2023. The Trimbos Institute has been selected to support the MHF by strengthening screening, treatment protocols, referral protocols, and mental health expertise within the mental health care chain. As one of the existing Kingdom Consultative Steering Groups, the Ministry of VSA has hired (through the Netherlands Ministry of Kingdom Affairs) a legislative expert to assess mental health gaps and to draft new legislation. The NRPB is coordinating this activity in collaboration with the Ministry of VSA, and the working group on mental health legislation in the four Kingdom countries. This supports the project objectives at no cost to the project.

Component 2. Construction of a New MHF facility

The MHF Business Case and Strategic Plan was developed with other financing to ensure that the new facility and mental health activities supported by the project will be properly managed in the future. Accordingly, two assessments were finalized in 2023: Capacity Needs Assessment and the Organizational and Financial Assessment. The ToRs for the new MHF facility design were finalized and approved in February, and the shortlisting of interested firms has been completed.

The Trimbos Institute ToR for direct selection was submitted in March and approved in July 2024. The deadline for start of the evaluation is mid-September, after which the contract will be negotiated and submitted for the World Bank's approval.

CRITICAL ISSUES AND PLANS

The challenge regarding the US\$10 million in counterpart funding to directly finance this construction has been addressed and should be resolved by the end of 2024. Availability of human resources in the GoSXM to implement policy recommendations from the technical assistance (Component 1) is planned to be mitigated through alignment with country packages (ongoing) and, potentially, with continued remote support from the Trimbos Institute. Thus, the two most critical anticipated challenges are pending approval or implementation to determine whether these actions are sufficient.

Actions to be undertaken in July–December 2024 include contract signing and initiation of technical assistance activities by the Trimbos Institute, the final approval of the US\$8 million capital expenditure funding from the Netherlands Parliament, processing of a US\$2 million additional financing grant from the TF, and contract signing and finalizing the preliminary design for the new MHF facility.



FOCUS AREA 3: Build the Foundation and Capacity to Improve Long-Term Resilience and Good Governance

Emergency Recovery Project I (ERP-I)

PDO: Contribute to Sint Maarten’s immediate emergency recovery needs and strengthen institutional capacity to manage resilient recovery and reconstruction

Financing	Approval Date	Closing Date	January – June 2024 Disbursement
US\$119.70 million	July 10, 2018	December 31, 2025	US\$10.66 million

The ERP-I contributes to Sint Maarten’s immediate emergency recovery needs and strengthens institutional capacity to manage resilient recovery and reconstruction. The NRPB implements the ERP-I with technical support from specialized agencies within the Ministry of General Affairs (MOGA), TEATT, Ministry of VSA, Ministry of Justice, MECYS, Sint Maarten Housing Development Foundation, and the utility company NV GEBE.

HIGHLIGHTS

Within the January–June 2024 reporting period, the following key achievements have been made: (i) repairs to eleven schools under school repairs phase III have been completed and the schools handed over to the school boards; (ii) procurement for the expansion of the fire and ambulance building emergency operations center has been completed (letter of intent to award issued); (iii) procurement processes for the school gyms and sports facility repairs are at an advanced stage and the school gym contract has been awarded and well advanced for the sport facilities; and (iv) the phase I consultancy contract for the GEBE Business Plan has been awarded and is progressing well, and the ToR for phase II is being finalized.

Development Objectives Indicators	Baseline (2020)	Target (2025)	Actual (2023)	Actual (June 2024)
Share of households with electrical services resilient to hurricanes (percent)	80	89	89.5	89.5
Water storage capacity of Sint Maarten utilities (average daily demand)(days)	0.70	1.70	1.70	1.70
Number of citizens benefiting from the investments in emergency response system strengthening	0	40000	40000	40000
Percentage of beneficiaries that are satisfied with the quality of housing repairs	0	80	89	89
Number of citizens directly benefiting from the project investments	0	10000	5867	8600

RESULTS

With the 11 school repairs completed, it brings the number of schools repaired to more resilient standards to 18 out of 19 completed as of June 2024.

CRITICAL ISSUES AND PLANS

Selection for the new framework consultancy had to be canceled due to complaints received, and an agreement was reached to amend the current framework contract to ensure that the remaining works contracts could be awarded. Delays encountered in obtaining the construction permit from VROMI for expansion of the fire and ambulance building were resolved to clear the hurdle and obtained the permit in June 2024. There will be a shortfall of approximately US\$2 million for the fire and ambulance building between the latest estimate and the original allocation of US\$3.5 million. This gap can be bridged by expected savings under the second additional financing to the ERP-I, which requires a project restructuring to be utilized for the emergency operations center construction. The NRPB and the World Bank agreed to the proposed restructuring before awarding the contract.

For the rest of 2024, the project will commence expansion of the fire and ambulance building, start GEBE phase 2 works, complete the remaining two school repairs and repairs of 12 school gyms and 13 sports facilities, and complete the project restructuring to reallocate funds for the fire and ambulance building.



Nineteen school structures have been repaired and structurally refitted, creating a safer environment for students and staff post-Hurricane Irma, and strengthening resilience to future hurricanes. (Photo credit: NRPB)

Digital Government Transformation Project (DGTP)

PDO: To enhance the access, efficiency, and resilience of selected administrative public services for citizens and businesses

Financing	Approval Date	Closing Date	January – June 2024 Disbursement
US\$12 million	March 18, 2021	November 30, 2026	US\$0.16 million

The DGTP is strengthening the digital infrastructure of Sint Maarten by improving access to and efficiency of public administrative services and the resiliency of government systems. The NRPB implements the DGTP in close coordination with a Digital Leadership Team (DLT) established by MOGA to provide technical oversight, coordination, and implementation support on the government side. The DLT reports, and is the secretariat to a high-level government Project Oversight Committee, chaired by the Prime Minister, which was formed to monitor implementation progress and provide strategic guidance.

HIGHLIGHTS

The project has regained momentum after last year’s restructuring due to additional procurement staffing and advisory support from the World Bank and remains on track to meet the development objective. The project realigned priorities and accelerated the launch of critical tenders. Five tenders are now officially launched, with three directly impacting the project’s critical path to pave the way for the development of essential digital public services. A significant milestone was achieved with the December 2023 contract signing to digitize archive government records over the next two years.

The Enterprise Architecture Implementation tender was launched on April 4 and progressed to the evaluation stage. The project acquired a cybersecurity awareness training module and conducted a training assessment for Secretary Generals in March 2024 and organization-wide in April 2024, which is now available for all civil servants.

Development Objectives Indicators	Baseline (2020)	Target (2026)	Actual (2023)	Actual (June 2024)
Share of selected services processed digitally (percentage)	0	45	0	0
Registries connected with the interoperability platform (cumulative)(number)	0	5	0	0
Increase in the availability (uptime) to the public of the selected public services (percentage)	15	99	15	15

RESULTS

Component 1. Strengthening the Legal, Regulatory, and Institutional Environment

The project is finalizing the procurement packages of a digital literacy program for civil servants and public citizens. Two tenders on drafting national ordinances and designing e-identity solutions were launched in March 2024. Long overdue tenders for the change manager and updating of the legal and regulatory frameworks for interoperability and enterprise architecture were launched, with contract award and implementation to commence later. The NRPB and Digital Leadership Team (DLT) have finalized the project's communication strategy, and planned communication activities will be implemented soon, with the support of the Department of Communications.

Component 2. Building Digital Platforms to Enable Service Delivery

An interoperability platform based on Microsoft Azure Integration Services has been piloted by the ICT Department, and the integration is exchanging information between the Integrated Social Registry System with the Civil Registry. This work is foundational to delivering and operationalizing the project's major deliverable—implementation of e-Services and connection of base registries to the platform.

Workshops with key government stakeholders in May 2024 confirmed a critical piece to achieving seamless data exchange between government databases—a modern, fit-for-purpose address registry at VROMI. Key stakeholders agreed to the development of this Address Registry, and ToRs have been drafted for a firm to customize off-the-shelf software for the address registry and migrate some data. The workshop included participation of non-governmental bodies like the Chamber of Commerce and Cadastre, whereby the Chamber of Commerce will participate in the implementation of e-services interoperability through an agreement to digitize the sole proprietorship application process. Connection to an entity outside government illustrates the interoperability platform's potential.

Scanning equipment for the archive records digitization was delivered to the Department of Records, and the vendor has trained eight local staff members who are now equipped to begin the digitization process, with a pilot demo targeting 5,000 records commencing in July 2024.

Two continuously operating reference stations have been purchased and are being delivered to the Cadastre and Land Registry.¹³ These stations will be placed in blind spots where Cadastre's current network does not reach. Accurate cadastral data will assist the Cadastre in producing high-quality maps, offering detailed information for city planning, infrastructure development, and land management and assisting in the improvement of resilience.

Component 3. User-Centered Public Services

ToRs for the design and development for e-services passed the technical review stage.

CRITICAL ISSUES AND PLANS

The proposed project manager and change management expert will help to navigate engagement with relevant ministers and civil servants for smooth digital transition. Securing a champion within the Council of Ministers is a top priority to drive political support and endorse these efforts. As more contracts are awarded, the GoSXM needs to effectively manage the implementation of various digital transformation initiatives running concurrently. This requires strong institutional capacity to ensure successful execution and long-term sustainability. Therefore, the project, and specifically the management firm, will prioritize strengthening the government's ability to implement digital transformation.

The procurement of activities preceded by the publication of bidding packages has been stymied by various factors. This includes approval of the procurement plan, prioritization of activities, and capacity constraints. Project partners have been realigning priorities and improving coordination and delivery of bidding packages to the procurement team. The World Bank has been actively engaged to ensure rapid review and clearing of bidding packages. Additional capacity to the procurement team has been added. However, capacity constraints still exist and will be addressed by the next reporting period.

The project will have heavy procurement implementation in the coming six months. It is expected that it will award contracts for (i) updating of legal and regulatory frameworks: interoperability framework and enterprise architecture; (ii) design of e-identity solutions; (iii) enterprise architecture implementation; and (iv) user-centric design of the Public Service Centers. The project will recruit a change management specialist, and DLT project manager, and launch tenders for (i) Government Wide Area Network, (ii) Address Registry customization firm, and (iii) design and development of e-services. The project will also implement IT hardware upgrades for the Public Service Centers and the recommendations from the assessment of Public Service Centers by November 2024.



Federal government office in Philipsburg.

c. Projects Under Preparation

FOCUS AREA 1: Promote Sustainable Economic Recovery

Sint Maarten Wastewater Management Project (SWAMP)

PDO: Increase access to safely managed sanitation services and improve the sustainability and resilience of wastewater management.

Proposed Financing	Expected Approval	Proposed Closing Date
US\$10 million	August 15, 2024	June 30, 2028

The SWAMP started preparation in March 2022. The total project cost is US\$25 million, with US\$10 million from the SXM TF and US\$15 million from the GoSXM financed by a capital investment loan from the Government of the Netherlands. The GoSXM confirmed that the loan has been added to the 2024 government budget.

HIGHLIGHTS

Despite initial delays with the project preparation, significant progress has been achieved. The World Bank, NRPB, and GoSXM counterparts completed the project negotiations on June 21, 2024. The grant agreement is planned for signature before the national elections on August 19, 2024.¹⁴

The project is organized into three components: wastewater infrastructure investment; technical assistance for sustainable and resilient wastewater management; and project management. The envisaged outputs are expansion of existing sewage networks in selected areas; rehabilitation of critical parts in existing sewerage system in the Greater Dutch Cul de Sac area; and strengthening of VROMI capacity in technical and policy aspects.

The project is expected to directly benefit households living in the Greater Dutch Cul de Sac¹⁵ area, and other areas following the government's priorities subject to availability of funds. Indirectly, the project will benefit the general SXM population that will be exposed to lower risks of waterborne diseases and the resident and tourist population that will benefit from reduced pollution loads in waters entering ponds and other surface and seawater bodies. Moreover, the project could contribute to the restoration of ecological and environmental services provided by the Little Bay and Fresh Ponds, thus contributing to the long-term economic sustainability of the tourist service attractions offered by Sint Maarten.

¹⁴ The World Bank approved the project on August 8, 2024. The grant agreement was signed on August 16, 2024.

¹⁵ The Population at Greater Dutch Cul de Sac to be served by the project is estimated at 7,000.

Development Objectives Indicators	Baseline (2024)	Target (2028)
People provided with access to safely managed sanitation services(number)	0	7000
Female as percentage of people provided with access to safely managed sanitation services(percentage)	40	50
Volume of Biochemical Oxygen Demand (BOD) removed by wastewater treatment before discharge (tons/year)	290	400
Institutional and financial model for wastewater management has been prepared and submitted to appropriate authority for its implementation (Yes/No)	No	Yes

FOCUS AREA 2: Invest in Citizens and Resilient Communities

Social and Affordable Housing Project

In June 2024, the project was dropped due to the limited time left in the overall TF program to complete this project and its complex technical structure. In addition, critical preparation activities faced considerable delay, further impacting the preparation timeline and constraining the implementation period.



4

Advisory Services and Analytics



FOCUS AREA 3: Build the Foundation and Capacity to Improve Long-Term Resilience and Good Governance

Digital Government Transformation Technical Assistance

PROGRESS

This ASA continues to provide just-in-time technical assistance to the DGTP client team. During January to June 2024, the technical specifications for connecting base registries and developing e-services were finalized, marking a significant accomplishment. Additionally, technical specifications for establishing an address registry and a Government Wide Area Network were completed and are being procured under the related project.

RESULTS

Component 1. Strengthening the Legal, Regulatory, and Institutional Environment Human Capacity within the Government to Manage Digital Transformation.

The NRPB and DLT recognized that the DGTP could benefit from improved communications to maintain stakeholder engagement and activity awareness throughout implementation. Therefore, the DLT and NRPB developed a communications strategy, which required an action plan setting out the specific activities and modalities to be implemented. The ASA was instrumental in engaging a communications consultant to develop the communications action plan, which the World Bank subsequently approved and the NRPB and DLT adopted for implementation. Additionally, the pending changes in the GoSXM and the absence of a change manager to undertake implementation delayed progress on the change management strategy despite the completed input. The change management strategy will lay the groundwork for the digital platforms and services to be delivered under components 2 and 3 of the DGTP.

Component 2. Building Digital Platforms to Enable Service Delivery

This component will establish the technical foundations for citizen-oriented services and increase resilience by reducing the vulnerability of selected services to cyberattacks and natural and man-made disasters. The ASA supported the DLT with technical assistance for the development of technical specifications and ToRs for various digital platforms and systems. Specific technical assistance includes: (i) developed the technical requirements and prepared the ToRs for the procurement of a firm to install the Government Wide Area Network; (ii) prepared the technical requirements and ToRs, in close collaboration with the DLT, for the procurement of a vendor to implement an off-the-shelf address registry; (iii) prepared the ToRs for procuring equipment and licenses to address identified deficiencies in security-based hardware to minimize vulnerabilities; (iv) assisted with the development of ToRs for the integration of base registries and the four original services¹⁶ and (v) facilitated a stakeholder workshop bringing all key parties together to present the concept for the connection of the registries and engage in constructive dialogue.

¹⁶ The 4 original services are: (i) driving license (application and renewal), (ii) national identification card (renewal and new issuance), (iii) certificate of death, divorce, and marriage, and (iv) civil registration form (long and short versions).

CRITICAL ISSUES

Procurement processing and project staffing have affected the delivery of the technical assistance. The World Bank provides procurement support to the DLT to mitigate the procurement delays; however, the issue with the procurement processing remains because the DLT is operating with limited staff. The absence of a full-time project manager and project assistant stretched the remaining staff and impacted the overall coordination.

MILESTONES

- Closing: December 20, 2024

NEXT STEPS (JULY - DECEMBER 20, 2024)

Before the ASA closes, it will support the DLT in onboarding technical consultants and monitoring the Government Wide Area Network implementation, designing the e-identification and e-signature platforms, and establishing the address registry. The ASA will also support the development of an animated video for raising public awareness on the planned digital transformation.



Analysis for Establishing the Sint Maarten Disaster Reserve Fund (DRF)

In July 2021, the SXM TF Steering Committee requested the World Bank to assist the GoSXM in designing a DRF and associated financing tools to capitalize funds from PJIAE's substantial loan repayment to the Sint Maarten government from the ATRP.

PROGRESS

The World Bank team finalized the Options Paper for the proposed DRF in March 2024, following a rigorous internal World Bank peer review. The team presented the final Options Paper to the Steering Committee and GoSXM representatives in April, 2024 and June 2024, respectively. The [final report](#) is public as of June 30, 2024.

Subsequently, the Prime Minister of Sint Maarten requested the World Bank's continued technical assistance to establish the DRF.

CRITICAL ISSUES

- Availability of accurate information to conduct the analysis was limited. The team is still reviewing information on the repayment terms of the loan between the airport and the Ministry of Finance provided by the NRPB, which appear to be incomplete.
- Strengthened client communication is crucial. While this project was designed with the Ministry of Finance as the primary counterpart, other agencies tried to insert themselves as the primary counterpart, which generated confusion and delays in delivery. It is recommended to channel all communication through the primary counterpart and to maintain constant communication to ensure the timely receipt of information.

NEXT STEPS (JULY - DECEMBER 2024)

- The team will continue the work on establishment of the DRF through the most appropriate TF project.
- A blog to disseminate the Options Paper will be produced and other avenues to share the experiences of establishing a DRF will be considered.

5

Implementation Constraints and Enhancements



Implementation Constraints

Delays in the implementation pace are the most significant risk for successfully completing all TF projects within the program timeline. This risk applies equally to projects under implementation and those still in the planning phase. The following challenges persisted or materialized in the reporting period.

Multifaceted Tax Administration and Immigration Processes

Sint Maarten's complex tax administration policy and immigration processes prevents the NRPB and other PIUs from recruiting temporary workers and local staff at cost-effective pay scales. In addition, Sint Maarten's heavy reliance on imports and relatively remote location make the cost of supplies, staff recruitment, and setting up local offices more expensive and impose an extra barrier to entry for international or regional construction companies. These issues hindered nonresident firms and individuals seeking to work on TF projects from accessing the island easily. Contracts of international employees faced significant obstacles, as obtaining work permits and temporary residency permits took time. Streamlining the approval and issuance processes for work permits and temporary residency permits for affected personnel and consultants recruited under TF projects (PJIAE, SMMC, NRPB, UNICEF-NL) will allow construction activities to proceed effectively. Proposed measures include appointing dedicated points of contact within the Ministry of VSA for work permits and within the Ministry of Justice for temporary residency permits.

Constrained Local Contractor Market Supply

The substantial construction needs of the current TF portfolio, which exerted significant pressure on the limited Sint Maarten market, could constrict the portfolio's implementation pace. Local contractors are unable to handle the available contracts from multiple projects at the same time, but regional or international contractors are also unable to pick up the slack due to the challenging tax and immigration processes noted above. This results in implementation for projects with construction activities being delayed while waiting for available capacity to free up either from local or international contractors working on other projects.

Capacity Factors in Collaborating Agencies

Challenges continue with capacity limitations and substantial staff/management attrition in relevant line ministries collaborating with or targeted by TF projects. In some cases, line ministries are stretched beyond their capacity as they are involved in multiple projects and lack the staff complement or appropriate technical skills to contribute effectively to project implementation. Boosting capacity within relevant line ministries to collaborate on project implementation would markedly augment the PIU efforts.

The NRPB implements most TF projects, which stretched its capacity, particularly on procurement and resulted in delays across the TF portfolio. The World Bank is providing additional support, known as Hands-On Expanded Implementation Support (HEIS), to mitigate this challenge. The HEIS involves a technical expert from the World Bank who provides ad hoc technical procurement support to accelerate procurement activities.

Government Ownership Amid Fluid Political Situation

Sint Maarten started off 2024 with an election on January 11. However, the political transition became unstable and dynamic, as the first coalition fell and new elections became necessary. Nonetheless, the Luc Mercelina led government, appointed in May 2024, has demonstrated intense dedication in their early engagement and collaboration with the World Bank, the Netherlands, and TF implementing partners to promptly address critical implementation bottlenecks. The World Bank and its Sint Maarten partners will continue engaging

closely with the government to ensure the TF program's continuity. As the government stabilizes, appointing a dedicated TF champion at the ministerial level would be essential in driving priority initiatives, securing timely high-level support, and advancing government ownership.

Energy Crisis Hindering Development and Resilience

Since early June 2024, Sint Maarten has been grappling with a severe energy crisis characterized by frequent power outages and load shedding. The main electricity provider, NV GEBE, has struggled to meet demand following the failure of critical engines and a subsequent fire at its main power plant station, significantly reducing electricity production capacity. There is anecdotal evidence of how the energy crisis is impacting daily activities, but the next reporting period will provide data on whether and how this energy crisis has affected the implementation of TF projects.

Implementation Enhancements

The following are implementation support activities that augmented portfolio quality during the reporting period.

Country Portfolio Performance Review

In March 2024, the World Bank conducted the second CPPR of the SXM TF portfolio to review project implementation progress, address challenges, and highlight the TF's impact. This event was held in Sint Maarten, with wide-ranging participants from the GoSXM Prime Minister's Office, BZK, PIUs, the Latin America and Caribbean Operations Support team, and other stakeholders. The CPPR consisted of two related components: first, technical reviews of portfolio performance and project challenges; second, an inaugural Results Fair, including a panel discussion reflecting on lessons learned during implementation and enabling the sustainability of outcomes.

GEMS Training

A robust M&E system is essential for demonstrating evidence of project results. During this reporting period, the SXM TF launched implementation of a pilot Geo-Enabling Initiative for Monitoring and Supervision (GEMS) to strengthen results reporting in TF projects. The World Bank team conducted consultations to introduce GEMS and ran a customized three-day GEMS training session for the five PIUs in May 2024. The training included three modules focused on (i) developing a robust M&E framework, emphasizing the construction of a theory of change and the careful selection of indicators; (ii) remote monitoring and supervision of the project portfolio using the centralized digital platform, Kobo Toolbox, whereby participants engaged in a practical session on form creation, deployment, data collection via a mobile app, and reporting; and (iii) creating interactive dashboards and officially launching the Portfolio Mapping form for Sint Maarten.

The World Bank and PIUs are discussing the next steps, including the most practical approaches for integrating these tools in their projects, preparing a portfolio map, and building the capacities of government counterparts, which is crucial for project sustainability.

Hands-On Expanded Implementation Support (HEIS)

The World Bank provided HEIS to the NRPB's procurement team during the reporting period. Under HEIS support, World Bank expert consultants provided the following specialized assistance:

- EDMP: (i) supported NRPB in undertaking an analysis of the proposed contract amount; and need for a standstill period in a negotiated CQS process (*Feasibility Study Contract EDMP [P167347]: Contract -SX-NRPB-CS- CQS*), and (ii) offered clarification and input on various issues for the contract, drawing upon the Standard Request for Proposal and the World Bank's Procurement Regulations
- ERP-I: (i) advised on consultancy arrangement for supervising balance of work on school gyms, sports facilities, emergency operations center facilities, and the GEBE business plan by extending/amending the existing supervision contract, and (ii) supported the NRPB in addressing grievances related to LICCOM and Windward Roads BV complaints on the contract awards within the project.
- Institutional Procurement Support: delivered guidance on the draft NRPB Procurement Manual and provided inputs for customizing the World Bank's new Evaluation Report Template (May 2024) by NRPB procurement specialists.

Sint Maarten Financial Management Review

A comprehensive financial management review was undertaken from May to July 2024 to: (i) assess the financial management systems of the SXM TF portfolio and determine its compliance with related legal frameworks, and (ii) understand the gaps in the Sint Maarten public financial management systems and how to strengthen and use them for TF operations. This review involved specifically:

- assessing the design, adequacy and effectiveness of the financial management arrangements implemented by relevant agencies.
- ensuring that TF funds are appropriately utilized to achieve their intended goals, focusing on the principles of economy, efficiency, effectiveness, transparency, and accountability.
- reviewing the country's financial management systems and identifying any gaps that require further strengthening.

The review was conducted mainly through desk reviews and data analysis, interviews with key stakeholders including government officials and PIU staff, and reviews of projects' transactions. The report is being finalized and its recommendations will be shared with stakeholders in the second half of 2024.

6

Outreach and Communications



The SXM TF is over the halfway mark and has made substantial progress. January to June was packed with several activities that fostered great collaboration with the PIUs. This relationship has been instrumental in making the TF's progress more visible in Sint Maarten.

The Results Fair on March 12, 2024, was the high point for showcasing the TF's outcomes period. Held at the Sonesta Maho hotel, the Fair brought over 100 members of the public and PIUs for a day of interaction, connection, and an opportunity to build a resilient Sint Maarten through collaboration and fostering stronger relationships in various sectors.

During the reporting period, the TF secretariat ramped up knowledge exchanges, an excellent way to share ideas and learn from various projects and stakeholders. On June 13, 2024, the World Bank conducted a moderated discussion in partnership with the Netherlands Ministry for Interior and Kingdom Relations to draw out lessons learned from the SXM TF that apply to other Dutch-Caribbean islands as an opportunity to discuss best practices. The audience of over 30 comprised Tijdelijke Werkorganisatie (TWO) personnel, BZK officers, and government officials from Aruba, Curacao, and Sint Maarten. Panelists included project managers and directors implementing World Bank projects, World Bank staff, and relevant stakeholders in disaster preparedness, education, and financial resilience.

In addition, the World Bank hosted students from the University of Aruba at the World Bank main complex on June 26, 2024. Seventeen students and six faculty members of the Aruba Institute of Good Governance and Leadership program participated in the field trip to Washington, D.C., as part of the school's leadership and learning program. Their engagement with various organizations to experience democracy and international relations in practice was integral to their learning process.

The World Bank office in Sint Maarten is now open with four in-country staff engaged and collaborating with PIUs to foster closer ties on the ground and better communicate the activities under the SXM TF and the World Bank. The World Bank continues to work closely with partners to promote the TF through multiple channels, including the TF website, PIU websites, LinkedIn, and World Bank Caribbean department social media platforms.

Communicating the SXM TF's activities and making achievements visible will remain the fundamental target of communications for all primary stakeholders for the duration of 2024 and in 2025. The World Bank and the SXM TF implementation partners will maintain the momentum, delivering timely communications products about the program to a diverse audience. Coordination among partners will be critical for smoother engagement to deliver impactful messages that resonate with the people of Sint Maarten.

Communication Products from January to June 2024

- [Sint Maarten Trust Fund Results Storybook](#) (January 2024)
- [Feature Story: A Recipe for Business Success in Sint Maarten](#) (February 2024)
- [Feature Story: Reviving the Simpson Bay Lagoon](#) (February 2024)
- [Feature Story: Giving Everyone the Ability to Sail](#) (February 2024)
- [New online: Sint Maarten Trust Fund Dashboard](#) and [Knowledge Hub](#) (March 2024)
- [Feature Story: Amplifying Results in Sint Maarten](#) (June 2024)
- [Sint Maarten Trust Fund Factsheet](#) (June 2024)

Appendices



a. Trust Fund Projects Under Implementation as of June 30, 2024

Project ID	Project Name	Approval Date	Closing Date	Project Ratings		
				Development Objective	Implementation Progress	Overall Risk
P167339	Emergency Recovery Project I	10-Jul-2018	31-Dec-2025	S	MS	S
P167347	Emergency Debris Management Project	20-Dec-2018	31-Dec-2026	MU	MU	H
P167532	Hospital Resiliency and Preparedness Project	16-Aug-2018	31-May-2025	S	S	L
P167974	Airport Terminal Reconstruction Project	18-Sep-2019	30-Jun-2025	S	S	S
P168549	Enterprise Support Project	04-Apr-2019	30-Jun-2028	S	S	M
P172339	Civil Society Partnership Facility for Resilience Project	26-Jun-2020	31-Mar-2025	MS	S	M
P172582	Child Resilience and Protection Project	22-Oct-2020	31-Dec-2024	MS	MS	L
P172611	Digital Government Transformation Project	18-Mar-2021	30-Nov-2026	MS	MS	M
P172753	Fostering Resilient Learning Project	09-Jun-2022	30-Apr-2027	MS	MS	S
P177679	Improving Mental Health Services Project	28-Jul-2023	30-Jun-2027	S	S	M

DO and IP ratings: HS=Highly Unsatisfactory, S=Satisfactory, MS=Moderately Satisfactory, MU=Moderately Unsatisfactory, U=Unsatisfactory, HU=Highly Unsatisfactory. Risk ratings: H=High, S=Substantial, M=Moderate, L=Low

b. Financial Report as of June 30, 2024

Total fund contributions from the Netherlands to the SXM TF from April 2018 to December 2022 amounted to US\$519.42 million, with five tranches paid in April 2018, November 2018, December 2020, December 2021, and December 2022, respectively. A total of US\$544.79 million was available after adjusting for investment income earned to date of US\$39.01 million and deducting World Bank administrative fees of US\$13.64 million. Remaining TF funds available for programming are US\$51.59 million¹⁷ after deducting committed grants, allocation for projects under preparation, and projected administrative fees (Table B.1).

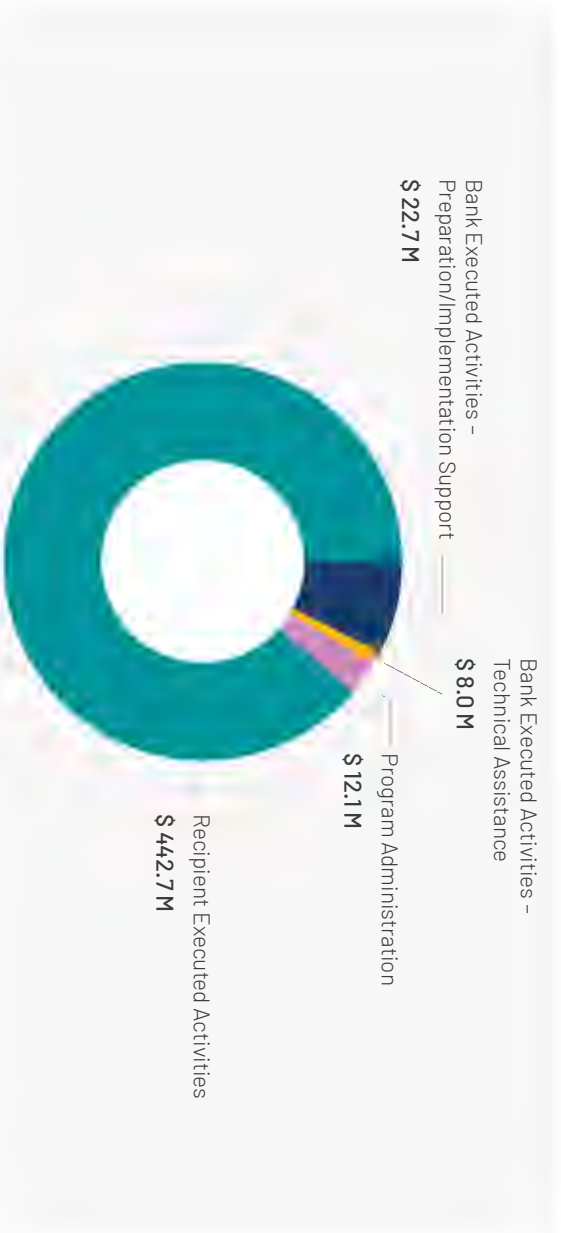
Table B.1 Flow and Use of Funds as of June 30, 2024 (US\$ millions)

A	Received from Netherlands		\$519.42
B	Investment Income		39.01
C	Actual Administrative Fee		13.64
D	Total Funds Available for Allocation (A+B-C)		544.79
E	Grants Committed as of June 2024		482.90
	E.1 Disbursements	338.00	
	E.2 Undisbursed	144.89	
F	Project Under Preparation		10.00
G	Administrative Fee		0.30
H	Funds Available for Programming (D-E-F-G)		\$51.59

Commitment: Total grants allocated directly to operations amounted to US\$482.90 million for TF investment operations, analytical work, and client support (recipient-executed activities, ASA, preparation and implementation, and program management activities). Therefore, the US\$482.9 million represents i) US\$442.72 million committed to twelve recipient-executed investment projects (two are completed); ii) US\$28.04 million committed to finance Bank-executed implementation and supervision activities, HEIS support, analytical work and technical assistance to GoSXM; and iii) US\$12.14 million for program administration (Figure B.1).

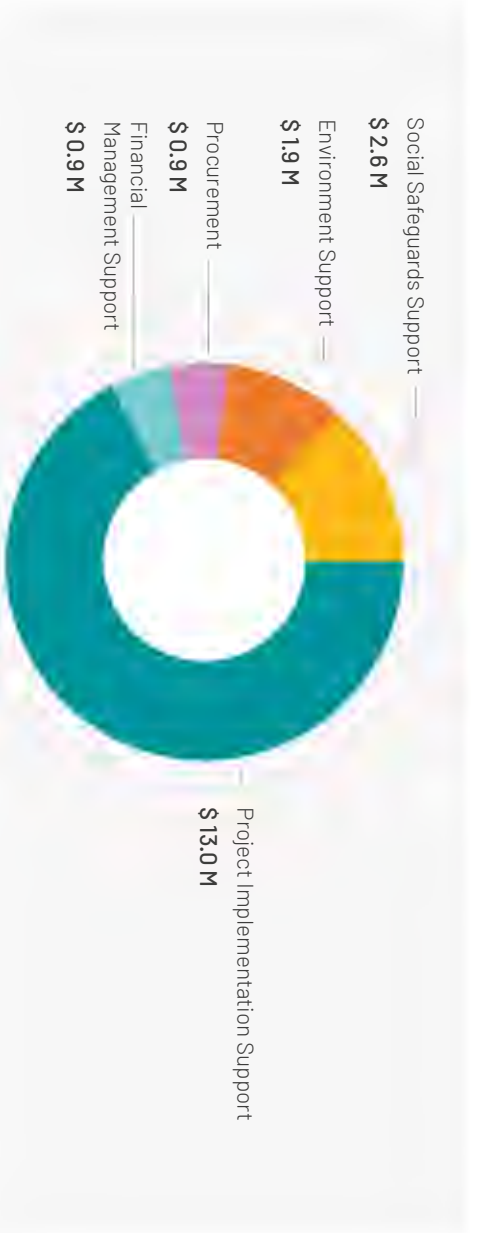
¹⁷ This does not yet account for decisions made by the Steering Committee in July 2024 for US\$20 million to be committed for a new project under preparation and US\$2 million in additional financing for an existing project, which would trigger related administrative fees.

Figure B.1 Cumulative Allocation of Funds as of June 30, 2024 (US\$ million)



Project preparation and implementation support continues to constitute a large portion of funds outside of Recipient-Executed activities, accounting for US\$22.7 million (4.2 percent) of totals funds allocated date. Of this, US\$19.4 million has been disbursed with 57 percent directly for project supervision and 33 percent for safeguards support (environment, social, financial management, and procurement) expenditures (Figure B.2).

Figure B.2 Cumulative Disbursement of Preparation and Implementation Support by Category as of June 30, 2024 (US\$ million)



Use of Funds from January to June 2024

Cumulative disbursement was US\$338.0 million (70 percent) of the total commitment, of which US\$35.6 million was disbursed between January and June 2024. Over the period, US\$31.8 million was disbursed for Recipient-Executed activities, US\$1.5 million for preparation and implementation support, US\$0.4 million for analytical work, and US\$1.9 million for program management (Appendix C).

c. Disbursements by Activities Summary (Recipient-Executed + Bank-Executed)

Activities	Budget allocated	Disbursements April 2018 – June 2024	Undisbursed funds, June 30, 2024	Disbursed January – June 2024
SXM TF Total	482,895,773	338,001,122	144,894,651	35,627,071
Recipient-Executed activities	442,718,765	303,041,797	139,676,968	31,759,254
Emergency Recovery Project I (ERP-I)	55,200,000			
Including Additional Financing	45,000,000	102,811,830	16,888,171	10,661,830
2nd Additional Financing	19,500,000			
Hospital Resiliency and Preparedness Project (HRPP)	25,000,000			
Including Additional Financing	3,610,000	26,677,848	8,932,152	400,622
2nd Additional Financing	7,000,000			
Enterprise Support Project (ESP)	25,000,000	21,182,630	3,817,370	2,615,818
Emergency Debris Management Project (EDMP)	25,000,000			
Including Additional Financing	60,000,000	29,126,585	55,873,415	0
Airport Terminal Reconstruction Project (ATRP)	72,000,000			
Including Additional Financing	20,000,000	81,287,997	10,712,003	16,144,558
Civil Society Partnership Facility for Resilience Project (CSPFRP)	7,200,000			
Project Preparation Grant	147,793	6,480,185	867,608	840,657
Child Resilience and Protection Project (CRPP)	4,488,000			
Project Preparation Grant	512,000	4,612,653	387,347	447,260
Fostering Resilient Learning Project (FRLP)	26,780,000			
Project Preparation Grant	621,168	2,105,317	25,295,851	428,105
Digital Government Transformation Project (DGTP)	12,000,000	3,036,948	8,963,052	160,405
Improving Mental Health Services Project (IMHSP)	8,000,000	60,000	7,940,000	60,000
Subtotal - Projects Under Implementation	417,058,961	277,381,993	139,676,968	31,759,254
Red Cross Roof Repair Project (RCRR)	3,745,130	3,745,130		
Emergency Income Support and Training Project (EISTP)	21,914,674	21,914,674		
Subtotal - Projects Completed	25,659,804	25,659,804		
Bank-Executed activities	40,177,008	34,959,324	5,217,683	3,867,817
Preparation and implementation support	22,746,869	19,379,003	3,367,866	1,489,951
Advisory services and analytics	5,290,139	4,773,877	516,262	436,071
Program management and administration	12,140,000	10,806,445	1,333,555	1,941,795

d. Ongoing and Completed Advisory Services and Analytics

P Code	Products	Closing Date	Status
P170066	Sint Maarten Public Expenditure Review	30-Oct-2020	Completed
P170204	Low Income and Affordable Housing	01-Apr-2021	Completed
P170205	Sustainable Solid Waste Management	01-Jun-2021	Completed
P166566	Sint Maarten Recovery, Reconstruction and Resilience Programmatic Approach	14-Jun-2021	Completed
P171480	Support to the Sint Maarten Airport Corporate Governance Task Force	19-Oct-2021	Completed
P178433	Analysis for Establishing the Sint Maarten Disaster Reserve Fund	26-Jun-2024	Completed
P171978	Digital Government Transformation Project	26 Jun 2025	Ongoing





**EVACUATING YOUR CHILD(REN)
AFTER A DISASTER**

Instructions for parents and legal guardians on how to keep your child(ren) safe when preparing for evacuation

IS EVACUATION THE BEST OPTION?

Evacuation is the best option if you are unable to evacuate your child(ren) without being escorted by parents, include above and respect...

TALK TO YOUR CHILD(REN)

Keep your child(ren) calm with your... Talk to your child(ren) about... Allow them to...

MAKE ARRANGEMENTS

Make arrangements for your child(ren) to be... you know what... you know what...

STEP 1: PREPARE DOCUMENTS

Collect an evacuation order if you are... These documents should be... in an envelope without the... The documents will be... in an envelope...

STEP 2: INVOLVE AUTHORITIES

If you have any questions, contact... the Court of Jurisdiction... the Court of Jurisdiction... the Court of Jurisdiction...

STEP 3: CONSIDERATION IS KEY

Make arrangements for your child(ren) to be... you know what... you know what...

