

Sint Maarten

Reconstruction, Recovery, and Resilience Trust Fund



Semi - Annual Report
January 1 - June 30, 2022

SINT MAARTEN TRUST FUND



Government of the Netherlands



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Sint Maarten Reconstruction, Recovery, and Resilience Trust Fund

January 1 – June 30, 2022

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Photo: Giselle York, National Recovery Program Bureau, Sint Maarten

Abbreviations

ACF	Auxiliary Care Facility	MSWDS	Municipal Solid Waste Disposal Site
ASA	Advisory Services and Analytics	MTR	Mid-Term Review
ATRP	Airport Terminal Reconstruction Project	NESC	National Employment Service Centre
BETF	Bank-executed Trust Fund	NGO	Nongovernmental Organization
CCRIF	Caribbean Catastrophe Risk Insurance Facility	NRPB	National Recovery Program Bureau
CDC	Centers for Disease Control and Prevention	NRPP	National Recovery and Resilience Plan
CDEMA	Caribbean Disaster Emergency Management Agency	OECD	Organisation for Economic Co-operation and Development
CRPP	Child Resilience and Protection Project	PAHO	Pan American Health Organization
CSO	Civil Society Organization	PDO	Project Development Objective
CSPFRP	Civil Society Partnership Facility for Resilience Project	PFI	Participating Financial Institution
DAC	Development Assistance Committee	PJIAE	Princess Juliana International Airport
DGTP	Digital Government Transformation Project	PM&A	Program Management and Administration
DLT	Digital Leadership Team	PPG	Project Preparation Grant
DRF	Disaster Reserve Fund	R4CR	Resources for Community Resilience
EDMP	Emergency Debris Management Project	RAP	Resettlement Action Plan
EDP	Emergency Disaster Preparedness Plan	RCNL	Red Cross Netherlands
EIE	Education in Emergency	RETF	Recipient-executed Trust Fund
EISTP	Emergency Income Support and Training Project	RFB	Request for Bids
EP	Equipment Package	SC	Steering Committee
ERP I	Emergency Recovery Project I	SENA	Socioeconomic Needs Assessment
ESIA	Environmental and Social Impact Assessment	SF	SXM TF Strategic Framework
ESMP	Environmental and Social Management Plan	SMHDF	Sint Maarten Housing Development Foundation
ESP	Enterprise Support Project	SMMC	Sint Maarten Medical Center
GDP	Gross Domestic Product	SRU	Social Registry Unit
GEBE	Sint Maarten's Utility Company	SWM	Solid Waste Management
HRPP	Hospital Resiliency and Preparedness Project	SXM TF	Sint Maarten Reconstruction, Recovery, and Resilience Trust Fund
ICT	Information and Communication Technology	SZV	Social Health and Insurance Services
ISRS	Integrated Social Registry System	TDSR	Temporary Debris Storage and Reduction
MECYS	Ministry of Education, Culture, Youth and Sports	TF	Trust Fund
MHF	Mental Health Foundation	UNICEF NL	United Nations Children's Fund Netherlands
MMIS	Ministry Management Information System	VNGI	VNG International
MoGA	Minister of General Affairs	VROMI	Ministry of Public Housing, Spatial Planning, Environment, and Infrastructure
MSMEs	Micro, Small, and Medium Enterprises	VSA	Ministry of Public Health, Social Development and Labor
MSW	Municipal Solid Waste		



Executive Summary

In the first half of 2022, Sint Maarten welcomed increased economic activity and tourism, contributing to an expected growth rate of 7.5 percent of real Gross Domestic Product for 2022.¹ Sint Maarten Trust Fund (SXM) disbursements over the period amounted to US\$23.2 million, compared to US\$31 million in the previous period. World Bank staff have resumed in-person travel to Sint Maarten for implementation support while regular, virtual interactions continue.

With the remaining travel restrictions and containment measures lifted concomitantly with the rise of COVID-19 vaccination rates in Sint Maarten and abroad, the SXM TF has become one of the fastest disbursing portfolios in the Caribbean (compared to portfolios of the same age managed by the World Bank in the region) with almost half of the US\$360 million committed to 11 projects, 10 of which are actively disbursing. The World Bank is preparing additional financing of US\$79.5 million for two existing projects and financing of US\$38 million for three new projects, which the Steering Committee (SC) approved in December 2021 and March 2022. The new projects are in the social housing, mental health services, and wastewater sub-sectors.

In June, the World Bank finalized a Mid-Term Review (MTR) of the SXM TF 2018–2021 implementation period. The MTR concluded that the TF's allocations are relevant and aligned with its reconstruction, recovery, and resilience objectives. It emphasized that extending the TF's closing date would increase the likelihood of achieving all results. The MTR noted that the SXM TF's overall disbursement rate is 15 percent higher than the disbursements of portfolios of the same age in the entire World Bank's Latin America and Caribbean Region and 22 percent higher than the World Bank's Caribbean portfolio overall.

In June 2022, the SC met in Sint Maarten to interact with Government, discuss the outcomes of the World Bank's SXM TF Mid-Term Review (MTR), and consider mitigation measures to address emerging risks, such as global inflation and the impact of the war in Ukraine on global prices and value chains. The SC also endorsed the Government of Sint Maarten's request to extend the SXM TF's closing date by 36 months from December 2025. Subsequently, the Netherlands Council of Ministers agreed to the Government of Sint Maarten's request to extend the TF's closing date. Consistent with the MTR's recommendation and key Stakeholders' agreement, the World Bank has extended the TF closing date until December 2028 for the TF to deliver full impact with its current resources. Plans are ongoing to strengthen the institutional capacity created by the SXM TF and sustain the TF's investments beyond the closing date.

Over the coming period, the SXM TF program will focus on

- 1) preparing the three pipeline projects on schedule
- 2) maintaining the implementation quality and pace of current investments, and
- 3) strengthening the longer-term sustainability of all investments, including capacity building of critical Stakeholders.

¹ International Monetary Fund, Article IV Consultation Discussions August 2022. <https://www.imf.org/-/media/Files/Publications/CR/2022/English/ICUWEA2022002.ashx>

1. Introduction



This report provides an overview of the achievements, activities, and unaudited financial data of the Sint Maarten Reconstruction, Recovery, and Resilience Trust Fund (SXM TF) from January 1 to June 30, 2022.

Sint Maarten is a small, high-income island country with a GDP per capita of US\$23,083 in 2020.² It shares its territory with the French overseas collectivity of Saint Martin and hosts more than 42,000 inhabitants on 16 square miles of land. The country has the second most frequently visited port in the Caribbean and its international airport serves as a hub for nearby islands.

Sint Maarten was severely affected by Hurricane Irma when the category 5+ hurricane struck on September 6, 2017. The Sint Maarten Government and the World Bank estimated the catastrophic damage and losses at US\$2.7 billion, amounting to 260 percent of Sint Maarten's gross domestic product (GDP).³ As a constituent country of the Kingdom of the Netherlands,⁴ the Government of the Netherlands responded by providing immediate bilateral aid, complemented by substantial private donations.

On April 16, 2018, the World Bank established the SXM TF, financed by the Government of the Netherlands. The SXM TF's strategic framework sets out the program's support for: (a) the post-hurricane recovery and reconstruction of Sint Maarten, and (b) longer-term development priorities to strengthen the country's resilience. The SXM TF Secretariat is housed in the Caribbean Country Management Unit within the World Bank's regional unit for Latin America and the Caribbean. The Trust Fund has now received a total of €438.115 million (or US\$511.96 million pursuant to applicable exchange rates at the time of each transfer). No further tranches are expected. The Government of the Netherlands has channeled the remaining funds through bilateral channels.

The SXM TF program benefits from complementary technical assistance and expertise provided, as appropriate, by the Government of the Netherlands and the World Bank. Trust Fund resources are allocated to activities by the three-person SXM TF steering committee (SC) composed of representatives from the Government of Sint Maarten, the Government of the Netherlands, and the World Bank. Activities consist of recipient-executed (RE) projects implemented by the Government of Sint Maarten or its designated implementation agencies and World Bank-executed (BE) activities including hands-on implementation support (HEIS), analytical work, and project preparation and implementation advice. In January 2019, the Government of Sint Maarten established the National Recovery Program Bureau (NRPB) as an independent administrative agency to oversee the implementation and coordination of most RE activities.

The World Bank produces an annual report for each calendar year and a semiannual report at the closing of the World Bank's fiscal year (on June 30). In June 2022, the TF Program Secretariat, managed by the World Bank, conducted a program-wide Mid-Term Review (MTR) under its monitoring and evaluation role defined in the Administration Agreement. The MTR assessed the TF's progress in achieving its objectives for 2018–2021 and recommended actions to improve the Program's performance for the remaining period.

The MTR concluded that the TF benefits the people of Sint Maarten, especially the most vulnerable, and the funds have been spent with due diligence. The MTR found the program coherent, relevant, and efficient in its use of funds. It noted that the program investments could be sustained if implementation capacity, project and program management, and communication issues are addressed. In addition, stakeholders found the processes and procedures of the World Bank to be useful, contributing to better project outcomes. The portfolio incorporates emergency actions and longer-term development projects that include resilience and is perceived as well-balanced. The MTR concluded that the program objectives are achievable, although some indicators may need a longer implementation period (beyond 2025). Overall, the MTR rated the program as satisfactory, with an implementation rate exceeding similar World Bank programs.

² International Monetary Fund, Article IV Consultation 2021. [IMF Executive Board Concludes 2021 Article IV Consultation with the Kingdom of the Netherlands—Curaçao and Sint Maarten.](#)

³ Damage refers to damage to buildings and assets. Losses due to the disruption of access to goods and services are defined as changes in economic flows and higher costs in production arising from the disaster, based on the 2018 [Sint Maarten National Recovery and Resilience Plan: A Roadmap to Building Back Better.](#)

⁴ The Kingdom of the Netherlands is composed of the Netherlands, Aruba, Curaçao, and Sint Maarten (since October 10, 2010).

The SC has endorsed an Action Plan to implement the following MTR recommendations:

- 1) Extend the program to December 2028;
- 2) Invest in local capacities and develop a sustainability plan to build on the TF program following its closure;
- 3) Establish a World Bank office to further strengthen advocacy, communication, and visibility to raise the TF's profile; and
- 4) Increase visibility within Sint Maarten to cement its legacy.

Implementation Achievements

Projects financed by the SXM TF have delivered substantial results during the half-year period and are meeting the expected targets, despite continued challenges and exogenous shocks including the aftermath of COVID-19 and the new and profound impact of the Ukrainian conflict on global supply chains and prices. Total disbursements for recipient-executed projects have reached US\$172.2 million, or a disbursement rate of 48 percent as of June 30, 2022. All active projects are now effective and progressing, including the Fostering Resilient Learning Project, signed in June 2022 for US\$26.8 million. The World Bank is preparing three new projects totaling US\$38 million- in the social housing, mental health services, and wastewater sub-sectors. The World Bank is also preparing additional financing of US\$60 million for the Debris Management Project (DMP) and US\$19.5 million for the Emergency Recovery Project (ERP), scheduled for management approval in December 2022 and January 2023, respectively.

In 2022, the **Emergency Recovery Project** (US\$100.2 million) enabled over 1,700 people to benefit from social and private accommodation repairs through the continued repairs of critical public infrastructure provided through ERP I. Five hundred fifty-seven (557) homes have been repaired, including 269 homes for the most vulnerable people in the Belvedere complex, managed by the Sint Maarten Housing Development Foundation (SMHDF).

The following are additional outputs completed through the project:

- Equipment and material delivered to the Fire and Ambulance Departments.
- The meteorological observation network built. The additional financing being prepared will cover the new Meteorological Department building's construction, which entered its final design stage in June.
- School gyms and sport facilities rehabilitated.
Three schools and two Police Stations rehabilitated.
- Water tanks restored.
- Eleven major emergency shelters repaired in advance of the hurricane season.
- Critical emergency and heavy equipment delivered to the government – including isolation units for ambulances, communications equipment, and vehicles for various ministries.
- LiDAR terrain and bathymetry survey and mapping of Sint Maarten.

As of June 2022, the **Hospital Resiliency and Preparedness Project** (US\$28.61 million) completed approximately 86 percent of all essential upgrades to the existing Sint Maarten Medical Center (SMMC). SMMC continues to expand services and sub-specialties, significantly reducing the number of overseas referrals and Sint Maarten's health care costs. Additional outputs since January include:

- Five double patient rooms built.
- Medical gas distribution system upgraded.
- Operating room (OR) complex expanded, including new offices for OR staff and new dialysis and oncology suites.

- New medical equipment and rooms are being tested with staff feedback and training ahead of their installation in the new hospital.

The **Emergency Debris Management Project** (US\$25 million) made progress on critical safeguards instruments and the daily management of the Municipal Solid Waste Disposal Site (MSWDS). The project has also completed the following outputs:

- Critical heavy equipment installed.
- The Resettlement Action Plan finalized. Resettlement for the prioritized households and businesses closest to the edge of the MSWDS is expected to start in the latter half of 2022.

The **Airport Terminal Reconstruction Project** (US\$92 million) advanced rapidly with 13.5 percent of the main works completed as of June 2022 and all main works expected to be completed by the end of 2023. However, disrupted value chains have challenged the timely sequencing and timing of tenders, deliveries, and equipment installation.

The **Fostering Resilient Learning Project** (US\$26.78 million), signed in June 2022, aims to rebuild Sister Marie Laurence and Charles Leopold Bell schools and the Philipsburg Jubilee Library. The facilities are expected to be completed by the end of 2026. The project is supporting the Ministry of Education, Culture, Youth and Sports (MECYS) to develop a management information system with a diagnostic scheduled for completion in November 2022.

In addition to infrastructure advancements, the TF supports financing and capacity building for civil society organizations (CSOs) and micro, small, and medium enterprises (MSMEs).

The **Enterprise Support Project** (US\$35 million) provided financial packages for 129 firms for approximately US\$9.3 million as of June 30, 2022. The project provided 140 packages in total, as several firms received more than one financial package out of the 300 MSMEs that applied for financing. The project continues to broaden its outreach to eligible enterprises by adding new financial partners.

The **Civil Society Partnership Facility for Resilience Project** (US\$7.2 million), also known as Resources for Community Resilience or R4CR, has disbursed US\$2.55 million for 36 grants to 26 local CSOs. A new call for proposals launched in July 2022 is under final evaluation. VNGI – the International Cooperation Agency of the Association of Netherlands Municipalities is also strengthening the capacity building activities it offers to potential recipients.

The **Child Protection and Resilience Project** (US\$4.49 million) supports UNICEF Netherlands on disaster preparedness, children’s psychosocial well-being at the school level, and the strengthening of child protection systems. The establishment of the National Child Protection Platform has progressed, with a plan to introduce two intervention programs, Handle with Care and Child Check, and develop a Positive Parenting Support Program.

The **Digital Government Transformation Project** (US\$12 million) aims to digitalize selected public services for citizens and businesses. The project created a Digital Leadership Team in 2022 to strengthen the policy and regulatory framework and increase government institutional capacity to implement digital governance tools. The World Bank and the Sint Maarten counterparts are reviewing project activities as the Sint Maarten government digitalized several public services with domestic resources during the COVID-19 crisis. Activities that the government may have completed will be removed and new activities would be considered and prioritized through a project restructuring expected in mid-2023.

The **Emergency Income Support and Training Project** (US\$22.5 million) has reached under-employed and unemployed populations in targeted sectors, with an emphasis on women and youth. The project conducted phase I of its planned household survey activities to populate an integrated social registry system in June 2022, to help improve targeting, effectiveness, and efficiency of social services and support to the most vulnerable people on Sint Maarten.

Program commitments and results as of June 2022 are summarized in Tables 2.1 and 2.2.

Table 2.1. Program Commitments

High-level trust fund (TF) program milestones	December 2021	June 2022
Program commitments to recipient-executed projects	US\$333 million	US\$360 million
Program disbursements/ commitments to contracts	US\$151.7 million/ US\$139.4 million	US\$172.2 million/ US\$167.3 million

Table 2.2. Project Results

Project	Indicator	Target	Progress as of December 2021	Progress as of June 30, 2022
Emergency Income Support and Training Project	Participants receiving income support and training/number of women	1,155/670	1,960/1,350	1,960/1,350
Emergency Recovery Project I	Home repairs	511 ⁵	410	425 ⁶
	Number of critical facilities repaired (2 police stations, 11 shelters, radiosonde, 19 schools)	33	17	17
	Water tanks repaired	4	Completed	Completed
Irma Red Cross Roof Repair Project	Roofs repaired	182	182/Completed	182/Completed
Hospital Resiliency and Preparedness Project	Roof repairs of an existing hospital	Roof installed	Completed	Completed
	Overseas medical referrals reduced (percentage)	45	92; target exceeded	92; target exceeded
	Disaster Preparedness Plan and Evacuation Plan (percentage)	90	91; target achieved	81; target achieved
	Progress in essential upgrades of existing hospital (percentage)	100	71	86
	Installation of an Auxiliary Care Facility (ACF) for treatment of COVID-19 patients	Facility installed	Completed	Completed

⁵ The target for private homes has changed to 513 (from 519) based on the finalized list of beneficiaries under the private home repair program.

⁶ Included 269 homes managed by the SMHDF, of which 109 were repaired by the project and another 160 home repairs were retroactively financed. 156 private homes had comprehensive repairs done.

Project	Indicator	Target	Progress as of December 2021	Progress as of June 30, 2022
Emergency Debris Management Project	Fire hotspots control improved at disposal sites (baseline 30)	Infrequent surface fires	2 hotspots	
	Heavy equipment delivery (front loader, bulldozer, compactor, and fire support)	4	Completed	Completed
	Shipwrecks removed	109	139	139
	Shoreline cleanup	10.5 km	10.5 km; Completed	10.5 km; Completed
	Solid Waste Management Strategy, Short-Term Plan for Waste Management, a regional market study for waste management in the Caribbean, and two pre-feasibility studies	n.a.	Completed	Completed
Airport Terminal Reconstruction Project	Reconstruction work on terminal building	–	Contract awarded and work commenced October 2021	Completion of the main works is 13.5 percent
	Support for operational expenses paid to airport	n.a.	US\$10.92 million	US\$10.92 million
Enterprise Support Project	MSMEs with approved financing	600	103	129
Civil Society Partnership Facility for Resilience Project	CSOs receiving grants and number of subprojects funded	80 CSOs	22 CSOs	26 CSOs
		100 grants	24 grants	37 grants
Advisory services and analytics (ASA)	National Recovery and Reconstruction Plan, Housing Sector Study, Public Expenditure Review, Tourism Action Plan, Long-Term Waste Studies	–	5 completed	8 completed

Note: n.a. = not applicable. Dashes in cells indicate that the project is in progress.

The NRPB has hired all key project implementation staff and increased its capacity, with more staff allocated to procurement, safeguards, and project management. As of June 2022, 57 staff and consultants work for the NRPB on various projects. A framework agreement signed in 2020 enables the NRPB to hire experts for engineering design and supervision support for civil works under ERP I.

Implementation Issues and Constraints

Implementation pace advanced steadily in the first half of 2022 as governments lifted COVID-19 regulations restricting travel. Although Sint Maarten's limited implementation capacity and market size remain significant constraints, strengthened government ownership and involvement in the program have benefited implementation progress. However, much work remains to be done if project outcomes are to be anchored in national policies and financing plans such that their long-term sustainability is assured beyond the Trust Fund's lifespan.

During the review period, the Sint Maarten government approved the new legislation for establishing a World Bank office. As of June 2022, the Establishment Agreement was pending final signature.⁷ The Agreement will further allow the World Bank to place staff in the field to provide real-time implementation support, swiftly address operational issues, and streamline decision-making. The local office will also enable staff to strengthen dialogue with the Government of Sint Maarten and other relevant stakeholders, focusing on policy and administrative measures needed to ensure the long-term sustainability of SXM TF investments, its overall impact and longer-term strategic direction.

¹ International Monetary Fund, Article IV Consultation 2021. [IMF Executive Board Concludes 2021 Article IV Consultation with the Kingdom of the Netherlands—Curaçao and Sint Maarten.](#)

² Damage refers to damage to buildings and assets. Losses due to the disruption of access to goods and services are defined as changes in economic flows and higher costs in production arising from the disaster, based on the 2018 [Sint Maarten National Recovery and Resilience Plan: A Roadmap to Building Back Better.](#)

³ The Kingdom of the Netherlands is composed of the Netherlands, Aruba, Curaçao, and Sint Maarten (since October 10, 2010).

⁷ The Establishment Agreement was signed between Sint Maarten and the World Bank on October 19, 2022.

2. SXM TF Program Strategy



2. SXM TF Program Strategy

In 2018, Sint Maarten developed a comprehensive National Recovery and Resilience Plan (NRRP). The NRRP's guiding principles provided a framework for emergency projects prioritized by the Government of Sint Maarten and the Government of the Netherlands, with technical guidance from the World Bank.

National Recovery and Resilience Plan

The NRRP's overarching goal is to restore, secure, and strengthen the well-being of Sint Maarten's people. 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 3.1). The NRRP projects that US\$2.3 billion will be required under these pillars to respond to Sint Maarten's recovery and resilience needs.

Figure 3.1. Three Pillars of the NRRP



Guiding Principles for Trust Fund Use

With the establishment of the SXM TF, the objectives of the Netherlands are to support the material and nonmaterial reconstruction and recovery of Sint Maarten wherever necessary, restore vital infrastructure, and sustainably boost the country's resilience in the face of possible future disasters, natural and otherwise.⁸

The Netherlands' guiding principles annexed to the SXM TF Administration Arrangement state that activities will:

- (a) address the damage caused by Hurricane Irma,
- (b) make significant improvements to the pre-hurricane preparation of the island, and
- (c) restore vital infrastructure whose breakdown would threaten social peace or national security.

⁸ World Bank. 2018. "Guiding Principles of the Netherlands." Appendix of SXM TF Administration Arrangement. Washington, DC: World Bank Group.

The 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.”⁹

According to these principles, projects are assessed on seven criteria:

- **Necessity** (meaning that there are no other sources of funding)
- **Additionality** (meaning they bring in private or other public international financing where possible)
- **Suitability** (their appropriateness in scale considering capacity)
- **Effectiveness** (their ability to attain the objective and their consistency with Sint Maarten’s long-term policy orientations), and
- **Efficiency and Legitimacy** (meaning that safeguards are in place to ensure both).
- **Good governance** is central to all activities undertaken by the SXM TF, particularly their 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, and safeguards/Environmental and Social Standards.

Strategic Framework

In August 2019, the SXM TF SC approved the priorities identified in the SXM TF Strategic Framework (SF)¹⁰ 2019–2025. This SF is based on the NRRP and commensurate with the Guiding Principles of the Netherlands.¹¹ The overarching goal of the SF is to address the needs for post-disaster recovery and take on selected medium-term challenges in support of Sint Maarten’s sustainable resilience and prosperity. The SF groups priorities in three focus areas:

- (a) promote sustainable economic recovery
- (b) invest in citizens and resilient communities, and
- (c) build the foundations to improve long-term resilience and good governance.

Figure 3.2. SXM TF Strategic Focus Areas



⁹ World Bank 2018.

¹⁰ World Bank. 2019. *SXM TF Strategic Framework 2019–2025*. Washington, DC: World Bank Group.

¹¹ *SXM TF Administration Arrangement*, April 16, 2018; Annex III.

The SF identifies the objectives to be achieved in these focus areas through approved projects and outlines future avenues for action (figure 3.2). The SF's principles of engagement include modalities to strengthen local capacity and partnerships. While the SXM TF will finance many SF priorities, the SF expects additional financing to be leveraged from other partners to fill sector gaps and complement current and planned activities, where appropriate.

3. Activity Details: January-June 2022



3. Activity Details: January–June 2022

Overview

Following the fourth and final funding tranche by the Netherlands to the TF in December 2021, a total of US\$511.96 million has been received. In addition, the World Bank's Treasury reported that US\$14 million in investment income has been generated for the TF as of the end of June 2022.

By June 30, 2022, US\$360 million had been committed to 11 recipient-executed projects, of which one is completed. US\$25.6 million financed the World Bank's implementation and supervision activities, hands-on support to the NRPB, analytical work and technical assistance to the Government of Sint Maarten, and program management. Since the TF's inception, program management (US\$6.6 million) and administration fees (US\$9.4 million) account for only three percent of the total funding received and have mostly been offset by investment income (table 4.1).

Table 4.1. Released Funds

Received	US\$, millions	Use of funds	US\$, millions
Total funds received from the Netherlands ^a	512.0 ^b	Administrative fee	9.4
		Committed to signed projects ¹²	358.0
		Analytical work	4.6
		Preparation, supervision, and implementation support	14.4
		TF management	6.6
Investment income	14.0 ¹³	Total Commitments	393.0
Total funds available for allocation	526.0	Estimated value of projects under preparation	117.5
		Total Commitments and Allocations	510.5

Note: a. Final amounts, no further funds expected.

b. Exact value is US\$511.96 million. These numbers do not account for planned cancellations and reflows to the TF from the committed amounts.

As of the end of June 2022, out of US\$358 million committed to recipient-executed projects, US\$172.2 million (representing 48 percent of commitments) had been disbursed (see table 4.2).

¹² Table 4.2 includes project preparation grants of US\$2.5 million

¹³ As of June 30, 2022

Table 4.2. RETF Projects Under Implementation

	Projects under Implementation ^a	Approved	Commitments (US\$, millions)	Disbursements (US\$, millions)
1	Emergency Recovery Project I (P167339+AF (P173225))	7/10/2018	100.20	57.38
2	Emergency Income Support and Training Project (P167368)	8/2/2018	22.50	20.23
3	Hospital Resiliency and Preparedness (P167532+AF P167532)	8/16/2018	28.61	22.84
4	Emergency Debris Management Project (P167347) ^b	12/21/2018	25.00	22.23
5	Airport Terminal Reconstruction (P176974)	12/9/2019	92.00	25.78
6	Red Cross Roof Repair Project (P172619) ^c	12/30/2019	3.75	3.75
7	Enterprise Support Project (P168549)	12/30/2019	35.00	13.06
8	Civil Society Partnership Facility for Resilience Project (P172339)	6/26/2020	7.35*	2.69
9	Child Resilience & Protection Project (P172582)	10/22/2020	5.00*	1.77
10	Sint Maarten Digital Government Transformation Project (P172611)	3/18/2021	12.00	0.76
11*	Fostering Resilient Learning Project (P172753)	3/11/2021	28.58*	1.73
	Total		359.98	172.21

Note: a. Grant agreements signed between the World Bank and the recipient.

b. Additional financing for US\$60 million approved by the SC is not included, pending World Bank approval.

c. Project closed on December 31, 2020.

*Includes funds released as Project Preparation Grant.

In addition, following allocations by the SC, projects for US\$117.5 million are being prepared for appraisal and approval by the World Bank (table 4.3). The “Projects under Preparation” section in this chapter provides details on the project objectives and content.

Table 4.3. RETF Projects under Preparation

	RETF projects	Estimated amount (US\$, millions)	Estimated approval ^a
1	Additional Financing for the EDMP	60.0	Q4 2022
2	Additional Financing to the ERP I Project	19.5	Q1 2023
3	Housing Project	20.0	Q3 2023
4	Wastewater Project	10.0	Q4 2023
5	Mental Health Services Project	8.0	Q4 2023
	Total	117.5	

Note: RETF = Recipient-executed trust fund.

a. Estimated timelines are subject to change to meet operational requirements, including appropriate consultation and preparation of appropriate safeguard instruments by the recipient, in line with World Bank policies.

The World Bank implemented a program of analytical work in collaboration with the Government of Sint Maarten to underpin the project and contribute to knowledge and policy improvements. A public expenditure review, a tourism sector study and statistics compendium, and a housing sector assessment have been completed and delivered to the Government. The Bank allocated US\$4.6 million for this work and used US\$3.9 million (details provided in the 'Analytical Work' section of this chapter).

The World Bank has allocated US\$14.4 million to prepare and supervise projects, based on standard World Bank norms. Procurement, safeguards, and fiduciary support will receive approximately 35 percent, and eight percent will go to the NRPB for direct, hands-on support to complement limited on-island and in-house capacity.

Appendix C presents a financial overview, including program management costs. Program management costs cover all support to date, including retroactive financing of the assistance and expertise provided for developing the NRPP.

Projects under Implementation: Results to Date¹⁴

Implementation continues to yield significant results despite restrictions and obstacles related to the COVID-19 pandemic, and the rise in global inflation and value chain disruptions. In-person World Bank supervision has resumed, while virtual exchanges continue where they are more efficient. Learning acquired during the pandemic has yielded efficiency gains in time management and communications. Early projects are now yielding visible results with significant progress toward targets for repair and reconstruction and broad outreach and support to private and nongovernmental actors, such as MSMEs and CSOs.

Emergency Recovery Project I

Under ERP I (US\$100.2 million; US\$55 million approved July 10, 2018, and US\$45 million approved April 28, 2021), activities continued to advance significantly in 2022, with progress on repairing homes, schools, the Fire and Ambulance building, restoring utility services, and providing critical equipment for first responders. As of July 2022, total project disbursement stood at US\$57.38 million. ERP I finances the repair of essential infrastructure (including police stations, the Fire and Ambulance building, the emergency operation center, shelters, and schools), social and private housing, the procurement of emergency equipment, the increased resilience of electricity and water systems, improved access to sovereign catastrophe risk insurance, and training. ERP I also finances the functioning of the NRPB.

To continue supporting several critical repair and reconstruction activities prioritized by the Government, the SC of the SXM TF allocated a second additional financing (AF) of US\$19.5 million to ERP I on March 10, 2022. The proposed AF2 will fill a funding gap for repairing school gyms and sports facilities and constructing the Meteorology Department building. Furthermore, the proposed AF2 will provide the NRPB with operating funds until the proposed new project closing date.

Results

TF activities have significantly contributed to improved working conditions and first responders' capacity to provide emergency services on the island. Repairs to the Fire and Ambulance building are close to completion. The design and procurement documents of the new Meteorological Department building are being finalized.

¹⁴ The Red Cross Roof Repair Project closed on December 31, 2020. Results can be found for the project in Appendix B and in previous annual and semi-annual reports.

Vehicles have been delivered to various ministries by the NRPB. Technical support has been provided by the World Bank on the establishment of a cell broadcast system for emergency early warning and an automated rain gauge network to strengthen weather and climate information gathering.

The project has extended the financing of Sint Maarten's premia for insurance coverage against disaster risks under the Caribbean Catastrophe Risk Insurance Facility (CCRIF) until June 2023. It also finances the country's membership of the Caribbean Disaster Emergency Management Agency (CDEMA)¹⁵ and Sint Maarten's participation in regional and international events focusing on disaster risk management and resilience.

The project aims to help restore and increase the resilience of Sint Maarten's water and electricity systems. It has retroactively financed the US\$1.4 million restoration by Sint Maarten's Utility Company (GEBE) of four water tanks damaged by the hurricane. Efforts to strengthen the resilience of water and electricity assets continue. These include 9 km of trenching work for underground cabling of electrical power lines, conduits for optic fiber, and water pipes which commenced in July; and the second phase of works, which is being designed, for 3 km of medium-tension transmission lines and potable water pipelines.

As of June 30, 425 of the 511 homes eligible¹⁶ for repairs have been completed (over 83 percent of the target). These include 158 private homes and 269 social units, of which 109 were repaired and 160 units retroactively financed in the Belvedere neighborhood under the project. The repair started in January 2022 on six social housing buildings containing 64 units and is on track to be completed by March 2023.

NRPB hired a school activity manager to coordinate the 19 identified schools in the school repair program, organized in three batches to minimize the disruption to student learning, with Phase 1 (three schools) completed by the end of the reporting period. The NRPB relaunched the Request for Bids (RFB) process for the 13 remaining schools in March 2022 and finalized the bid evaluation in June.

NRPB has hired all the key project implementation staff needs (57 positions as of June 2022). It has strengthened its capacity in safeguards, procurement, and project management through recent recruitments. A Framework Agreement consultancy has boosted Engineering capacity on the island since January 2021. The Framework Agreement is financing technical assessments, designs, drafting procurement packages, and works supervision. This capacity has helped expedite project investments and augmented execution capacity for local works.

Emergency Income Support and Training Project

The Emergency Income Support and Training Project (EISTP)¹⁷ aims to provide temporary income support, improve the employability of unemployed and underemployed workers, initially in the hospitality industry and progressively in other sectors, and strengthen the social protection system. The project disbursed US\$19.9 million of total grant proceeds. The World Bank approved a project restructuring in December 2021 to expand and strengthen the delivery of employment services of the National Employment Service Centre (NESC) of the Ministry of VSA and extend the project's closing date to February 28, 2023, due to delays brought about by COVID-19.

Component 1 met its objectives of providing temporary income support and training in September 2020. Through the Sint Maarten Training Foundation, it provided rapid income support (stipend and transportation allowance) and health insurance to underemployed and unemployed persons and financed their participation in short-term skills training in the culinary, hospitality, and construction sectors. The project provided access

¹⁵ CDEMA is a regional intergovernmental agency for disaster management in the Caribbean Community.

¹⁶ The target of 535 homes was revised to 511 as some were repaired outside of the program and others are no longer considered eligible.

¹⁷ The project was approved on August 2, 2018, and became effective on August 9, 2018.

to training and international certification to some of the island's most vulnerable people. The project was prepared as an emergency response to strengthen the social protection system for shock response and protection of the poor.

Component 2 aims to conduct a nationally representative household Socioeconomic Needs Assessment (SENA) and develop an Integrated Social Registry System (ISRS) to strengthen the coordination and response capacity of Sint Maarten's social protection system in the face of disasters and other shocks. Better data availability, timely analysis, and integrated household assessments will allow the Government to improve its policies, better target its existing programs and services, and develop services and programs better tailored to the needs of vulnerable populations. The Ministry of VSA will administrate the ISRS to support the registration, identification, and selection of the neediest people, regulate the delivery, enhance coordination and resource allocation of services and programs, and measure their effectiveness. Ensuring the sustainability of the ISRS beyond project implementation is critical. Achieving and sustaining the ISRS' intended goals over time requires government decisions in the short term to update the regulatory framework for delivering the social programs/ services and allocating financial and human resources to support the ISRS operation.

The COVID-19 pandemic inflicted a significant shock on the economy of Sint Maarten and an unprecedented shock to the labor market. The absence of data, a systemic challenge in Sint Maarten, limits policy formulation to inform recovery, including social protection and labor market policies, and hampers the provision of services to support employment and re-employment services during recovery. Within this context, the scope of Component 2 was expanded to strengthen the delivery of employment services of the NESO of the Ministry of VSA through an integrated analysis of labor market supply and demand. This analysis will complement the SENA and provide the Government with the data needed to inform social protection and labor market policies and support employment and re-employment services during recovery. Ministry of VSA plans to conduct a self-funded study by December 2022 focused on labor regulations, which will complement the study supported under EISTP, generating valuable updated information to underpin policies and actions leading to enhanced job outcomes in Sint Maarten.

Results

The training program, which started in August 2018 and was completed in September 2020, disbursed US\$18.4 million. The program exceeded its initial target of 1,800 participants by nine percent, reaching 1,960 beneficiaries, and supported the most disadvantaged groups of the labor market, such as youth (16 percent), women (69 percent), and the unemployed (76 percent).

The nationally representative household SENA was launched in June 2022 and aims to assess socioeconomic conditions, better target benefits, and inform social programs. The SENA will provide the data needed for the enhanced social registry under development. The NRPB, the Ministry of VSA, and the firm developing the social registry have agreed to review the work plan and the methodology of development of the SENA for more agile delivery of the ISRS system modules.

Hospital Resiliency and Preparedness Project

Approved in August 2018, the objective of the Hospital Resiliency and Preparedness Project (HRPP) is to improve the preparedness and capacity of hospital services at the SMMC, the only hospital on the island. To date, the project has disbursed US\$23 million.

The project cofinances the building of the new Sint Maarten General Hospital and ensures its resilience against Category 5 and higher hurricanes. The new hospital will substantially increase hospital capacity and enhance health services. The project also finances critical upgrades to the existing hospital and contributes to enhancing the quality and scope of hospital services, including updating clinical guidelines and carrying out routine technical audits of their application. Two of the three Project Development Objective (PDO)

indicators have already been achieved.

SMMC is the only provider of the clinical response to the COVID-19 pandemic on the island since the first reported case in early March 2020. Additional financing of US\$3.61 million was provided in March 2020 for hospital services and supplies to respond to the COVID-19 outbreak. SXM TF resources complemented substantial direct aid from the Netherlands to the Government of Sint Maarten and to SMMC to address the pandemic and facilitate a rapid response.

In a context of high inflation and of additional costs triggered by value chain disruptions, the cost for building the new hospital have substantially increased. FINSO, the contractor building the new hospital, and SMMCare negotiating a contract amendment to cover these increased costs. Sources of financing could include SMMC's own resources, additional borrowing by SMMC from its existing lenders, and a request for additional financing from the SXM TF, subject to Government support. The SXM TF SC is expected to discuss this issue in the fall of 2022 should a request be made. At present, current resources remain sufficient to continue.

SMMC estimates that grant funds allocated to Component 1 will be depleted by the end of 2022. Following this, SMMC will continue to use its own funds and drawdown from its private loan financing to fund the new hospital construction.

Results

As of June 2022, approximately 86 percent of all essential upgrades to the existing hospital facility have been completed. Recent achievements include:

- a. completion of an additional five double patient rooms;
- b. upgrade to the medical gas distribution system;
- c. upgrade and expansion of the operating room (OR) complex including two new level-one ORs with an adjoining suite, dressing rooms, offices, and sanitary facilities for OR staff; and
- d. opening of new dialysis and oncology suites.

Through the essential upgrades, SMMC is implementing a more structured and detailed shift to the new building than initially envisioned in the transition plan. For example, SMMC is piloting the design of rooms in the new hospital through the new double patient rooms and the operating rooms, which allows for feedback from health workers and patients. Medical equipment, part of the new hospital contract to expand services, is undergoing a testing period ahead of installation. Testing covers equipment quality and staff training on its use. SMMC has substantially expanded services with the addition of ophthalmology, orthopedics, neurology, pulmonology, pain management, and MRI services, and continues to expand other sub-specialties.

Medical referrals continue to decline, and the project's target has been surpassed. The total number of medical referrals abroad (SZV patients only) has decreased by 92 percent in five years. This outcome significantly contributes to lowering Sint Maarten's health care costs. Additional services will be implemented once the new building is completed, further reducing referrals.

Emergency Debris Management Project

The Emergency Debris Management Project (EDMP) finances the management of debris from Hurricane Irma and reconstruction activities to facilitate recovery and reduce risks. Project activities include collecting and clearing debris (metal and car wrecks); reducing the operational risks, reorganization, rehabilitation, and the upgrading of debris storage and municipal disposal sites, debris processing and disposal, recovering and salvaging vessels, including shoreline cleaning, and technical assistance. Almost 90 percent, or US\$22.23 million, has been disbursed to date.

Since the 1990s, Sint Maarten's landfill capacity and municipal waste management issues have been largely unaddressed, and the debris and municipal waste have negatively affected the island's environmental conditions. The absence of an efficient sanitary waste disposal system continues to cause pollution and create unsafe conditions for those living in the vicinity of the landfills. Hurricane Irma intensified these long-standing challenges in disposal capacity and municipal waste management. The massive amounts of debris and municipal waste disposed of in the Municipal Solid Waste Disposal Site (MSWDS) and Irma Disposal Site (IDS) caused smoldering fires and flare-ups and endangered the surrounding communities. There has been a significant reduction in landfill subsurface fires since late 2019.

The general health and safety risks associated with potential slope instability and future landfill management-related activities persist and pose significant risks and dangers to the neighboring communities. These communities have been prioritized for resettlement. By June 2022, the World Bank cleared the Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plan (ESMP) for daily landfill management and the ESMP for temporary debris storage and reduction (TDSR).

Project implementation has accelerated since the start of 2022. The Resettlement Action Plan (RAP) is under final revision¹⁸. These advances allowed the World Bank to initiate additional financing to cover the financing gap due to the higher cost of resettlement, shipwreck salvaging, and other activities than the original estimations made during the time of project preparation. The additional financing of US\$60 million approved by the SC will also cover financial gaps in shoreline cleaning, handling of metal wrecks and car wrecks, the TDSR facility, the design-building-operating of MSWDS, and additional project management costs. The approval of the additional financing package by Bank management is scheduled in December 2022.

The resettlement of the population at risk is essential before any landfill upgrading. The Government requires substantial support to carry out the resettlement process in line with the soon-to-be approved RAP, including hiring local experts to implement resettlement. The World Bank's safeguards team continues to provide extended support to ensure that the resettlement is carried out correctly and without substantial time slippage.

Results

Project implementation continues to progress in 2022, with major advancements in finalizing the critical safeguards instruments, improving implementation capacity at the NRPB, and resuming dialogue on the anticipated solid waste management sector reforms.

Following the successful removal and salvage of 139 shipwrecks from the Simpson Bay Lagoon and Mullet Pond and the cleaning of 10.5 km of shoreline, the NRPB is preparing to sink one vessel as an artificial reef for recreational purposes. The daily management of the MSWDS continues to improve, with gate control, application of Alternative Daily Coverage, waste compaction and organization at the active zone using the heavy equipment financed by the EDMP.

With the guidance of the High-level Roadmap, the NRPB has finalized several environmental and social risk management instruments for key project activities, such as the design-build-operate of MSWDS and TDSR, and the RAP's final revisions and disclosure. Implementation of resettlement for the prioritized households and businesses closest to the edge of the MSWDS is expected to start later in 2022.

¹⁸ The Resettlement Action Plan was cleared in October 2022.

Airport Terminal Reconstruction Project

The Airport Terminal Reconstruction Project (ATRP), which finances the reconstruction of the airport terminal, capacity building, and project management, was approved on December 9, 2019, and became effective on April 21, 2020. It also supports the operational expenditure of the Princess Juliana International Airport Operating Company (PJIAE) (US\$21 million) in the event of major external shocks during the reconstruction period. It has leveraged an additional US\$50 million from the European Investment Bank and US\$7 million from the airport operating company to reconstruct the airport. On April 4, 2020, an agreement with the airport's bondholders enabled the release of US\$72 million in insurance proceeds due to PJIAE, which they had held in escrow. The project has disbursed US\$25.78 million to date. The SXM TF approved an additional US\$20 million in December 2021 to cover rising construction and equipment costs, bringing the total TF commitments to US\$92 million. The World Bank has also extended the grant closing date by 12 months to December 31, 2023.

PJIAE is the main international airport that serves Sint Maarten and Saint Martin and is an important regional hub that, before Hurricane Irma, catered to 1.8 million passengers and 62,144 airplanes per year. ATRP finances rebuilding and re-equipping the PJIAE terminal to pre-Irma passenger capacity and improving its resilience against natural disasters.

Results

During this reporting period, the works duly advanced; the mobilization and dismantling works are completed, and permanent works have started. The project's main works are scheduled to be completed by the end of 2023.

Seven equipment packages (EPs) are to be financed under the project and are being tendered.¹⁹ The contracts for the prioritized EP1 (Passenger Boarding Bridges) and EP2 (Baggage Handling System) were signed in April 2022. The contract for EP3 (Security Screening Equipment) is being finalized. Ensuring the proper sequencing and timing of tenders, deliveries, and installation of equipment in the highly uncertain environment of COVID-19-affected international transport value chains is a key focus of the technical teams.

With the current recovery of passenger traffic toward end of 2021, support for operating expenditures of PJIAE under Component 4 is no longer expected. During the review period, the Government of Sint Maarten took steps to ensure improved corporate governance at the airport holding company (PJIAH) and secure the continued support of the Royal Schiphol Group as a technical partner to PJIAE in project implementation.

Enterprise Support Project

The Enterprise Support Project (ESP) was signed in March 2020 to support a large percentage of MSMEs unable to obtain financing from local commercial banks due to an inability to meet collateral requirements. The project became effective on May 5, 2020. Subject to an acceptable business plan and other eligibility criteria, ESP supports eligible MSMEs with a combination of grants and loans for asset replacement, nonstructural repairs, and working capital channeled through four local PFIs. As of June 30, 2022, the project disbursed over US\$13 million, about 37 percent of the total project amount.

Lenders in Sint Maarten have been risk-averse in tapping into the MSME market because of the prevailing high-risk environment and the difficulty for MSMEs in presenting acceptable collateral. The COVID-19 crisis increased this risk aversion. The project introduced a risk-sharing mechanism to incentivize lenders and mitigate this problem. The mechanism allows the project to partially absorb potential losses on loans from

¹⁹ EP1: Passenger Boarding Bridges; EP2: Baggage Handling System; EP3: Security Screening Equipment; EP4: Self-Serve Baggage Drop System; EP5: Digital Signal Equipment; EP6: Hold Room Seating; and EP7: Furniture, Fixtures and Appliances.

lenders, motivating them to lend to MSMEs while providing appropriate incentives for lenders to exercise due diligence and care when underwriting and servicing MSME loans, selecting only viable MSMEs with solid business plans.

A project restructuring was completed in August 2021, extending the project closing date from December 2024 to June 30, 2025. A second project restructuring is expected to be completed by the end of (calendar year) 2022 to: (i) reduce the project amount by US\$10 million and (ii) extend the project closing date beyond June 2025. Extending the loan tenor was brought up by several of the stakeholders in March 2022 during the project's Midterm Review. The review found applicants would benefit from an extended loan tenor, as it would allow for lower monthly repayments making the loans affordable for more MSMEs.

Results

MSMEs are benefiting from business knowledge and awareness created through information sessions offered by the project. NRPB has been facilitating access to training and financial advisors to strengthen the capacity of new MSMEs. A citizen engagement survey conducted at the end of 2021 showed a project satisfaction rate of over 90 percent. As of June 30, 2022, out of 340 applications, 140 were successfully approved and received approximately US\$9.3 million, 32 percent of which are women-owned or managed businesses. These include 44 new MSMEs (less than two years of operations). Subsidiary agreements have been signed with three financial institutions currently acting as PFIs in the project: Qredits Microfinance Netherlands, Windward Islands Bank, and Banco di Caribe. OBNA, a Sint Maarten-based financial institution, signed on as the fourth PFI on May 30, 2022. Radio commercials have run frequently, and the project website has been updated.

Civil Society Partnership Facility for Resilience Project

The Civil Society Partnership for Resilience Project (CSPFRP)²⁰, also locally named Resources for Community Resilience (R4CR) in Sint Maarten, aims to improve the capacity of CSOs and support the implementation of reconstruction and resilience subprojects at the community level. The project is implemented through three main components:

- (a) small grants to local CSOs for reconstruction and resilience
- (b) technical assistance and capacity building, and
- (c) project management and coordination.

Managed by VNGI, R4CR supports immediate community needs through a rollout of small grants to CSOs. As of June 30, 2022, the project disbursed US\$2.55 million for 36 grants to 26 local CSOs through three calls for proposals. The fourth call for proposals is underway, and the results will be finalized in September 2022. A midterm review of field work (with consultation) undertaken in July 2022 found the project overall satisfactory.

Results

The completed and handed-over subprojects currently serve 1,970 people (the end-of-project target is 10,000 people). VNGI has delivered outreach sessions to 132 individuals, representing 94 CSOs. Organizations that have benefitted from the project include the Environmental Protection in the Caribbean (EPIC) Sint Maarten, which assists with trash collection, most recently collecting 626 pounds of litter in Cay Hill, and Be the Change Foundation, which beautifies less-visited areas of Sint Maarten by allowing local artists to paint colorful murals. VNGI also provided training to CSOs in proposal submission, project management, and financial management. Ongoing implementation has revealed enormous capacity gaps within the local CSOs in preparing adequate

²⁰ The CSPFRP was approved on June 26, 2020, and became effective in July 2020.

proposals for funding, planning and project management, monitoring and evaluation, and reporting. VNGI has enhanced its focus on addressing these needs.

Child Resilience and Protection Project

The Child Resilience and Protection Project (CRPP) aims to strengthen the capacity of Sint Maarten's education and child protection systems to address and respond to the needs of children and adolescents because of natural disasters and external shocks. UNICEF NL is implementing the project, which the World Bank approved on January 22, 2021, for US\$5 million. The project has disbursed US\$1.8 million in total to date.

Implemented with the Ministry of Education, Culture, Youth, and Sports (MECYS), the project aims to nurture children's and adolescents' well-being through psychosocial interventions at the school, family, and community levels. Interventions include a psychosocial screening tool to help teachers and care teams support or refer children in distress. The project also aims to strengthen child protection systems. Activities include training professionals from MECYS, the Court of Guardianship, and the Ministry of Public Health and Social Development on child safety and rights and assessing the case management and referral systems for child abuse and neglect cases. This project is also revising the Education in Emergency contingency strategy, school damage and needs assessment, and emergency preparedness in schools training.

Results

In March 2022, the Student Support Services Division (SSSD) of MECYS established Mental Health and Psychosocial Support guidelines for developing the school system's distress screening tool. The draft of the screening tool for the general student population is complete, and a special needs population tool is under development. A training manual will accompany the screening tools for the training of trainers. The first training on these tools will take place in July 2022. The Caribbean Child Development Centre (CCDC) at the University of the West Indies (UWI) Open Campus and Parenting Partners Caribbean (PPC) were appointed to develop and implement a Positive Parenting Support Program. A contextualized violence prevention program for schools, day-care centers, and after-school programs is also being developed.

The Operations Manual for formally establishing the National Child Protection Platform (NCPP) has been finalized. A Steering Group overseeing the NCPP will soon form and will be composed of members of the transition Child Protection Working Group and Secretaries General of MECYS and PHSDL. The Steering Group will welcome additional members. The Child Protection Working Group is currently working with the Augeo Foundation to plan the introduction of two intervention programs: Handle with Care and Child Check.

Between February and March 2022, seven School Emergency Teams (SET) were interviewed to collect feedback on their use of the Safety and Emergency Response Guidelines (SERG) for schools, developed in 2018 by MECYS, with support from UNICEF Netherlands. Collected feedback has been used to revise the SERG and provide resources to address the needs stated by SETs during the interviews. The process is ongoing, and an annotated index will be finalized in June 2022 and will serve as an orientation to develop an updated guide during the year's second half.

Fostering Resilient Learning Project

The Fostering Resilient Learning Project (FRLP) was approved on June 9 and became effective on June 30. The project aims to: (i) restore access to an adequate and inclusive learning environment and to re-establish library services, and (ii) improve the availability of quality data for decision-making.

A Project Preparation Grant (PPG) approved in January 2021 for US\$1.8 million facilitated preparation and financed: (i) technical inputs for the Project Appraisal Document (PAD), (ii) costing, (iii) implementation schedule, (iv) procurement plan, (v) disbursement schedules, (vi) results framework, (vii) safeguards documents, (viii) Project Operations Manual, (ix) procurement plan and strategy, and (x) financial management and accounting inputs. The PPG will close in December 2022.

Results

Key project activities are being launched under Component 1 (*Rebuilding Inclusive Schools*) and 2 (*Restoring Library Services*). The design contract for Sister Marie Laurence School (SML) was ready for signature at the end of June 2022 and will support the finalization of the designs for the construction of the school. Preparation for the procurement for the supervision of SML and the supervision and design of the two other sites to be rebuilt, Charles Leopold Bell (CLB) and Philipsburg Jubilee Library is ongoing. Both contracts are expected to be signed in the first quarter of 2023.

Other important activities under Component 3 (*Strengthening the Ministry's Management Information System*) have started. A diagnostic of the existing MECYS Ministry Management Information System is ongoing and is expected to be completed in November 2022. It will be used to tender the design and implementation contract for the MMIS. This will be done closely with the Digital Government Transformation Project to avoid duplications. Finally, the project supports MECYS in measuring learning in early and secondary grades. The team is discussing a work plan for the learning assessments, and the project will finance a consultant to support the design and implementation.

Digital Government Transformation Development

The World Bank approved the Digital Government Transformation Project (DGTP) on March 18, 2021, and effective on January 30, 2022. DGTP aims to improve access to—and enhance the efficiency of—selected public services for citizens and businesses, and the resiliency of government systems. The project, executed by the NRPB and the Ministry of General Affairs, also aims to strengthen the government's policy and regulatory environment and institutional capacity to develop and implement digital services. The project will position the platforms needed to develop secure, user-centric digital services and improve back-office functioning to deliver integrated services. These include interoperable platforms and a digital single sign-on mechanism. The project will also enable cloud services and digitize essential government records.

The World Bank supported this project to execute studies and technical assistance for up to US\$3 million to

1. Develop a digital transformation strategy to guide the Government's future ICT investments
2. Develop a national data interoperability framework that will allow ministries, departments, and agencies to connect and exchange data
3. Assess the public service centers to improve the workflow and user-friendliness of these centers
4. Provide inputs for an Enterprise Architecture, and
5. Conduct a legislative review.

Drafts of these studies were produced in 2021 and are being reviewed.

DGTP has established its institutional oversight arrangements, and the Sint Maarten Government has filled all key staff positions on its Digital Leadership Team (DLT), including the project manager. The officials for the Project Oversight Committee were selected and notified. The Committee includes the Prime Minister and Minister of General Affairs (MoGA) as Chairperson, the Minister of Finance, the Secretary-General of the MoGA, the Secretary-General of Finance, and the Project Manager of the DLT. The project team has onboarded the management firm selected to support the government in implementation.

Projects under Preparation²¹

The following details cover the three pipeline projects endorsed for funding by the SC in March 2022. The projects have reached different preparation milestones

Improving Mental Health Services in Sint Maarten

In December 2021, the Steering Committee allocated US\$8 million for a proposed Improving Mental Health Services Project to strengthen mental health service delivery capacity in Sint Maarten. Specifically, the project aims to: (1) strengthen the national mental health system; and (2) improve service capacity to deliver quality mental health care. The project's concept evolved as preparation advanced substantially during the reporting period. Considering the broad range of challenges faced in Sint Maarten to deliver mental health services to the population, the concept is currently focused on a more comprehensive approach to improve mental health care across the care continuum rather than filling gaps in specific mental health services.

During preparation, it was established that needs were much broader than initially understood and that the funding of US\$8 million allocated by the SC would be insufficient to cover the total cost, particularly the cost of providing an appropriate physical environment for the delivery of care. Additional funding from other sources would thus be critical for building the much-needed infrastructure. The three following assessments have been launched to inform project design and support the Mental Health Foundation (MHF) in seeking further resources:

- 1) a Situational Analysis of the National Mental Health System
- 2) a Capacity Needs Assessment of the MHF and
- 3) an Organizational and Financial Assessment of MHF.

²¹ Amounts provided are estimated and will be consolidated during the appraisal stage once the exact scope, components, and activities of the projects have been determined.

Housing Project

The SC allocated US\$20 million to a Housing Project, subject to the TF closing date extension. A project concept was discussed by the SC focused on:

- 1) Strengthening SMHDF and reforms to enable the overall housing market
- 2) social housing development and improvements to the surrounding neighborhood and
- 3) project implementation support.

The SC suggested that the project should emphasize market-enabling reforms to increase access to housing at all price points (and alleviate the demand for social housing by SMHDF) and explore options for mobilizing private financing.

Preparation missions during the review period have focused on the following: 1) institutional strengthening of SMHDF and VROMI, and the revision of the Performance Agreement between SMHDF and the Government of Sint Maarten, which is essential for the project to advance; and 2) for social housing development in which the team screened and shortlisted potential publicly owned sites throughout Sint Maarten, without undue Environmental and Social Risk (as understood under the World Bank's Environmental and Social Framework). The final selection is expected to be discussed over the next few months.

Wastewater project

The SC allocated US\$10 million toward a wastewater project, provided an extension of the TF closing date was approved and additional financing of US\$10-15M could be identified from other sources to support the project. A project options' note that was shared with the SC underpinned a discussion around the project which would aim to: (i) increase access and improve the sustainability and resilience of wastewater services in Sint Maarten; and to ii) reduce the risk of coastal waters pollution. The Government of Sint Maarten has requested a loan from the Government of the Netherlands for US\$15M to co-finance the proposed project. Project work will start upon confirmation of the availability of these resources. Project work will commence when co-financing availability is confirmed by the Netherlands.

Analytical Work

Several studies and critical analytical work were completed and shared with the Government of Sint Maarten to inform project identification, preparation, and sector management (listed in table 4.4).

In July 2021, the SC requested that the World Bank provide technical assistance to the Government of Sint Maarten in designing a disaster reserve fund (DRF) and associated instruments to be capitalized by the substantial reflows expected from the Government's loans to PJIAE for reconstruction. These loans were made possible by a grant from the SXM TF. Reflows pertain only to the principal part of the loans and are expected to begin accruing in 2027 and accumulate gradually over more than a decade. The technical assistance will build on DRF core principles and good practices. It will provide recommendations on the DRF's design, governance mechanisms, and optimal investment strategies, including for the purchase of insurance coverage to mitigate disaster risk.

Table 4.4. Analytical Work and Technical Assistance

Studies completed		Completion Status ^a
1	Support to Develop National Recovery and Resilience Plan (report)	Completed
2	Rapid Housing Sector Assessment (study)	Completed
3	Airport Corporate Governance Assessment (study)	Completed
4	Sint Maarten Hospitality Reconstruction Financing Due Diligence (study)	Completed
5	Tourism Sector Recovery Strategy Support (technical assistance with outputs)	Completed
6	Public Expenditure Review	Completed
7	Low-Income and Affordable Housing Technical Assistance (technical assistance)	Completed
8	Digital Government Strategy (technical assistance with outputs)	Draft completed
9	Support to the Airport Corporate Governance Task Force (technical assistance)	Completed
10	National Risk Assessment (AML/CFT)(technical assistance and training) ²²	Completed
11	Long-term waste studies	Completed
12	MTR of TF Program	Ongoing ^b
Ongoing Technical Assistance		
13	TA for a Disaster Relief Fund	Ongoing
Ongoing studies		Estimated delivery
14	Country Environmental Analysis (study)	In draft

Note: AML = anti-money laundering; CFT = combating the financing of terrorism.

a. Estimated timelines for delivery are subject to change to meet operational requirements, government availability, and the effects of COVID-19.

b. MTR of the TF Program is completed and in final preparation stage for publication.

²² Not financed by the SXM TF.

4. Preparation and Implementation

4. Capacity Updates



4. Preparation and Implementation Capacity Updates

As of June 2022, the NRPB has 57 staff, providing sufficient capacity for managing its seven projects,²³ preparing new projects, and contributing to several studies. With approval from the SC, the TF program will explore options for the long-term sustainability of the NRPB's program management, fiduciary, and procurement skills built by the TF, which can significantly help the Government of Sint Maarten deal with its capacity gaps on the long run.

Over time, senior government officials have demonstrated more substantial ownership and commitment to the TF objectives. Line ministries have also taken a more active interest despite continued capacity limitations. They have benefited from frequent briefs on project progress and are actively engaged in project preparation and implementation. The Government has collaborated with the NRPB and the World Bank to address implementation bottlenecks and find corrective courses of action.

The TF implementation has created considerable demand for in-country project management and technical skills. Human resource capacity in Sint Maarten is limited, and the shortfall in relevant skills has necessitated looking abroad for staffing to maintain timely implementation progress. However, nonresident firms and individuals find it to access the island because of cumbersome administrative agreements and processes. The restrictive laws impede the NRPB's ability to hire temporary workers, recruit more local staff at cost-effective pay scales, and contract with international employees continue to pose significant obstacles for all projects. In addition, the remoteness of Sint Maarten for international firms makes shipping supplies, recruiting staff, finding skilled local labor, and setting up local offices more expensive.

The June 2022 MTR recommended developing a Sustainability Plan that includes continuing NRPB activities and retaining capable staff after the TF program concludes. It also recommended developing a Capacity Building Plan to sustain the progress achieved through the TF program implementation to ensure the Sint Maarten government maintain services and infrastructure developed by the TF.

²³ NRPB is the PIU for ERP I; EDMP; EISTP; ESP; DGTP; ARTP; and FRLP. SMMC manages the Hospital Resiliency and Preparedness Project, UNICEF NL manages the Child Resilience & Protection Project, and VNGI manages R4CR.

5. Outreach and Communications



5. Outreach and Communications

The External Relations and Communications team of the World Bank and the NRPB Communications team jointly coordinate the outreach activities and communications of the SXM TF's results. The TF's activities and SC meetings are regularly covered in the *Daily Herald*, the leading newspaper in Sint Maarten and the Northeast Caribbean. In addition, the NRPB Communications team plays a key role in regularly promoting the day-to-day results of individual projects to the people on Sint Maarten through its [Facebook page](#) and [NRPB website](#).

By leveraging the resources of the World Bank and large digital footprint (over 15,000 followers on the @WBCaribbean Twitter handle), the TF's visibility has increased. Staff continue to develop content around the TF's priorities, such as the May 2022 feature story on [tackling gender-based violence](#) and promotion of the World Bank's role in the TF SC. World Bank management endorsed a communications strategy covering 2021–2023, and the Communications team is developing an updated Action Plan for FY23 (July 2022 – June 2023).

Individual project communications teams also engaged in direct outreach efforts to stakeholders on the ground. SMMC consistently [updates](#) the public about the Sint Maarten General Hospital construction's progress. The R4CR project remains active on social media, promoting new and progressive CSO projects funded through the CSO Facility ([Resources for Community Resilience - Sint Maarten \(r4cr.org\)](#)). The PJIAE communications team sends newsletters, engages in many social posts, and broadcasts [Rebuild, Recover, Reinvent](#)—a monthly online TV series. The ESP was awarded the [entity of the year award](#) by a local media outlet.

As the SXM TF program results emerge, NRPB and the World Bank will step up media coverage and engagement with audiences on social media platforms, print news, radio, and websites with new, additional resources. The SXM TF dashboard ([www.sintmaartenrecovery.org](#)) is regularly updated to inform stakeholders, including government officials, the private sector, NGOs, the media, members of parliament, and the public, about SXM TF activities and advancement. The World Bank also shares internal and stakeholder media briefings about TF media coverage monthly.

APPENDICES

APPENDIX A Alignment of NRRP and SXM TF Activities

Pillar 1: Community Recovery and Resilience	
NRRP-Listed Areas of Engagement	Projects and Analytical Work
<p>Housing</p> <ul style="list-style-type: none"> • Provide repair assistance • Increase access to affordable housing • Strengthen housing for climate resilience • Facilitate ownership 	<p>Housing-related activities</p> <ul style="list-style-type: none"> • Emergency Recovery Project I: Social and private housing repairs, roof repairs, and technical assistance for housing policy and resilience standards • Red Cross Roof Repair Project: support for the rehabilitation of the roofs of the most vulnerable households • Rapid Housing Sector Assessment (ASA); Low-Income and Affordable Housing Reconstruction Analysis (ASA) • Sint Maarten Housing Project (Pipeline)
<p>Health</p> <ul style="list-style-type: none"> • Resilient hospital construction • Enhance secondary health care services • Ensure sustainable continuity of insurance coverage 	<p>Health-related activities</p> <ul style="list-style-type: none"> • Hospital Resiliency and Preparedness Project: Repairs and upgrading of existing hospital, construction of a new hospital to hurricane category 5 resistant standards, and financing of medical equipment and infrastructure for COVID-19 pandemic needs • Improving Mental Health Services Project • Public Expenditure Review (ASA on health insurance cost and sustainability)
<p>Employment, livelihoods, and social protection</p> <ul style="list-style-type: none"> • Strengthen social assistance through trainings and programs to supplement household income • Build additional shelters • Improve social services and their targeting 	<p>Social protection and emergency recovery-related activities</p> <ul style="list-style-type: none"> • Emergency Recovery Project I: Rehabilitation of 11 public shelters • Emergency Income Support and Training Project: Stipends, training, and improvement of targeted social services by building an integrated social registry system
<p>Solid waste</p> <ul style="list-style-type: none"> • Remove debris caused by Hurricane Irma and address dump fires • Implement recycling program to reduce waste • Upgrade sewage networks 	<p>Solid waste-related activities</p> <ul style="list-style-type: none"> • Emergency Debris Management Project: debris clearance, collection of metal and car wrecks; processing and disposal of debris; vessel removal and salvaging • Long-term Waste Solutions Analysis (ASA): Support for the development of government's roadmap for sustainable solid waste management
<p>Education</p> <ul style="list-style-type: none"> • Repair and rebuild resilient schools, provide psychosocial support, improve safety and preparedness • Strengthen legislation for resilience • Train teachers in disaster management • Strengthen programs for vulnerable children • Improve vocational and tertiary education options 	<p>Education-related activities</p> <ul style="list-style-type: none"> • Emergency Recovery Project I: Repair of schools and community facilities • Fostering Resilient Learning Project: Restore access to an adequate and inclusive learning environment and to re-establish library services • Child Resilience and Protection Project: Strengthening of psychosocial support for children

<p>Environment</p> <ul style="list-style-type: none"> • Rehabilitate and protect natural and built environments • Strengthen environmental protection 	<ul style="list-style-type: none"> • Environment-related activities • Wastewater management Project • Emergency Debris Management Project: Shoreline clean-up, beautification of public areas, focusing on debris removal and landscaping • Country Environmental Analysis (ASA)
<p>Community recovery</p> <ul style="list-style-type: none"> • Financing community subprojects through local CSOs • Building local CSOs capacity for lasting impact 	<p>Sint Maarten Civil Society Partnership Facility for Resilience Project: Supports efforts to build capacity for local CSOs to implement reconstruction and resilience subprojects at the community level</p>
<p>Pillar 2: Economic Recovery and Resilience</p>	
<p>NRRP-Listed Areas of Engagement</p>	<p>SXM TF Projects and Analytical Work</p>
<p>Macroeconomic outlook</p> <ul style="list-style-type: none"> • Strengthen Government capacity for tax collection and fiscal policy formulation 	<p>Macroeconomic-related activities</p> <ul style="list-style-type: none"> • Public Expenditure Review (ASA) • National Risk Assessment (ASA and technical assistance)
<p>Tourism and commerce</p> <ul style="list-style-type: none"> • Secure and strengthen resilience of tourism sector • Assist in diversifying the economy by supporting MSMEs 	<p>Tourism and commerce-related activities</p> <ul style="list-style-type: none"> • Enterprise Support Project: Access to finance for micro-, small, and medium enterprises (MSMEs) • Tourism sector recovery strategy support (ASA) • Sint Maarten hospitality reconstruction financing due diligence (ASA) • SME and tourism recovery (ASA) analysis of tourism support needs
<p>Finance</p> <ul style="list-style-type: none"> • Increase access to credit and affordable investment capital 	<p>Finance-related activities</p> <ul style="list-style-type: none"> • Enterprise Support Project: Financial intermediaries are supported to provide greater access to finance for MSMEs
<p>Airport</p> <ul style="list-style-type: none"> • Repair and rebuild airport for greater resilience 	<p>Airport-related activities</p> <ul style="list-style-type: none"> • Airport Terminal Reconstruction Project
<p>Ports and marinas</p> <ul style="list-style-type: none"> • Restore ports and marinas while ensuring greater resilience 	<p>Ports and marinas-related activities</p> <ul style="list-style-type: none"> • Emergency Debris Management Project: Vessel removal and salvaging
<p>Roads and drainage</p> <ul style="list-style-type: none"> • Improve the drainage network in communities with recurrent flooding 	<p>Roads and drainage-related activities</p> <ul style="list-style-type: none"> • Wastewater Management Project
<p>Utilities and information and communication technology (ICT)</p> <ul style="list-style-type: none"> • Improve delivery of water, electricity, and ICT services 	<p>Utilities and ICT-related activities</p> <ul style="list-style-type: none"> • Emergency Recovery Project I: Water storage and distribution, trenching of electricity lines and electricity repairs • Digital Government Transformation Project: Improve public service centers and government systems • Digital transformation ASA to support analytical work underpinning the Digital Government Transformation Project

Pillar 3: Government Recovery and Resilience	
NRRP-Listed Areas of Engagement	SXM TF Projects and Analytical Work
<p>Disaster risk management</p> <ul style="list-style-type: none"> Strengthen the National Meteorological Service Strengthen and repair communications of the fire department Membership of the Caribbean Disaster Emergency Management Agency Develop a risk-financing strategy and join the Caribbean Catastrophe Risk Insurance Facility 	<p>Disaster risk management related activities</p> <ul style="list-style-type: none"> Emergency Recovery Project I: Police station repairs, fire department communication equipment and repairs, capacity building, improvement of hydrometeorological services; accession into CCRIF Knowledge-sharing about risk financing with other Caribbean countries LIDAR survey
<p>Governance and public financial management</p> <ul style="list-style-type: none"> Implement government financial management information system Modernize ICT systems Implement tax reform Rebuild the Tax Receivers/Registry (tax collection) building 	<p>Governance and financial management-related activities</p> <ul style="list-style-type: none"> Digital Government Transformation Project: Modernize ICT back-end systems and services Public Expenditure Review (ASA): Analysis of public expenditures and systems Corporate Governance Strengthening—Airport: ASA and technical assistance
<p>Justice, public safety, and security</p> <ul style="list-style-type: none"> Repair and strengthen correctional facilities and police stations Relocate and equip the 911 dispatch center Properly equip law enforcement staff Address critical ICT needs. 	<p>Justice, public safety, and security-related activities</p> <ul style="list-style-type: none"> Emergency Recovery Project I: Repair of two police stations and extension of the Emergency Operations Center, repair of radiosonde building
<p>Additional public buildings</p> <ul style="list-style-type: none"> Repair other public buildings such as the post office, national library, and the national civil aviation building 	<p>Additional public buildings-related activities</p> <ul style="list-style-type: none"> Emergency Recovery Project I: Repair of key government buildings Fostering Resilient Learning Project: Re-establish library services

Note: Projects under implementation are in bold. Projects under preparation are in blue.

APPENDIX B Results Framework: Projects under Implementation as of June 30, 2022

Emergency Recovery Project I

Development objective: To contribute to Sint Maarten's immediate emergency recovery needs and strengthen institutional capacity to manage resilient recovery and reconstruction.

Outcome indicator 1: Share of households with electrical services resilient to hurricanes

Baseline: 80% **Target:** 100% **Actuals:** 86%

Outcome indicator 2: Water storage capacity of Sint Maarten utility (average daily demand)

Baseline: 0.7 days **Target:** 2 days **Actuals:** 1.90 days

Outcome indicator 3: Number of citizens benefited from the project activities (gender disaggregated)

Baseline: 0 **Target:** 40,000 **Actuals:** 3,230 (direct beneficiaries), Indirect beneficiaries (NYR)

Outcome indicator 4: Percentage of beneficiaries that are satisfied with the quality of housing repairs (gender disaggregated)

Baseline: 0 **Target:** 80% **Actuals:** 0

Note: NYR = Not yet reported.

Emergency Income Support and Training Project

Development objective: To provide temporary income support, improve the employability of affected beneficiaries in targeted sectors, and strengthen the social protection system's capacity for shock response and protection of the poor.

Outcome indicator 1: Number of beneficiaries enrolled in the EISTP receiving income support monthly in exchange for their participation in EISTP training and achieved the minimum attendance rate

Baseline: 727 (of which 420 are female) **Target:** 1,155 (of which 670 are female)
Actuals: 1,960, of which 1,350 are female

Outcome indicator 2: Percentage of beneficiaries who complete training in an occupational area

Baseline: 0 **Target:** 50% (of which half are female) **Actuals:** 93% of total (62% female)

Outcome indicator 3: Number of records in the Social Registry

Baseline: 0 **Target:** 1,000 **Actuals:** 0

Hospital Resiliency and Preparedness

Development objective: To improve the preparedness and capacity of hospital services.

Outcome indicator 1: Overseas medical referrals reduced (percentage)

Baseline: 0 **Target:** 45% **Actuals:** 93%

Outcome indicator 2: Emergency Disaster Preparedness Plan and Evacuation Plan implemented according to procedures (percentage)

Baseline: 60% **Target:** 90% **Actuals:** 91%

Outcome indicator 3: Technical audits to evaluate quality and preparedness of service delivery rated satisfactory (percentage)

Baseline: 0 **Target:** 90% **Actuals:** 0

Emergency Debris Management Project

Development objective: To manage debris from the hurricane and reconstruction activities.^a

Outcome indicator 1: Number of metal wrecks collected and processed

Baseline: 0 **Target:** 100 **Actuals:** 0

Outcome indicator 2: Simpson Bay area cleared from shipwrecks and shoreline debris (hectares)

Baseline: 0 **Target:** 200 **Actuals:** 200

Outcome indicator 3: Debris and Waste Processing Facility Established

Baseline: 0 **Target:** Yes **Actuals:** No

Outcome indicator 4: Shipwrecks Safely Collected and Processed

Baseline: 0 **Target:** 80 **Actuals:** 139

Note: a. Development objectives changed due to project restructuring

Airport Terminal Reconstruction Project

Development objective: To restore the passenger capacity of Princess Juliana International Airport (PIJAE) to pre-Irma levels with improved resilience to hurricanes.

Outcome indicator 1: Passenger handling capacity of the terminal

Baseline: 1 million **Target:** 2.5 million **Actuals:** 1 million

Outcome indicator 2: Resistance of terminal building to Irma-level hurricanes

Baseline: No **Target:** Yes **Actuals:** Ongoing

Outcome indicator 3: Completion of package 2 terminal reconstruction works

Baseline: 0 **Target:** 100% **Actuals:** Ongoing

Outcome indicator 4: Installation of strengthened jet bridges

Baseline: No **Target:** Yes **Actuals:** 0

Outcome indicator 5: Installation of resilient entrance doors

Baseline: No **Target:** Yes **Actuals:** Ongoing

Outcome indicator 6: Restoration of baggage handling system

Baseline: No **Target:** Yes **Actuals:** No

Outcome indicator 7: PIJAE submits quarterly reports describing claims received through the Grievance Redress Mechanism and how issues were resolved

Baseline: No **Target:** Yes **Actuals:** Yes

Red Cross Roof Repair Project^a

Development objective: To repair roofs up to a safe standard for vulnerable households affected by Hurricane Irma.

Outcome indicator 1: Roofs repaired to safe standard, contributing to increased resilience to natural disasters and climate change

Baseline: 0 **Target:** 182^b **Actuals:** 182

Outcome indicator 2: Households have increased knowledge of hurricane-resistant housing

Baseline: 0% **Target:** 60% **Actuals:** 60%

Note: NYR = Not yet reported.

a. Project closed

b. Target was formally revised from 200 to 182

Enterprise Support Project

Development objective: To support the recovery of micro, small, and medium sized enterprises (MSMEs) through direct financial assistance to contribute to the restoration of economic activity.

Outcome indicator 1: Cumulative number of MSMEs receiving packages for assets, repairs or working capital

Baseline: 0 **Target:** 600 **Actuals:** 129

Outcome indicator 2: Cumulative number of women-owned or -managed MSMEs receiving packages for assets, repairs, or working capital

Baseline: 0 **Target:** 240 **Actuals:** 45

Outcome indicator 3: Volume of grants and loans supported through the project over its lifetime

Baseline: 0 **Target:** US\$33 million **Actuals:** US\$9.3 million

Outcome indicator 4: Volume of grants and loans supported through the project to women-owned or -managed MSMEs over its lifetime

Baseline: 0 **Target:** US\$13.2 million **Actuals:** US\$3 million

R4CR-CSO Partnership for Resiliency Project

Development objective: To improve the capacity of civil society organizations and support implementation of reconstruction and resilience subprojects at the community level.

Outcome indicator 1: Percentage of subprojects approved which are fully implemented and functional to users

Baseline: 0 **Target:** 75% **Actuals:** 65%^a

Outcome indicator 2: Percentage of civil society organizations participating in the project with improved capacity for grant management and implementation

Baseline: 0 **Target:** 70% **Actuals:** 70%^b

Outcome indicator 3: Percentage of beneficiaries expressing satisfaction that subprojects reflected their needs

Baseline: 0 **Target:** 75% **Actuals:** 100%^c

Outcome indicator 4: Number of beneficiaries of subprojects

Baseline: 0 **Target:** 10,000 **Actuals:** 2,228

Note: a. Reflects the percentage of the 12 projects that to date have been approved, funded, and fully implemented; others are in active implementation.

b. Based on CSOs' performance in areas such as timeliness of implementation of projects, timeliness of reporting, quality, and completeness of reporting.

c. Reflects project performance in terms of responsiveness to the community needs.

Child Resilience and Protection Project

Development objective: To 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.

Outcome indicator 1: Project beneficiaries suffering from post-hurricane distress symptoms referred to adequate services (percentage)

Baseline: 0 **Target:** 100% **Actuals:** The content of the screening tool for the detection and reporting of distress symptoms has been developed

Outcome indicator 2: Implementation of the Integrated Child Protection Case Management system

Baseline: 0 **Target:** 90% **Actuals:** The Child Protection Working Group is established

Outcome indicator 3: Implementation of a contingency strategy for the sector

Baseline: 0 **Target:** 95% **Actuals:** Draft of the Education Sector Contingency Plan has been revised with the support of the Project

Digital Government Transformation Project

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

Outcome indicator 1: Increase in Certificate of Good Conduct service transactions processed digitally (disaggregated by sex/vulnerable group)(cumulative)

Baseline: 0 **Target:** 10% **Actuals:** 0

Outcome indicator 2: Increase in economic license applications processed within a six-week period (cumulative)

Baseline: 16% **Target:** 65% **Actuals:** 16%

Outcome indicator 3: Registries connected with the interoperability platform (cumulative)

Baseline: 0 **Target:** 5 **Actuals:** 0

Outcome indicator 4: Increase in the time per year that the six selected public services are available to the public

Baseline: 15% **Target:** 99% **Actuals:** 15%

Note: NYR = Not yet reported.

Fostering Resilient Learning Project

Development objective: The objectives of the Project are to (i) restore access to an adequate and inclusive learning environment and to re-establish library services, and (ii) improve the availability of quality data for decision-making.

Outcome indicator 1: Students with restored access to an adequate learning environment through the reconstruction of Sister Marie Laurence School

Baseline: 0 **Target:** 200 **Actuals:** NYR

Outcome indicator 2: Students benefitting from a package of interventions at CLB to address chronic behavior challenges

Baseline: 0 **Target:** 120 **Actuals:** NYR

Outcome indicator 3: Library open and operating at full capacity for Sint Maarten's population and visitors

Baseline: No **Target:** No **Actuals:** No

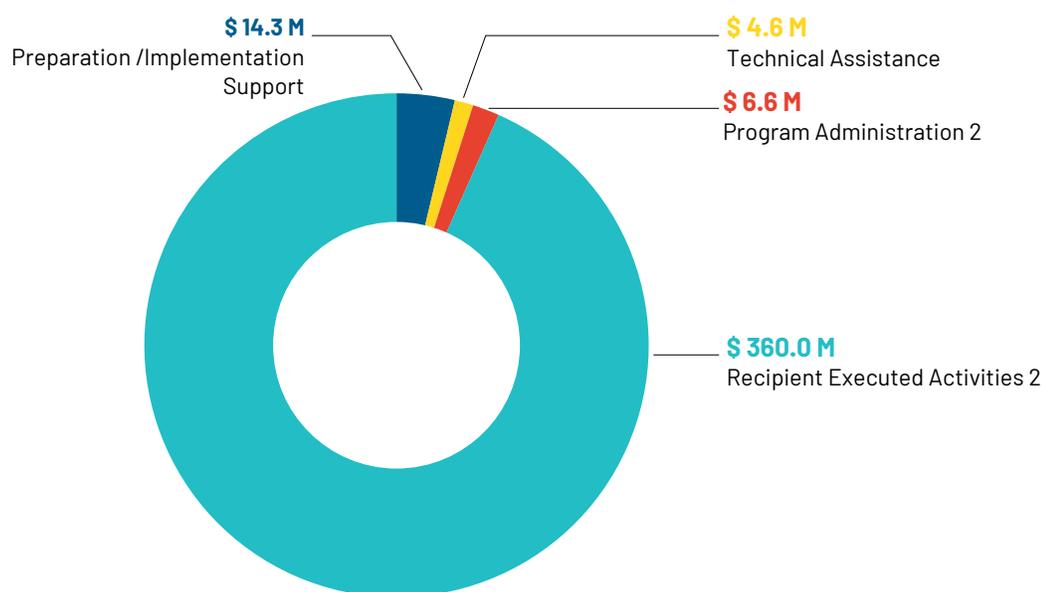
APPENDIX C Financial Overview as of June 2022

Introduction

Total contributions from the Netherlands to the SXM TF for the period April 2018 through December 2021 amounted to US\$511.96 million, paid in April 2018, November 2018, December 2020, and December 2021. The December 2021 tranche transferred by the Netherlands will be the final tranche under the current Administration Agreement. Total disbursements (for operations and administration) reached US\$ 194.5 million and undisbursed funds US\$191.1 million. Disbursements for the six-month period, January to June 30, 2022, totaled US\$5.5 million. After adjusting for investment income and the administration fee, the TF balance is US\$131.0 million from contributions.

Funds allocated directly to operations, analytical work, and client support (recipient-executed activities, ASA, and preparation and implementation activities) totaled US\$385.6 million. Of this amount, US\$360 million (or 93.4 percent) is available to Sint Maarten's designated recipients for the execution of projects, with US\$78.8 million committed during the first half of (calendar year) 2022. In total, US\$14.3 million (or 3.7 percent) has been allocated to World Bank-executed preparation/implementation support activities and US\$6.6 million (or 1.7 percent) to program management and administration to date (see figure C.1). As of the end of June 2022, US\$4.65 million (or 1.2 percent) was allocated to World Bank-executed technical assistance.

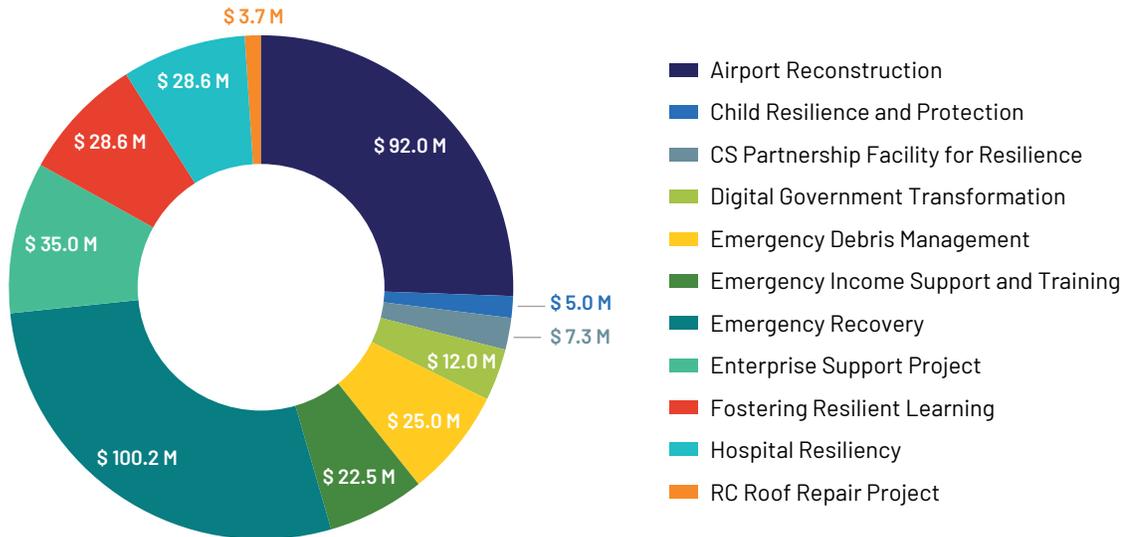
Figure C.1. Allocation of Funds (US\$, millions)



As of the end of June 2022, recipient-executed activities (investment projects) have been allotted US\$360 million in funding for 11 projects through 17 grants. Six projects received 92.1 percent of the total allocations: (a) the Emergency Recovery I - US\$100.2 million (27.8 percent), which includes the US\$45 million additional financing; (b) the ATRP - US\$92 million (25.6 percent), including the newly approved additional financing of US\$20 million; (c) the ESP - US\$35 million (9.7 percent); (d) the HRPP and additional financing - US\$28.6 million (7.9 percent); (e) the EDMP - US\$25 million (6.9 percent); (f) the EISTP - US\$22.5 million (6.3 percent); the FSL - US\$28.6 million (7.9 percent), including the US\$1.8 million for grant preparation.

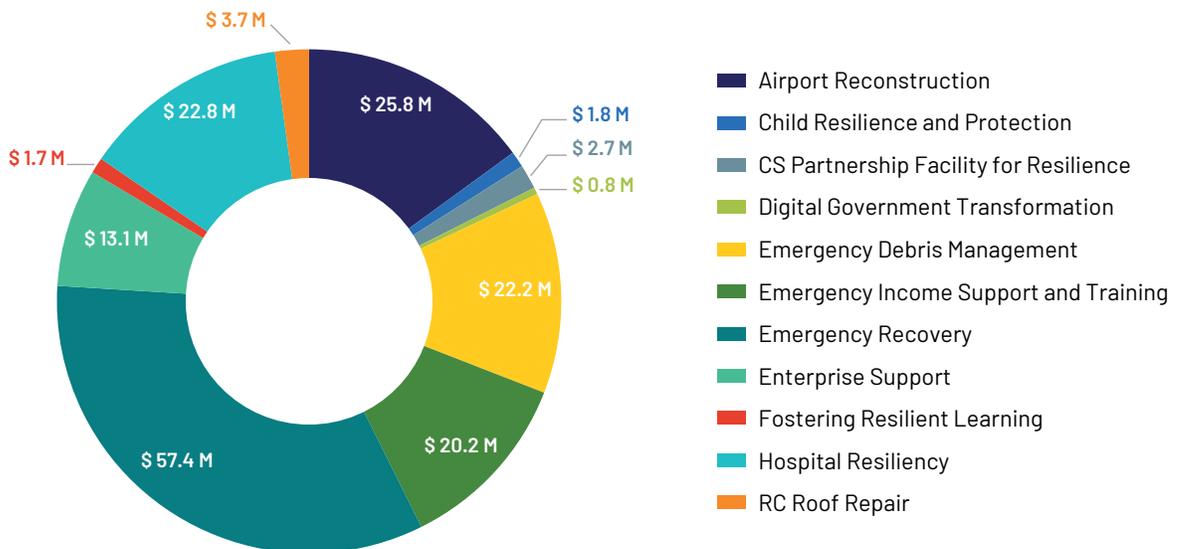
The remaining 7.9 percent supports the DGTP with US\$12 million (US\$3 million in technical work for this project is provided through a Bank-executed Trust Fund [BETF]), the CSO Partnership Facility for Resilience with US\$7.3 million, and CRPP with US\$5 million. The Red Cross Roof Repair Project, which is now completed, received an allocation of US\$3.7 million.

Figure C.2. Allocation to Recipient-Executed Activities by Projects (US\$, millions)



Funds disbursed by these grants amounted to US\$172.2 million, of which US\$4.6 million was disbursed over January–June 2022. A further US\$187.8 million remains available for disbursement by implementing agencies under effective projects. The projects include (see figure C.3): (a) ERP I, (b) HRPP, (c) EISTP, (d) Enterprise Recovery Project (renamed ESP), (e) EDMP, (f) ATRP, (g) CSPFRP, (h) Red Cross Roof Repair Project, (i) Child Resilience and Protection Project, (j) DGTP, (k) Fostering Resilient Learning Project PPG.

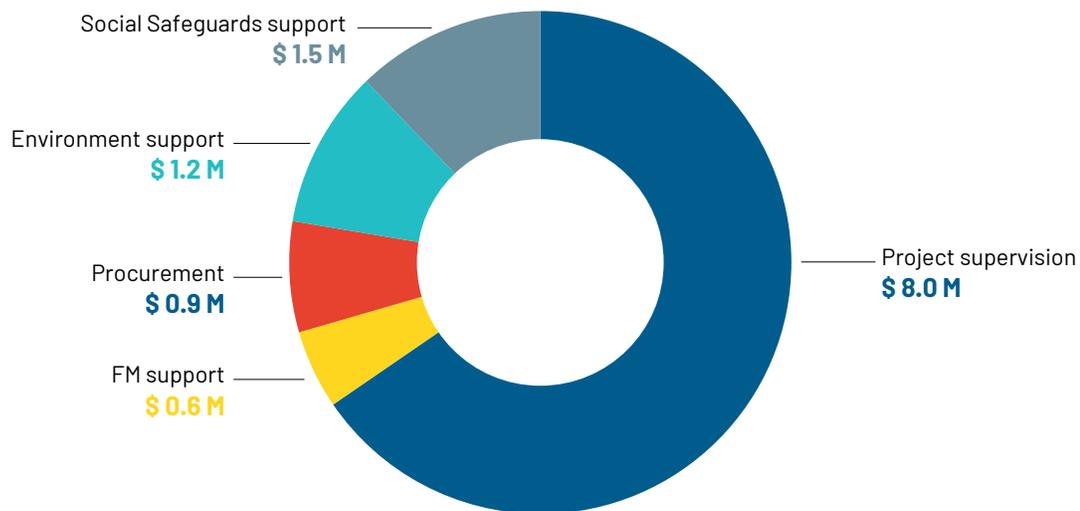
Figure C.3. Disbursement of Recipient-Executed Activities (US\$, millions)



Disbursement of World Bank Preparation and Implementation Support Activities

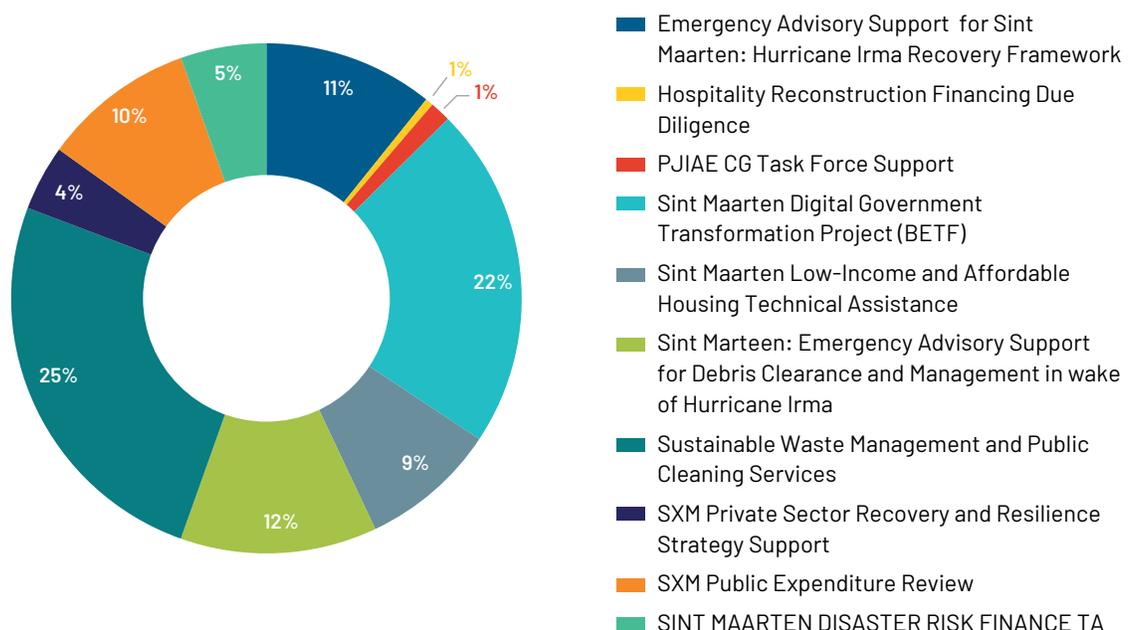
Resources for World Bank supervision of preparation and implementation were allocated to 22 tasks. Total disbursements to date are US\$ 12.27 million (see figures C.4 and C.5), of which US\$0.57 million was spent between January and June 2022. A further US\$2.1 million in undisbursed funds is yet to be spent. Around 65 percent of funds were disbursed for project supervision, including 8 percent for hands-on support. Support to safeguards (environmental, social, procurement, and financial management oversight) amounted to 35 percent of the total expenditures for preparation and supervision.

Figure C.4. Disbursement of Preparation and Implementation Support Activities by Category (US\$, millions)



Allocations for World Bank-Executed Advisory Services and Analytical Activities

Figure C.5. Proportional Advisory Services and Analytics Allocations (US\$, millions)



Note: TA = technical assistance, PJIAE = Princess Juliana International Airport.

Table C.1. Disbursements as of June 30, 2022 (US\$)

Funds received from Government of the Netherlands (all tranches received) ^a	511,964,051
Investment income to date	14,037,925
Administration fee to date	9,397,316
Total disbursements	194,501,551
Operational (RETF and BETF)	188,366,417
Non-operational (PM&A)	6,135,134
Total undisbursed funds	191,075,523
Operational (RETF and BETF)	190,570,657
Non-operational (PM&A)	504,866
Funds available for disbursement and allocation of confirmed activities	131,027,586

Note: PM&A = Program Management and Administration.

a. No further transfers are expected.

Table C.2. Summary of Disbursements for Activities (US\$)

Activities	Budget allocated	Disbursements April 2018 – June 2022	Undisbursed funds, end of June 2022
SXM TF Total	385,577,074	194,501,551	191,075,523
Recipient-executed activities	359,982,923	172,212,236	187,770,687
TF0A8079 Emergency Recovery I	55,200,000	57,380,900	42,819,100
TF0B5199 Including Additional Financing	45,000,000		
TF0A8176 Hospital Resiliency and Preparedness	25,000,000	22,840,238	5,769,762
TF0B3788 Including Additional Financing	3,619,000		
TF0A8265 Emergency Income Support and Training	22,500,000	20,233,143	2,266,857
TF0A9223 Enterprise Support Project	35,000,000	13,055,675	21,944,325
TF0A9261 Emergency Debris Management	25,000,000	22,225,892	2,774,108
TF0B0760 Airport Terminal Reconstruction	72,000,000	25,779,972	66,220,028
TF0B7571 including Additional Financing	20,000,000		
TF0B2442 Red Cross Roof Repair Project	3,745,130	3,745,130	0
TF0B3014 Civil Society Partnership Facility for Resilience (CSPFRP)	7,200,000	2,694,556	4,653,237
TF0B2229 Project Preparation Grant	147,793		
TF0B4140 Child Resilience and Protection	4,488,000	1,765,535	3,234,465
TF0B2513 Project Preparation Grant	512,000		
TF0B8048 Fostering Resilient Learning Project	26,780,000	1,727,775	26,852,225
TF0B4914 Project Preparation Grant	1,800,000		
TF0B4218 Digital Government Transformation Project	12,000,000	763,420	11,236,580
Bank-executed activities	25,594,151	22,289,315	2,774,135
Preparation and implementation support	14,349,012	12,237,024	1,722,595
Advisory services and analytics	4,605,139	3,917,157	631,612
Program management and administration	6,640,000	6,135,134	419,928

APPENDIX D SXM TF Governance Structure

The SXM TF is a tripartite partnership between the Government of Sint Maarten, the Government of the Netherlands, and the World Bank.

Steering Committee

The SXM TF is governed by a three-person SC composed of representatives of the Government of Sint Maarten, the Government of the Netherlands, and the World Bank. The SC makes allocations by consensus for the funding of short-, medium-, and long-term recovery projects and required capacity-building activities.

The members of the SC are

- Sint Maarten: The Honorable Marcel Gumbs, Former Prime Minister;
- The Netherlands: Mr. Frans Weekers, Deputy Secretary General, BENELUX Union; and
- World Bank: Ms. Lilia Burunciuc, Country Director for the Caribbean Countries.

Additionally, a technical working group composed of technical staff drawn from each of the three parties prepares the groundwork of the SC meetings and convenes on a regular basis to discuss the program's results and challenges, resolve pending issues, resolve differences, or clarify information.

The World Bank's program manager heads the secretariat of the SXM TF on behalf of the World Bank.

In Sint Maarten

The NRPB, which manages the recovery on the ground, was created by law in Sint Maarten. Its staff consists of employees and consultants, supported as appropriate by technical advisors of the World Bank and of the Netherlands.



SINT MAARTEN TRUST FUND



Government of the Netherlands



THE WORLD BANK