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**Bijlage(n)**  
1

Datum 15 december 2025  
Betreft Kamerbrief halfjaarrapportage Trustfonds wederopbouw Sint  
Maarten 2025

Geachte voorzitter,

Conform de toezegging uw Kamer periodiek te informeren bied ik u hierbij het halfjaarverslag 2025 van het Trustfonds wederopbouw Sint Maarten (SXM TF), dat op 14 oktober jl. is ontvangen.

Het SXM TF bevindt zich inmiddels in het zevende jaar van uitvoering en de wederopbouw vordert gestaag. In de eerste helft van 2025 zijn zichtbare resultaten geboekt, terwijl tegelijk aandacht nodig blijft voor tijdige afronding van projecten en het versterken van de institutionele capaciteit van de overheid van Sint Maarten. De halfjaarrapportage beschrijft de voortgang over de periode van 1 januari tot 30 juni 2025. Ondanks geopolitieke ontwikkelingen en stijgende bouwkosten laat het fonds zien dat gericht investeren in infrastructuur, gezondheidszorg, onderwijs en ondernemerschap vruchten afwerpt voor de Sint Maartenaren.

In de eerste helft van 2025 zijn een 3-tal projecten afgerond, te weten het airport project, het project gericht op de weerbaarheid van kinderen (het UNICEF-project) en het NGO project (Resources for Community Resilience, R4CR). In totaal zijn daarmee nu 5 trustfonds projecten afgerond inclusief het Daken-herstel project van het Rode Kruis (Red Cross Roof Repair Project) en het Sociale ondersteunings- en training project (EISTP).

### **Belangrijkste resultaten**

Onderstaand overzicht geeft een samenvatting van de halfjaarrapportage en beschrijft de belangrijkste mijlpalen die behaald zijn in de eerste helft van 2025:

- Duurzame economische ontwikkeling  
De herbouwde terminal van het Princess Juliana International Airport, voor Nederland één van de drie prioritaire projecten, is sinds november 2024 operationeel met een capaciteit van 2,5 miljoen passagiers per jaar. Ruim 200 medewerkers volgden trainingen in onder andere veiligheid en klantgerichtheid, vier keer meer dan initieel gepland. Via het Enterprise Support Project, dat het lokale MKB voorziet van leningen met gunstige voorwaarden, ontvingen inmiddels 300 MKB-bedrijven financiering (\$19,3 mln.).
- Veerkracht van burgers en gemeenschappen  
De bouw van het nieuwe ziekenhuis vordert aanzienlijk: de begane grond is gereed en gehele oplevering is voorzien in 2027. Medische verwijzingen naar het buitenland zijn met 88 procent afgangen. Het onderwijsproject

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Fostering Resilient Learning Project (FRLP), dat 2 scholen en de bibliotheek herbouwt, voerde een tweede nationale leerassessment uit en bereidt de reconstructie voor van twee scholen en de bibliotheek voor. Wel ondervond het project flinke tegenslag en daarmee vertraging nadat duidelijk werd dat een nieuwe aannemer gevonden moest worden. Het Mental Health project, dat een nieuwe kliniek gaat bouwen en de psychische dienstverlening gaat verbeteren, sloot in januari 2025 een samenwerkingscontract af met het Trimbos Instituut en de architect voor het gebouw is gecontracteerd. Het NGO-project R4CR werd succesvol afgesloten met de financiering van 92 projecten in het maatschappelijk middenveld waarmee de weerbaarheid van de bewoners van Sint Maarten is vergroot. Dit belangrijke project dat zich richt op het versterken van de weerbaarheid van de Sint Maartenaren, vergrootte de toegang tot diensten voor de gemeenschap en verbeterde de doelmatigheid en doeltreffendheid ervan. Ook leverde het positieve sociale resultaten op, waaronder betere gezondheidspraktijken, verbeterde buurtongevingen, grotere betrokkenheid van jongeren en een hogere deelname aan voorschoolse opvang en kinderopvang, wat de ontwikkeling van jonge kinderen en de arbeidsparticipatie van vrouwen bevorderde. Het project richtte zich daarnaast ook op de basisbehoeften van kwetsbare groepen en droeg bij aan het algehele welzijn van de gemeenschap.	
• <u>Weerbaarheid en goed bestuur</u>	Met de verdere aanleg van ondergrondse elektriciteits- en waterleidingen is gezorgd voor betere en veiligere aansluiting van woningen en bedrijven op elektriciteit en schoon water. Ook is een nieuw digitaal nationaal waarschuwingsysteem opgeleverd dat werkt via de mobiele telefoon. Dit systeem wordt in veel landen, waaronder Nederland, gebruikt.

## **Uitdagingen**

Hoewel de voortgang van de wederopbouw positief blijft, signaleert de Wereldbank dat de uitvoering van enkele projecten wederom is vertraagd. De redenen daarvoor liggen voornamelijk in een tekort aan institutionele capaciteit waardoor nieuwe wetgeving vertraagd wordt en werkvergunningen op zich laten wachten, te weinig technisch personeel, onvoldoende ervaring met complexe aanbestedingen en het bijbehorende contractbeheer. Om deze knelpunten aan te pakken is de technische ondersteuning uitgebreid met directe begeleiding bij projectmanagement en aanbestedingen en wordt er een nieuw project ontwikkeld (Sustaining Program Effectiveness and Advancing Resilience oftewel SPEAR), dat de capaciteit van het overheid moet verbeteren.

Vanwege het tekort aan capaciteit en expertise op Sint Maarten, blijven de Nederlandse bilaterale ondersteuningsprogramma's voor de wederopbouw een belangrijke rol spelen om versnelde realisatie van de trustfonds projecten mogelijk te maken. Deze bilaterale programma's financiert Nederland uit eigen middelen en vallen niet onder het trustfonds. Voorbeelden zijn de inzet van Schiphol bij het airportproject en de directe Nederlandse steun om de capaciteit van het ministerie van VROMI te versterken.

Wat betreft het airport project, de succesvolle afronding in juni 2025 is vooral mogelijk gemaakt door de inzet van Schiphol, waardoor de airport terminal ook

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tijdens de herbouw ook aankomende en vertrekkende passagiers kon blijven bedienen. Ook heeft Schiphol een onmisbare rol gespeeld bij het verbeteren van de governance van de airport en het trainen van de belangrijkste managementposities.

Daarnaast zijn de kennis en capaciteit van het Sint Maartense ministerie van VROMI uitgebreid door het bilaterale programma tussen Sint Maarten en Nederland. Het ministerie van VROMI zal zich met deze versterkingen verder kunnen richten op de noodzakelijke institutionele hervormingen rondom de prioritaire afvalprojecten, zoals het oprichten van een *“Waste Authority”* of een soortgelijke organisatie, het invoeren van afvalheffingen en het schrijven en invoeren van de benodigde nieuwe wetgeving.

### **Voortgang prioritaire projecten**

Onderstaand overzicht geeft een samenvatting van de halfjaarrapportage en beschrijft de voortgang van de voor Nederlands prioritaire projecten waar het trustfonds zich in de eerste helft van 2024 mee bezig heeft gehouden:

#### Prioritaire projecten in uitvoering

- Het Emergency Debris Management Project (EDMP, \$85 mln.) richt zich op het veilig beheren, verwerken en afsluiten & afdichten van de stortplaats in Philipsburg en vormt een cruciale stap naar duurzaam afvalbeheer op Sint Maarten. In de eerste helft van 2025 is de haalbaarheidsstudie voor de stortplaats afgerond waarbij een aantal scenario's zijn geschatst die tot sluiting en afdichting van de vuilstortplaats kunnen leiden. Ook zijn de laatste bewoners uit het herhuisvestingsgebied rondom de afvalberg volledig gecompenseerd en gehuisvest en is het terrein overgedragen aan het ministerie van VROMI. Daarnaast zijn voorbereidende werkzaamheden gestart voor de verduurzaming van het afvalmanagement, waaronder de levering van een weegbrug en de ontwikkeling van een communicatiecampagne over afvalreductie en afvalscheiding. Tegelijkertijd blijft het project te maken hebben met flinke capaciteits- en besluitvormingsproblemen waardoor de start van de daadwerkelijke bouwactiviteiten later dan gepland plaatsvindt. Met het bilaterale ondersteuningsprogramma voor het verbeteren van de capaciteit bij het ministerie van VROMI wordt ingezet op versnelling van oprichting van een afval autoriteit en de noodzakelijke institutionele hervormingen. Dit is ook belangrijk voor het Afvalwater zuiveringsproject (SWMP).
- Het Sint Maarten Waste Management Project (SWMP, US\$ 10 mln.) heeft als doel om het afvalwaterbeheer te verbeteren via uitbreiding van het rioolnetwerk en modernisering van de waterzuiveringsinstallatie in Philipsburg. Sinds de goedkeuring in augustus 2024 zijn de eerste uitvoeringsstappen gezet: een basismeting van de waterkwaliteit is afgerond en de ontwerp- en toezichtcontracten zijn ondertekend. De voorbereidingen liggen op schema, maar de doorlooptijd is krap omdat het project tot de einddatum van het trustfonds (31 december 2028) reikt. De uitvoering vraagt daarom om nauwe coördinatie tussen de Wereldbank en de overheid van Sint Maarten om de geplande resultaten tijdig en duurzaam te realiseren.

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**Besluitvorming en financiën**

In totaal is door Nederland €445,115 mln. overgemaakt aan het trustfonds (\$519,42 mln.) en sindsdien is er \$49,35 mln. aan rente-inkomsten ontvangen. Dit betreft rente over de middelen die nog in het trustfonds bij de Wereldbank zijn ondergebracht. Hierdoor bedragen de totale fondsmiddelen per 30 juni 2025 \$ 568,77 mln. In de eerste helft van 2025 waren er in totaal 13 trustfonds projecten, waarvan 8 actieve projecten, 5 projecten die zijn afgerond en 1 project in voorbereiding. In totaal is \$454,7 mln. aan de 13 projecten gecommitteerd.

### **Doorkijk naar de tweede helft van 2025 en verder**

In de tweede helft van 2025 ligt de nadruk op versnelling van de uitvoering van lopende projecten en het vinden van een oplossing voor de succesvolle afronding van het afvalproject, dat mogelijk pas afgerond kan worden na de huidige einddatum van het trustfonds. Voor diverse andere projecten richten de Wereldbank en de regering van Sint Maarten zich op het verminderen van vertragingen, met name de uitbreiding van het brandweer- en ambulancegebouw met het Emergency Operating Center, de realisatie van de sportvelden en schoolgyms en de wederopbouw van de resterende 2 scholen en de nationale bibliotheek.

Tegelijkertijd wordt vanuit het trustfonds gewerkt aan versterking van de uitvoeringscapaciteit binnen de overheid van Sint Maarten met de ontwikkeling van het nieuwe SPEAR project, waarmee de focus verschuift van tijdelijke ondersteuning vanuit NL naar structurele kennisopbouw en betere beleidsverankering. Ook wordt ingezet op het verbeteren van coördinatie tussen ministeries en de Nationale Recovery Program Bureau (NRPB) om besluitvorming te versnellen.

Met nog 3,5 jaar te gaan voor het einde van het trustfonds is het belangrijk om oplossingen te vinden voor de geschatste uitdagingen, om de resterende projecten te realiseren, en om tegelijkertijd de nadruk te verschuiven naar duurzame borging van resultaten, waaronder het onderhoud van herbouwde infrastructuur, de inbedding van hervormingen in lokale regelgeving en het opbouwen van financiële buffers voor toekomstige crises. Er is nog veel te doen en Sint Maarten staat hierbij aan het stuur.

Hoogachtend,

De staatssecretaris van Binnenlandse Zaken en Koninkrijksrelaties,  
*Herstel Groningen, Koninkrijksrelaties en Digitalisering*

E. van Marum

**Bijlagen**

<b>Volgnummer</b>	<b>Naam</b>	<b>Classificatie</b>
1	Halfjaarrapportage 2025 trustfonds wederopbouw Sint Maarten	

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# Sint Maarten Reconstruction, Recovery, and Resilience Trust Fund

## SEMI-ANNUAL REPORT

January 1–June 30, 2025



 **Sint Maarten**  
TRUST FUND



Government of  
the Netherlands



WORLD BANK GROUP





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- **Ministry of Education, Culture, Youth and Sports (MECYS):** Page 16
- **National Recovery Program Bureau (NRPB):** Pages 29, 30, 31, 42, 51, 52, 60
- **Sint Maarten Trust Fund/Sharon Fisher:** Page 3, 59
- **Sint Maarten Trust Fund/Mary Ongwen:**  
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# Sint Maarten Reconstruction, Recovery, and Resilience Trust Fund

## Semi-Annual Report

January 1–June 30, 2025

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



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## Foreword

As Sint Maarten moves from recovery to long-term development, the Sint Maarten Reconstruction, Recovery, and Resilience Trust Fund is establishing the foundation for a resilient, inclusive, and sustainable future. Through the restoration of critical infrastructure, modernization of public services, support for local entrepreneurs, and institutional strengthening, the program is enhancing the country's capacity to address complex challenges.

Sint Maarten's progress demonstrates the value of strong local leadership, community engagement, and effective donor partnership. The experience gained offers important lessons for the Caribbean and other Small Island Developing States, positioning Sint Maarten as a regional leader in disaster recovery and resilience.

With continued donor support and the launch of new initiatives such as the Sustaining Program Effectiveness and Advancing Resilience (SPEAR) Project, we remain committed to empowering Sint Maarten's people and institutions to achieve lasting, transformative impact.

**Lilia Burunciuc**

Division Director, World Bank

Chair, Sint Maarten Trust Fund Steering Committee



# Abbreviations and Acronyms

<b>ATRP</b>	Airport Terminal Reconstruction Project	<b>NRPB</b>	National Recovery Program Bureau
<b>BE</b>	Bank-Executed	<b>PJIA</b>	Princess Juliana International Airport
<b>CLB</b>	Charles Leopold Bell School	<b>PJIAE</b>	Princess Juliana International Airport Operating Company N.V.
<b>CSO</b>	Civil Society Organization	<b>PIE</b>	Project Implementation Entity
<b>CSPFRP</b>	Civil Society Partnership Facility for Resilience Project	<b>PDO</b>	Project Development Objective
<b>DLT</b>	Digital Leadership Team	<b>RE</b>	Recipient-Executed
<b>E&amp;S</b>	Environmental and Social	<b>SML</b>	Sister Marie Laurence School
<b>EDMP</b>	Emergency Debris Management Project	<b>SMMC</b>	Sint Maarten Medical Centre
<b>EOC</b>	Emergency Operations Center	<b>SPEAR</b>	Sustaining Program Effectiveness and Advancing Resilience (SPEAR)
<b>ERP I</b>	Emergency Recovery Project I	<b>STEP</b>	Systematic Tracking of Exchanges in Procurement
<b>ESF</b>	Environmental and Social Framework	<b>STML</b>	St. Maarten Library
<b>ESP</b>	Enterprise Support Project	<b>SXM TF</b>	Sint Maarten Reconstruction, Recovery and Resilience Trust Fund
<b>FRLP</b>	Fostering Resilient Learning Project	<b>TEATT</b>	Ministry of Tourism, Economic Affairs, Transport and Telecommunication
<b>GDP</b>	Gross Domestic Product	<b>UNICEF NL</b>	UNICEF The Netherlands
<b>GEBE</b>	Sint Maarten Utility Company	<b>VNGI</b>	VNG International (International Cooperation Agency of the Association of Netherlands Municipalities)
<b>HRPP</b>	Hospital Resiliency and Preparedness Project	<b>VROMI</b>	Ministry of Public Housing, Spatial Planning, Environment and Infrastructure
<b>IMHSP</b>	Improving Mental Health Services Project	<b>VSA</b>	Ministry of Public Health, Social Development and Labor
<b>IT</b>	Information Technology		
<b>MECYS</b>	Ministry of Education, Culture, Youth and Sports		
<b>MMIS</b>	Ministry Management Information System		
<b>MSME</b>	Micro, Small, and Medium Enterprise		
<b>MSWDS</b>	Municipal Solid Waste Disposal Site		

# Executive Summary

Now in its seventh year, the **Sint Maarten Reconstruction, Recovery and Resilience Trust Fund (SXM TF)** continues to deliver meaningful, measurable results for the people of Sint Maarten—by supporting the country's recovery, boosting long-term development, strengthening disaster resilience, and expanding economic opportunities.

From January to June 2025, significant progress was made across three focus areas:

## SUSTAINABLE ECONOMIC RECOVERY

With the full reopening of the Princess Juliana International Airport, Sint Maarten has reinforced its status as a modern hub for regional tourism. Thanks in large part to the support of the **Airport Terminal Reconstruction Project**, passenger capacity has returned to 2.5 million annually, and the upgraded terminal is elevating the travel experience and stimulating economic growth.

Over 300 micro, small, and medium enterprises (MSMEs) have received vital financing through the **Enterprise Support Project** to help them grow, hire, and innovate. Notably, 124 women-owned or managed businesses have received US\$6.8 million in support, reflecting a more inclusive, entrepreneurial economy. Events like the MSME Expo have given local entrepreneurs the opportunity to gain valuable business insights and connections.

Major progress in **wastewater and debris management projects** is paving the way for a cleaner, safer, and more resilient island. In this reporting period alone, key infrastructure contracts were signed, water quality assessments completed, and a landfill feasibility study conducted, laying the foundation for modern waste management that protects public health and supports a greener environment.

## INVESTING IN CITIZENS AND RESILIENT COMMUNITIES

Construction of the new hospital advanced significantly under the **Hospital Resiliency and Preparedness Project**, with major milestones reached and a 12-month extension approved to support the ongoing implementation and realization of remaining activities. Once finished, the state-of-the art and disaster-ready facility will provide residents and tourists access to high-quality, specialized care on-island.

In education, the **Fostering Resilient Learning Project** continues its efforts to ensure every child gets the support they need to learn and thrive. A second national learning assessment was carried out to inform educational strategies, while stronger day-to-day project management is driving tangible results.

Through support from the **Civil Society Partnership Facility for Resilience Project**, homegrown organizations stepped up to uplift their communities—providing skills development, engaging youth, promoting better health practices, and supporting vulnerable groups. Now successfully completed, the project stands as a testament to the value of community leadership and the importance of building local capacity.

Progress on mental healthcare reform and infrastructure took a major leap with US\$8 million secured in counterpart funding for the **Improving Mental Health Services Project**. The project aims to address long-standing gaps and stigma in care, building a stronger support system so that no one has to suffer alone.

## LONG-TERM RESILIENCE AND GOOD GOVERNANCE

Resilience is built over time, and that foundation is now stronger than ever thanks to critical utility upgrades and a new national emergency communication system launched under the **Emergency Recovery Project I**. Improved service reliability and disaster readiness for homes and businesses will mean greater peace of mind if disaster strikes.

Envision everything from birth certificates to business licenses becoming faster and easier to access online. Through its acceleration of an eServices tender under the **Digital Government Transformation Project**, the government is laying the groundwork for more accessible, efficient, and transparent public service delivery, and marking a major step toward better governance.

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While implementation challenges for these projects did arise—such as procurement delays, contract management issues, and regulatory bottlenecks—proactive measures are being taken in response. Enhanced supervision and technical and hands-on procurement support will address these constraints and strengthen project delivery. These mitigation efforts and the Trust Fund's continued focus on improving performance reflect its strong commitment to building a resilient, inclusive, and sustainable future for Sint Maarten.

## STRATEGIC EVENTS AND ENGAGEMENT

Stakeholder engagement has remained a priority, with active outreach through social media, community meetings, and public events. Initiatives like the Results and Knowledge Fair, MSME Expo, a workshop on improving sanitation and marine ecosystems, and the 6th Market Procurement Engagement brought together the general public, civil society, institutions, and development partners. The upcoming World Bank requirement that 30 percent of civil contract costs must be used for local employment was widely welcomed as a clear sign that Sint Maarten residents will directly benefit from Trust Fund investments.

## LOOKING AHEAD: 2025 PRIORITIES

In the second half of 2025, the SXM TF will focus on accelerating portfolio implementation, preparing for timely project closure, strengthening the technical capacity of the public sector, amplifying results through knowledge sharing and stakeholder engagement, and improving project efficiency. The upcoming Sustaining Program Effectiveness and Advancing Resilience (SPEAR) Project will build on these gains by supporting the establishment of a Disaster Reserve Fund and enhancing the performance of the organizations implementing the projects.

*Despite ongoing challenges, the SXM TF demonstrates that strategic implementation and strong collaboration can lead to measurable progress and lasting impact for the people of Sint Maarten.*

# How the Trust Fund Is Making an Impact

## Highlights as of June 30, 2025



### Airport Capacity Building

200 airport personnel received **training** through 24+ courses in security, operations, customer service, and more—quadrupling the target of 50 trainees



### Small Business Support

**300 small businesses** accessed US\$19.3M in affordable financing to pay for equipment, repairs, or day-to-day expenses



### Healthcare Infrastructure Upgrades

**7 days self-sustaining new hospital** being constructed thanks to its own backup power and water systems for emergencies



### Education Quality Improvements

**2nd round of learning assessments** in math and reading launched for primary students to improve curriculums and teaching strategies



### Wastewater System Management

**Design contract signed** for a wastewater network and treatment plant to keep urban areas cleaner and healthier



### Utilities Service Delivery

**Phase 2 underway** for the installation of underground electrical cables and water pipes to bring more reliable power and clean water to communities

# Introduction



This semi-annual report presents the results, activities, and unaudited financial data of the SXM TF from January 1 to June 30, 2025. Unless indicated otherwise, the data is as of June 30, 2025 (the end of the World Bank's fiscal year).

## a. Country Context

**Sint Maarten is a constituent country of the Kingdom of the Netherlands, located in the Caribbean.** It occupies the southern half of an island shared with the French overseas collectivity of Saint Martin. With an area of 34 square kilometers and a population estimated at over 43,350 in 2024,<sup>1</sup> Sint Maarten remains one of the most densely populated countries in the Caribbean. The country's population has steadily increased over recent decades, driven by economic development and migration, although official estimates vary due to registration challenges and migration flow.

**Sint Maarten is highly vulnerable to natural disasters and adverse climatic events due to its location within the Atlantic hurricane belt.** The country has experienced repeated exposure to high winds, heavy rainfall, and flooding, as well as earthquakes. Coastal areas are at risk from sea level rise, storm surges, and potential tsunamis. Increased urbanization, climate change, and limited capacity to build resilience further exacerbate these vulnerabilities.

**Over the past six decades, Sint Maarten has been struck by several major hurricanes, with the impact of Hurricane Irma and Maria in September 2017 particularly devastating.** The World Bank estimated damages at US\$1.38 billion and losses at US\$1.35 billion—about 129 percent and 126 percent of gross domestic product (GDP), respectively. Approximately 90 percent of all infrastructure and large parts of the natural environment were affected. The economic contraction following Irma was severe, with GDP shrinking by a cumulative 12.5 percent during 2017–2018.<sup>2</sup>

**The 2024 Atlantic hurricane season was exceptionally active, producing 18 named storms, including 11 hurricanes and 5 major hurricanes—well above the seasonal average.** Hurricane Beryl stood out as the earliest Category 5 hurricane ever recorded, inflicting severe damage across parts of the Caribbean. Additionally, a record seven hurricanes formed after September 25, underscoring a trend toward more intense and late-season storms linked to climate change.

**The 2025 hurricane season is forecasted to be above normal, driven by a combination of contributing factors.<sup>3</sup>** Continued El-Nino-Southern Oscillation (ENSO) neutral conditions, warmer than average ocean temperatures, and predictions of weak wind shear are expected to create an environment conducive to storm development. Additionally, the potential for heightened activity from the West African Monsoon—a key origin point for Atlantic hurricanes—further increases the likelihood of an active season.

**Sint Maarten's economy is highly dependent on tourism, the main driver of growth and employment.** Restaurants, hotels, and other tourism-related sectors account for approximately 45 percent of the country's GDP, and tourism generates approximately 73 percent of foreign exchange income. The sector provides employment for about one-third of the working population. Sint Maarten primarily caters to cruise tourists, with its only deep-water port located in Philipsburg. About 80 percent of visitors are short-stay cruise tourists, and the country receives about 1.7 million cruise passengers annually. The airport also serves as a major regional hub.

1 World Bank, World Development Indicators, Population, total, Sint Maarten, <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=SXM>

2 World Bank, World Development Indicators, GDP (trend US\$), Sint Maarten, <https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=SXM>

3 National Oceanic and Atmospheric Administration, U.S. Department of Commerce.



## b. Macroeconomic Development<sup>4</sup>

**Sint Maarten's economy remains highly exposed to external shocks and global uncertainties.** Escalating trade tensions—including U.S. tariffs and port fees on Chinese-linked vessels—alongside geopolitical instability in Eastern Europe and the Middle East, present risks to supply chains, import and energy costs, and inflation. As an import-dependent economy, Sint Maarten is particularly vulnerable to disruptions that could strain the balance of payments and erode consumer purchasing power. Weaker investor confidence and slower global growth may also dampen tourism demand, a key driver of economic activity. Additionally, tighter U.S. monetary policy could trigger capital outflows and reduce foreign investment in critical sectors like tourism and real estate. Expanded U.S. sanctions on Venezuela may further increase regional instability and migration pressures. Although Sint Maarten is not a major player in global trade, its reliance on imports amplifies susceptibility to adverse spillover effects.

**A slowdown in the United States, Sint Maarten's principal trading partner, has led to a downward revision of 2025 real GDP growth by 0.2 percentage points, now projected at 2.4 percent.** Inflation is also forecast at 2.4 percent for 2025, with further stabilization expected over the medium term, in line with U.S. inflation trends and anticipated declines in international oil prices. Public finances are projected to improve, with a budget surplus of 1.9 percent of GDP expected by 2029. The debt-to-GDP ratio continues on a downward trajectory, supported by nominal GDP growth that offsets capital investment financing.

**Medium-term growth prospects are anchored in tourism-related investments, but depend on effective policy measures, particularly in the labor market.** Streamlining work permit processes and investing in education, skills training, and on-the-job learning are essential to reducing talent mismatches, creating jobs, and attracting foreign workers. Public sector investment remains low; increased investment in infrastructure, digitalization, and sector efficiency could generate significant economic spillover effects. Further efforts to reduce regulatory barriers, lower the cost of doing business, and improve access to finance—especially for small businesses—would help boost medium-term growth.

<sup>4</sup> Centrale Bank of Curacao & Sint Maarten, Economic Bulletin, June 2025, available at <https://www.centralbank.cw/publications/economic-bulletins/2025>

**To enhance resilience, Sint Maarten must diversify its economic partnerships and reduce import reliance.** This includes strengthening trade ties within Latin America and the Caribbean, supporting local production in sectors like agriculture and renewable energy, and investing in energy infrastructure (solar, wind, storage, and grid capacity) to improve the balance of payments and energy security.

**Fiscal risks persist.** Maturing bullet loans from the Dutch State require refinancing on favorable terms, while pressures from healthcare, social insurance, and an aging population weigh on long-term fiscal stability. Timely debt restructuring, a broadened tax base, improved tax compliance, and more efficient public resource use will be essential. Strengthening public financial management and procurement processes will help preserve budget discipline, and a favorable Caribbean Financial Action Task Force evaluation could help maintain stable international financial operations.

**Climate change remains a significant domestic risk**, with extreme weather events threatening infrastructure and potential GDP. The National Adaptation Plan, building on initiatives like the Nature Policy Plan 2021 and the Coastal Resilience Needs Assessment, presents an opportunity to align efforts, establish priorities, and ensure long-term coordination. Moving from awareness to action—through the implementation of clear policies, timelines, and monitoring frameworks—is the next step. Leveraging regional lessons and partnerships within the Dutch Kingdom can further support effective execution.



Travelers check in at the state-of-the-art departure area of Princess Juliana International Airport.

# Program at a Glance



Sint Maarten observed Heart Health Month via the "Love Your Heart" campaign led by Collective Prevention Services (CPS) in collaboration with the Heart & Stroke Foundation.



## Summary of Program Achievements from January to June 2025

As of June 30, 2025, the portfolio comprised eight active and five closed projects, for a grant amount of US\$325 million and US\$130 million, respectively. Two of the closed projects, Airport Terminal Reconstruction Project and Civil Society Partnership Facility for Resilience Project, successfully completed implementation during the reporting period.

**Airport Terminal Reconstruction Project.** The project closed on June 30, 2025, having successfully completed all activities and achieved its objective<sup>5</sup> to restore the passenger capacity of the airport to pre-Hurricane Irma levels and strengthen resilience toward hurricanes.

**Emergency Debris Management Project.** The project finalized the Municipal Solid Waste Disposal Site (MSWDS) Feasibility Study, which will guide the upcoming rehabilitation and upgrading of the landfill. This marks a critical step toward sustainable solid waste management in Sint Maarten, which is essential to public health, environmental protection, and quality of life.

**Enterprise Support Project.** Eleven new MSMEs were approved for grants and loan packages in this reporting period to invest in assets, repairs, and working capital. The project has provided grant and loan packages to 300 MSMEs in total; 24 percent of loan packages are under US\$25,000, exceeding the 15 percent target and demonstrating strong support for micro and new enterprises.

<sup>5</sup> A Project Development Objective (PDO) defines the intended outcomes that a World Bank-financed operation aims to achieve by its completion. It reflects realistic, measurable changes for targeted beneficiaries—such as specific groups or institutions—based on the project's duration, resources, and design.

**Hospital Resiliency and Preparedness Project.** Construction of the new hospital advanced significantly during the reporting period, from completion of the ground floor to the pouring and framing of the second floor. A 12-month extension of the project's closing date was approved, providing additional time to implement key activities for a more modern and better equipped medical facility.

**Civil Society Partnership Facility for Resilience Project.** Closed on March 31, 2025, the project achieved its objectives with strong efficiency and effectiveness. It empowered local organizations through grants to deliver community programs and strengthened civil society's capacity to engage in public policy and service delivery. The project exceeded all three of its development objective indicators<sup>6</sup> and nearly all intermediate-level targets.<sup>7</sup>

**Fostering Resilient Learning Project.** The project's Implementation Progress rating<sup>8</sup> was upgraded, reflecting major improvements in project management and the mitigation of construction-related delays. Following the success of the first learning outcome assessment in 2024, a follow-up assessment with the Ministry of Education, Culture, Youth and Sports (MECYS) and the World Bank was launched in June 2025, which will inform improvements in primary education.

**Emergency Recovery Project I.** In April 2025, Phase II of the utility company GEBE's works began, including underground installation of electrical cables and potable water pipes. This will make basic utilities more reliable and resilient through a collaborative force account agreement.<sup>9</sup> A Memorandum of Understanding was also signed to launch an emergency Cell Broadcast System, demonstrating exemplary inter-agency collaboration and marking a critical step forward in strengthening Sint Maarten's emergency communication capabilities.

**Digital Government Transformation Project.** The tendering process for the design and development of eServices—one of the most critical components of the project—officially began, achieving a milestone toward making public services faster, easier, and more accessible by bringing them online.

**Improving Mental Health Services Project.** The government secured and deposited US\$8 million in counterpart financing from the Netherlands. This meets the conditions of effectiveness for additional financing and ensures key funding to make mental health care more available, effective, and responsive to community needs.

**Wastewater Management Project.** A comprehensive water quality baseline assessment—an initial evaluation of water conditions—was successfully completed to provide data for designing and managing wastewater systems. The project officially signed the contract for the design and supervision of the new sewerage network and wastewater treatment plant, ensuring the project is progressing on schedule.

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<sup>6</sup> A Project Development Indicator is a metric used to assess progress toward achieving the PDO. These indicators are typically outcome-oriented and are grouped by objective or outcome in the Results Framework.

<sup>7</sup> Intermediate Indicators measure progress on key components or activities that contribute to the achievement of the PDO. These indicators are lower-level metrics that track outputs or milestones along the results chain.

<sup>8</sup> The Implementation Progress (IP) rating is one of two key project portfolio measures used in World Bank reporting. It tracks how well a project is being carried out, reflecting the quality of day-to-day management and implementation of activities. Ratings typically range from 'Highly Unsatisfactory' to 'Highly Satisfactory.'

<sup>9</sup> Force account agreement in World Bank-financed operations, refers to delivering works or non-consulting services directly by a borrower's government (or designated unit) using its own staff and equipment rather than contracting externally. It is allowed only in specific, justified cases (e.g., small, scattered, urgent, or remote works) with prior World Bank approval, and must meet the same quality, oversight, and cost-control standards as competitively procured contracts.

# Sint Maarten Trust Fund Program Strategy



Children attend event organized by Ministry of Education Culture, Youth and Sports (MECYS).

## a. Trust Fund Establishment

In the aftermath of Hurricane Irma in 2017, the Kingdom of the Netherlands requested the World Bank's support to administer the SXM TF on behalf of the Government of Sint Maarten. The Trust Fund was established with a commitment of up to €470 million to facilitate the country's reconstruction and promote more resilient and sustainable development, while also advancing longer-term development objectives. On April 16, 2018, a formal partnership was established between the Government of Sint Maarten, the Government of the Netherlands, and the World Bank, acting as the Fund Trustee, through the signing of the Trust Fund's Administration Arrangement for the program.

The Administration Arrangement sets forth the modalities for Trust Fund management, including the instruments for activity implementation, governance structure, stakeholder responsibilities, program monitoring, reporting and communication requirements, eligible uses of funds, and the program's closing date. Owing to delays in the initiation of certain projects and the broader impacts of the COVID-19 pandemic, the closing date for the Trust Fund program was extended from December 31, 2025, to December 31, 2028.

## b. National Recovery and Resilience Plan

In 2018, the Government of Sint Maarten, in collaboration with the World Bank, developed the National Recovery and Resilience Plan to serve as the strategic basis, guiding the priorities of the Trust Fund program. The primary objective of the plan is to restore, safeguard, and enhance the well-being of the people of Sint Maarten. The plan articulates three core priorities: (1) supporting the basic needs of the community, (2) revitalizing and restarting the economy, and (3) preparing the country and government for future hurricane seasons.

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

## c. Trust Fund Strategic Framework

Approved by the Steering Committee in 2019, the 2019–2025 Strategic Framework provided the foundational roadmap for collaboration between the Government of Sint Maarten and the World Bank, guiding investments under the SXM TF. Aligned with the National Recovery and Resilience Plan and driven by the Netherlands' guiding principles, the framework focused on three priority areas:

- i. sustainable economic recovery
- ii. investment in citizens and resilient communities
- iii. strengthening long-term resilience and good governance

As the SXM TF enters its final phase, updating the framework was essential to sharpen strategic focus, sustain momentum, address outstanding gaps, and ensure a seamless transition to government-led national resilience. The [2025-2028 Strategic Framework](#) articulates the vision and priorities for the concluding phase of the SXM TF, supporting a structured transition toward long-term resilience and sustained program effectiveness.

Building on the original framework, the revised framework refines objectives and outcomes to reflect key developments and incorporates lessons learned from six years of implementation. It also considers evolving global, regional, and local contexts to ensure continued relevance and responsiveness to emerging priorities. The framework draws from a comprehensive review of SXM TF performance to date, including a stocktaking of the 2019-2025 framework, stakeholder consultations, insights from implementation challenges, lessons learned, and recommendations from the 2022 Mid-Term Review of the overall SXM TF.

The 2025-2028 Strategic Framework was endorsed by the Steering Committee and published in June 2025. The framework will serve as a key instrument for assessing the overall impact and success of the program at closure. The focus areas of the framework remain unchanged, while the objectives reflect the evolution of the Trust Fund's strategic context.

#### FOCUS AREA 1

Promote Sustainable Economic Recovery

#### FOCUS AREA 2

Invest in Citizens and Resilient Communities

#### FOCUS AREA 3

Build the Foundation and Capacity to Improve Long-Term Resilience and Good Governance

#### 2019-2025 Strategic Framework

**Objective 1:** Sustainably restore air access and improve connectivity.

**Objective 2:** Support tourism recovery through access to finance and resilient utility services.

**Objective 3:** Establish a sustainable solid waste management system with improved sanitation services.

**Objective 4:** Repair and increase access to housing, especially for the vulnerable.

**Objective 5:** Increase access to quality health, education, and sports services.

**Objective 6:** Strengthen social safety nets and promote employment, particularly for vulnerable youth and households headed by women.

**Objective 7:** Improve capacity for disaster response.

**Objective 8:** Strengthen fiscal resilience and modernize the public sector.

#### 2025-2028 Strategic Framework

**Objective 1:** Restore and enhance resiliency of airport terminal.

**Objective 2:** Support economic resilience and capacity of enterprises.

**Objective 3:** Improve public services and utilities, including a solid waste management system, sanitation services, energy, and water.

**Objective 4:** Support housing repairs and restoration.

**Objective 5:** Strengthen hospital and mental healthcare services, education, and sports facilities.

**Objective 6:** Strengthen social safety nets and promote employment.

**Objective 7:** Improve capacity for disaster response.

**Objective 8:** Strengthen and modernize public sector capacity.

## d. Trust Fund Structure

The governance structure of the Trust Fund consists of a Steering Committee and a Program Secretariat. The Steering Committee serves as a tripartite leadership and accountability body, comprising representatives from the Government of Sint Maarten, the Government of the Netherlands, and the World Bank, with the World Bank representative acting as Chair. The Steering Committee is responsible for allocating Trust Fund resources, making decisions by consensus, and convening at least twice annually.

The Program Secretariat is responsible for executing the World Bank's roles as trustee, coordinator, and manager of the Trust Fund. The Secretariat operates within the Country Management Unit of the World Bank's Latin America and Caribbean Regional Vice Presidency. The World Bank's Program Manager leads the Secretariat on behalf of the institution.

In addition, a Technical Working Group provides support to the Steering Committee by reviewing resources and information in preparation for Committee meetings. This group meets regularly to discuss program outcomes and challenges, address outstanding issues, and clarify information as needed. The Program Secretariat coordinates the Technical Working Group, which includes selected staff from the Netherlands Ministry of Interior and Kingdom Relations, directors and program managers from NRPB, and members of the World Bank Country Management Unit.

Implementation of the Trust Fund is carried out through both Recipient-Executed (RE) and World Bank-Executed (BE) activities.<sup>10</sup> The Government of Sint Maarten, through designated implementing agencies, is responsible for RE projects. The five Project Implementation Entities (PIEs) are as follows:



**National Recovery Program Bureau (NRPB):** Established by law in Sint Maarten, NRPB is an independent administrative agency tasked with overseeing the implementation and coordination of most RE activities mandated by the Government of Sint Maarten. Its staff comprises employees and consultants, with technical support from the Netherlands and the World Bank as appropriate. NRPB currently manages seven active projects and has completed one project.



**Princess Juliana International Airport Operating Company N.V. (PJAIE):** PJAIE successfully implemented the Airport Terminal Reconstruction Project.



**Sint Maarten Medical Centre (SMMC):** Founded in March 1991, SMMC is a nonprofit organization that manages hospital operations serving the community of Dutch Sint Maarten. SMMC is the implementing agency for the Hospital Resiliency and Preparedness Project.



**UNICEF Netherlands (UNICEF-NL):** The Netherlands Committee UNICEF Foundation, an independent entity affiliated with UNICEF, implemented the Child Resilience and Protection Project.



**VNG International (VNGI):** As the International Cooperation Agency of the Association of Netherlands Municipalities, VNGI implemented the Civil Society Partnership Facility for Resilience Project, locally known as Resources for Community Resilience (R4CR).

<sup>10</sup> Recipient-executed activities (RETF) are implemented directly by the government or designated local institutions using World Bank financing, with the Bank providing oversight and fiduciary assurance. Bank-executed activities (BETF) are managed and carried out by the World Bank itself, such as technical assistance, studies, or supervision, where the Bank controls the funds and delivers outputs directly.



The World Bank also provides additional technical assistance and advisory services to support the Government of Sint Maarten. These BE activities include hands-on implementation support, analytical and knowledge work, and guidance on project preparation and execution. Where appropriate and feasible, the Government of the Netherlands and the World Bank jointly deliver further complementary technical assistance and expertise to the Trust Fund program.

## e. Guiding Principles for Trust Fund Use

The support provided by the SXM TF is designed to enhance resilience by strengthening crisis management and disaster preparedness, fostering economic diversification, promoting good governance, and empowering civil society. There is a clear preference for projects that embody a long-term vision and demonstrate respect for both people and the environment.

The guiding principles established by the Netherlands and annexed to the SXM TF Administration Arrangement specify that supported activities should address the damage caused by Hurricane Irma, significantly improve the island's disaster preparedness, and restore critical infrastructure whose failure could jeopardize social stability or national security. In alignment with these principles, projects are evaluated based on six key criteria:

- **Necessity:** The activity addresses needs for which no alternative sources of funding are available.
- **Additionality:** The project leverages private or other public international financing wherever feasible.
- **Suitability:** The scale and scope of the project are appropriate, taking into account local capacity.
- **Effectiveness:** The project is likely to achieve its objectives and is consistent with Sint Maarten's long-term policy framework.
- **Efficiency and Legitimacy:** Robust safeguards are in place to ensure both efficient use of resources and legitimacy of process.
- **Good Governance:** This principle underpins all activities supported by the SXM TF, with particular emphasis on both outcomes and implementation methods.

The commitment to good governance is further reinforced by the rigorous application of World Bank policies and procedures, including those related to financial management, procurement, and environmental and social (E&S) safeguards and standards.

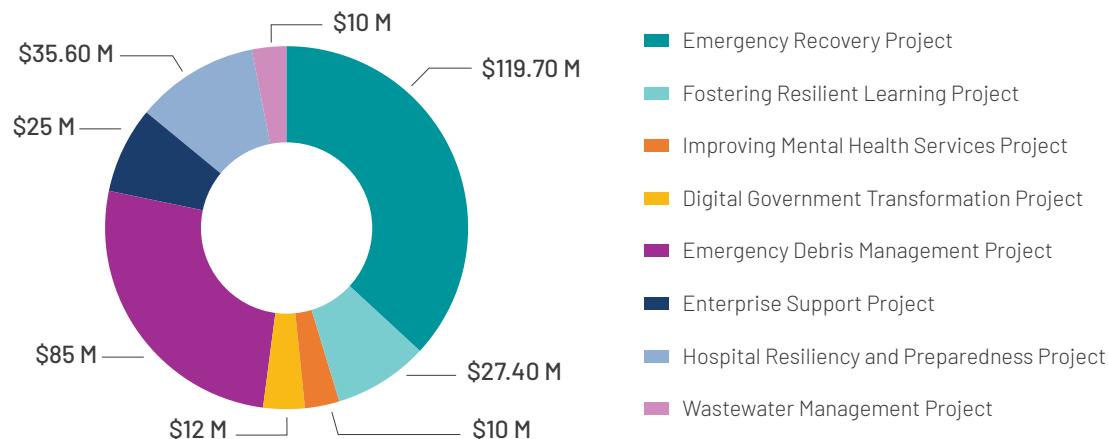
# Project Results and Implementation Progress



A contractor and E&S Specialist work together at Princess Juliana International Airport to support sustainable development.

## a. 2025 Portfolio Status Commitments and Disbursements

### Projects Under Implementation (US\$ millions)



**Commitments:** A US\$4.71 million increase in investment income, totaling US\$49.35 million, drove the overall Trust Fund envelope to US\$568.77 million.

**Disbursement:** A total of US\$15.13 million was disbursed in the reporting period. This increased overall disbursements to US\$365.19 million, representing 73 percent of total program commitments.

**Recipient-Executed Activities:** As of June 30, 2025, the Trust Fund supported a total of 13 projects, with 8 active and 5 closed, a grant commitment of US\$454.7 million. In the reporting period, US\$11.58 million was disbursed for RE activities, increasing cumulative RETF disbursement to US\$323.78 million, for 71 percent of the RETF allocation.

**Bank-Executed Activities:** The World Bank disbursed US\$3.63 million for BE activities in the reporting period, representing a cumulative US\$41.41 million, or 94 percent, disbursement of US\$44.08 million allocated for BE activities. This includes implementation support, project preparation, and program administration.



## b. Highlights and Results of Projects Under Implementation

### FOCUS AREA 1: Promote Sustainable Economic Recovery

#### Airport Terminal Reconstruction Project

**PDO:** To restore the passenger capacity of Princess Juliana International Airport to pre-Hurricane Irma levels with improved resilience toward hurricanes

Financing	Approval Date	Closing Date	January-June 2025 Disbursement	Total Disbursement
US\$92 million	September 18, 2019	June 30, 2025	US\$0 million	US\$81.5 million

The Airport Terminal Reconstruction Project (ATRP) successfully contributed to restoring the passenger handling capacity of PJIA to pre-Hurricane Irma levels at 2.5 million passengers per year. It was implemented by the PJIA Operating Company NV (PJIAE) and supported by NRPB. The project is part of a broader reconstruction program that finances reconstruction, re-equipping, improved resilience of the airport structures to hurricanes and other natural disasters, building better management capacity, and supporting PJIAE operational expenditures in case of major shocks during the reconstruction period.

#### HIGHLIGHTS

The project closed on June 30, 2025, with the Project Development Objective (PDO) achieved. No post-closure actions are expected for E&S management, procurement, or financial management.

On November 14, 2024, PJIAE publicly reopened its reconstructed terminal. During the reporting period, the final phase of terminal reconstruction and all seven Equipment Packages were successfully commissioned. The project also completed the remaining capacity-building and training activities under Component 3. Under Component 1, PJIAE and the supervising engineer oversaw contractor demobilization and finalized as-built drawings. Cleanup and off-island shipment of materials from temporary debris storage sites, including hazardous and non-hazardous waste, were also completed.

#### DEVELOPMENT OBJECTIVES INDICATORS

Indicators	Baseline (2019)	Target (2025)	Actual (2024)	Actual (June 30, 2025)
Restore to pre-Hurricane Irma levels the passenger capacity of PJIA	1 million	2.5 million	2.5 million	2.5 million
Improve the resilience of the terminal against hurricanes	No	Yes	No	Yes

#### RESULTS

**Component 1. Reconstruction of PJIA Terminal Facilities.** As of April 2025, all civil works and the installation of seven equipment packages under Component 1 were completed. By May 2025, the project had restored the terminal's pre-Hurricane Irma passenger capacity to 2.5 million annually. The terminal now incorporates enhanced hurricane resilience measures, including upgraded boarding bridges, reinforced entrances, and hurricane shutters.

The Defects Notification Period<sup>11</sup> remains in effect through October 2025. All major outstanding items have been addressed, with only minor issues pending. Approximately 87 percent of as-built drawings have been approved, testing and commissioning are 95 percent complete, and all other close-out documentation has been finalized as of this reporting period.

**Component 2. Capacity Building and Project Management by PJIAE.** Key project management, E&S, financial management, and procurement staff supported the project through closure, with some personnel transitioning to other airport roles. The 2024 financial audit received an unqualified opinion and was submitted to the World Bank on schedule in June 2025.

**Component 3. Capacity Building and Project Management by the Government of Sint Maarten.** By June 2025, PJIAE delivered over 24 training courses to 200 participants, surpassing the target of 50 beneficiaries. Training covered all areas outlined in the approved plan, including safety, security, operations, communications, leadership, finance, human resources, customer service, corporate governance, and sustainability.

**Component 4. Support of PJIAE Operations.** No operational expenditure support was requested in 2025. The last such support was provided in 2020 and 2021 in response to COVID-19-related revenue losses. Upon project closure, US\$10.1 million in undisbursed funds were returned to the SXM TF.



Airport staff assists a traveler at the renovated check-in area.

## CRITICAL ISSUES AND PLANS

- Approved training activities completed by June 30, 2025, will be submitted to NRPB for reimbursement during the grace period until October 31, 2025.
- The next audit, covering January to October 2025, is due by December 31, 2025.
- Contractor containers temporarily stored at Site 6, originally scheduled for shipment by June 2025, were set for removal by August 15, 2025. Financial penalties will be imposed if this deadline is not met.

<sup>11</sup> The Defects Notification Period is the period starting at the completion or taking-over of works, during which the contractor is obligated to remedy any outstanding works and defects at its own cost, as specified in the contract.

- In line with World Bank project closure procedures, PJIAE will submit the project completion report tentatively by September 15, 2025. The World Bank will hold a review meeting for the draft Implementation Completion and Results Report<sup>12</sup> tentatively by October 31, 2025. PJIAE has received the relevant guidelines for preparing these documents.
- The Defects Notification Period for final Package 2 works extends beyond the Closing Date to November 28, 2025.

## Emergency Debris Management Project

**PDO:** To manage debris from the hurricane and reconstruction activities to facilitate recovery and reduce risks

Financing	Approval Date	Closing Date	January–June 2025 Disbursement	Total Disbursement
<b>US\$85 million</b>	<b>December 20, 2018</b>	<b>December 31, 2026</b>	<b>US\$1.57 million</b>	<b>US\$32.5 million</b>

The Emergency Debris Management Project (EDMP) strengthens Sint Maarten's capacity to manage debris from Hurricane Irma and reconstruction activities, supporting recovery and risk reduction. NRPB implements EDMP in partnership with three ministries: Ministry of Public Housing, Spatial Planning, Environment and Infrastructure (VROMI); Ministry of Tourism, Economic Affairs, Transport and Telecommunication (TEATT); and Ministry of Public Health, Social Development and Labor (VSA).

## HIGHLIGHTS

During the reporting period, the project continued to build institutional capacity, progress long-term sector reforms, and prepare and implement investments, focusing on improving the safety, appearance, and environmental performance of Sint Maarten's disposal site.

Significant progress has been made on the MSWDS Feasibility Study, including completion of the Alternatives Analysis Report in March 2025 and issuance of the draft Feasibility Study Report in June 2025. The study will guide the procurement and implementation of works to upgrade, rehabilitate, and partially close the MSWDS—along with complementary waste reduction and recovery initiatives.

In March 2025, following the recommendations of the financial framework study for the solid waste management sector, the Government of Sint Maarten introduced a new entrance fee for the landfill as an interim measure before a formal tipping fee is introduced. This was accompanied by a public information campaign with broader communication plans underway.

All Project Affected Persons vacated the Resettlement Area of Impact and received cash compensation or temporary resettlement housing. Six of the seven eligible for in-kind compensation have received deeds for permanent housing or are expected to do so imminently. Demolition of structures in the area was completed, and the site was transferred to VROMI on June 17, 2025.

A weighbridge, acquired to improve data collection on waste characterization and quantification, arrived in Sint Maarten on April 14, 2025. This will be installed once the required foundations are completed.

<sup>12</sup> The World Bank Implementation Completion and Results Report (ICR) is a mandatory self-evaluation document that assesses a project's achievement of its objectives, outcomes, and results after its completion. It is a vital tool for learning, knowledge sharing, and accountability within the World Bank.

## DEVELOPMENT OBJECTIVES INDICATORS

Indicators	Baseline (2019)	Target (2026)	Actual (2024)	Actual (June 30, 2025)
Number of metal wrecks collected and processed	0	100	0	N/A
Simpson Bay area cleared from shipwrecks and shoreline debris (Hectares)	0	200	200	200
Debris and waste processing facility established (Yes/No)	No	Yes	No	No

## RESULTS

### Component 1. Debris Clearance and Management

Resettlement in the Resettlement Area of Impact is nearly complete. All 130 Project Affected Persons who chose cash compensation have received their payments. Properties have been purchased as in-kind compensation for six of seven eligible persons; one remains in temporary accommodation pending case resolution. The Livelihood Restoration Plan has been fully implemented, delivering financial management education, vocational and language training, immigration support, and job readiness assistance to eligible Project Affected Persons.

Demolition in the Resettlement Area of Impact was completed three months ahead of schedule, with the certificate of completion issued on June 14, 2025. All works followed approved plans and safety protocols, with effective environmental controls and no reported incidents. The area is secure with temporary fencing pending installation of a permanent barrier. Demolition supervision was carried out by a qualified firm accompanied by regular inspections conducted by NRPB to verify adherence to approved procedures.

A weighbridge arrived in April 2025, for installation by a local contractor under the supervision of a dedicated firm. The tire removal tender launched in December 2024 was unsuccessful due to limited participation and cost concerns; NRPB and VROMI are assessing alternative solutions for tire repurposing or removal.

Early Market Engagement is underway to gauge market interest and inform the bidding strategy for the MSWDS works.

### Component 2. Technical Assistance

The draft MSWDS Feasibility Study is complete. Final design adjustments are now required to allow finalization of bidding documents for landfill interventions. The Waste Authority Report and the Strategic Multi-Year Communications Framework are also complete and awaiting approval by the Council of Ministers. A ministerial decree establishing an interim waste management structure is expected in Q3 2025.

Meanwhile, the World Bank-supported ThinkGreen Campaign is under development, with terms of reference being prepared to align with sector objectives. The campaign aims to raise awareness and drive behavior change to prepare the public for upcoming policies, legislation, and the overall approach to waste management in Sint Maarten.

### Component 3. Project Management and Implementation Support

The EDMP team is fully staffed across core functions—project management, procurement, E&S safeguards, monitoring and evaluation, and technical support—and the World Bank continues to provide Hands-on Expanded Implementation Support (known as HEIS) to further strengthen procurement capacity. The Dutch government provided additional funds for technical assistance to VROMI to assist with implementation of the project.

## CRITICAL ISSUES AND PLANS

- To help avoid delays in construction and technical assistance, NRPB is coordinating closely with VROMI and the World Bank, holding biweekly meetings to align procurement with market conditions.
- Moving forward with the landfill contract requires timely government decisions and efficient procurement.
- The SXM TF Steering Committee continues to provide oversight, and technical teams meet biweekly to monitor progress and support key milestones.
- VROMI is advancing the technical assistance and internal decision-making needed to meet outstanding disbursement conditions.



Stakeholders gather at billboard reveal for solid waste disposal site.

## Enterprise Support Project

**PDO:** To support the recovery of MSMEs through direct financial assistance to contribute to the restoration of economic activity

Financing	Approval Date	Closing Date	January–June 2025 Disbursement	Total Disbursement
US\$25 million	April 4, 2019	June 30, 2028	US\$1.48 million	US\$23.4 million

The Enterprise Support Project (ESP) supports the recovery and resilience of both existing and new MSMEs in Sint Maarten. It is implemented by NRPB in partnership with selected private financial institutions, the Ministry of TEATT, and the Ministry of Finance.

### HIGHLIGHTS

During the reporting period, the project progressed in processing loans and grant packages to MSMEs, with 11 new MSMEs receiving financing. The application window re-opened in February 2025, and applications are being processed on a first-come, first-served basis. Preliminary assessments indicate that the project is likely to exceed its end target of 315 MSME beneficiaries.

ESP continued to implement capacity-building activities, including individualized business coaching for entrepreneurs. Portfolio quality remains strong, with non-performing loans well below the project's established threshold.

At the policy level, the project collaborated with the Ministry of TEATT to support long-term MSME policy and institutional development. Priority actions agreed upon include updating key policy documents, exploring options for supporting the MSME development ecosystem to ensure sustainability of results, and launching a supply-side access-to-finance study to inform future interventions.

In May 2025, ESP hosted the first MSME Expo, which brought together entrepreneurs, financial institutions, and government stakeholders to share advice and foster stronger links within the small business ecosystem. See the full story on page 30.

### DEVELOPMENT OBJECTIVE INDICATORS

Indicators	Baseline (2019)	Target (2028)	Actual (2024)	Actual (June 30, 2025)
Cumulative number of MSMEs receiving packages for assets, repairs, or working capital (Number)	0	315	289	300
Cumulative number of women-owned or -managed MSMEs receiving packages for assets, repairs, or working capital (Number)	0	120	119	124
Volume of grants and loans supported through the project over its lifetime (Amount, US\$ million)	0	21	18.9	19.3
Volume of grants and loans supported through the project to women-owned or -managed MSMEs over its lifetime (Amount, US\$ million)	0	8.4	6.7	6.8

## RESULTS

**Component 1. Direct Financial Support to MSMEs.** As of June 30, 2025, 300 MSMEs have received grant and loan packages, up from 289 at end-2024. Twenty-four percent of packages were below US\$25,000—exceeding the 15 percent target and supporting micro and new enterprises. NRPB continues to work with participating financial institutions to process applications. Non-performing loans remain low at 2 percent, and 10 loans use the partial credit guarantee facility introduced in 2024.

In the February 2025 window, 63 applications were received: 39 percent are in process, 44 percent were denied for incomplete submissions or ineligibility, 10 percent were approved, and 7 percent are on a waiting list. All approved applications are expected to be disbursed by December 2025.

**Component 2. Training, Implementation, Audit, and Monitoring and Evaluation.** ESP, the World Bank, and the Ministry of TEATT advanced plans for joint institutional strengthening of MSME support to sustain project gains and promote inclusive growth, with priorities including a supply-side assessment of MSME access to finance to enable continued lending after the project closes.

ESP is preparing a jobs survey to measure employment outcomes among supported firms in August-September 2025, and the World Bank has offered to conduct an Enterprise Survey to inform future policy and program design.

In May, NRPB hosted an MSME Expo that brought together nearly 30 ESP beneficiaries alongside public and private sector representatives and government officials.

## CRITICAL ISSUES AND PLANS

- ESP will finalize processing of outstanding MSME applications.
- The World Bank, ESP, and the Ministry of TEATT will further detail institutional strengthening activities under ESP and SPEAR.
- The Government of Sint Maarten plans to formally request that the World Bank conduct an Enterprise Survey in Sint Maarten.



Local entrepreneurs connect and network on the busy MSME Expo floor.

**300** MSMEs received grant and loan packages

**124** of these were women-owned or -managed MSMEs

**24%** of packages were below US\$25,000—exceeding the 15 percent target

## RESULTS SNAPSHOT



The 2025 MSME Expo highlighted how Sint Maarten's local businesses are now better positioned to drive a future-ready economy.

## Enterprise Support Project

### *Small Businesses are Shaping a Resilient Future*

As Sint Maarten's economy adapts to global shifts in tourism, technology, and trade, MSMEs are at the heart of the island's transformation. This spirit was front and center at the MSME Expo 2025, "Vision to Impact – Building resilient businesses for sustainable growth," held on May 31, 2025, and hosted by the Enterprise Support Project.

Government leaders, financial institutions, local business advocates and entrepreneurs, and development experts came together for three panel discussions to share insights on how small businesses can stay agile and competitive in a fast-changing world. The Expo also featured business support resources, networking opportunities, and a showcase for local entrepreneurs' goods and services.

Opening remarks celebrated the project's progress since its launch in 2018: more than US\$19.3 million in grants and loans have been disbursed to 300 businesses, with 35 percent going to women-led enterprises. "We had to build everything, from identifying what was missing to designing a program that could genuinely support Sint Maarten's entrepreneurs," said Claret Connor, Director of NRPB. "What comes from the project is not just financing but a new and improved business community."

### *From the Margins to the Mainstream*

The first panel urged MSMEs to formalize, digitize, and protect their business assets:

- "Stop side hustling—step into the formal economy," urged Pearl Hendrickson, President of the Sint Maarten Entrepreneurship Development Center.
- "Think globally and innovate locally," said Melissa Metz, World Bank. She emphasized digital trade opportunities for small businesses, especially in the Caribbean.

- Vincencia Rosen-Sandiford, Director of the Bureau for Intellectual Property, reminded entrepreneurs of the importance of proper contracts: "Your ideas are capital—protect them." She encouraged creatives to join rights societies and think beyond local markets.
- The Honorable Grisha Heyliger-Marten, Minister of TEATT, spotlighted the government's focus on agri-tourism, the digital economy, and blue economy sectors like yachting. She encouraged MSMEs to create authentic, immersive travel experiences to help Sint Maarten stand out in a crowded Caribbean tourism market.

### ***Having the Right Tools and Mindset***

The second panel focused on building financial resilience and securing access to funding; panelists emphasized formal operations, organized financial records, and early relationships with banks to unlock growth. Entrepreneurs were encouraged to back their passion with data, discipline, and flexibility. "Banks want you to succeed," said William Wilson-Lacourt (CIBC First Caribbean), dispelling the notion that banks are barriers rather than allies. From managing slow seasons to knowing when to scale, the session offered practical steps and real-life insights.

The final panel addressed the daily hurdles that often stall growth, like staffing, inventory, and budgeting. Entrepreneurs were encouraged to nurture team culture and lead with adaptability.

Patricia Lynch, owner of a plus-size women's clothing store, is a project beneficiary who hosted a booth at the Expo. "Just seeing my brand starts a conversation. Events like this MSME Expo are a big benefit for small businesses like mine and I'm aiming to gain at least 10 new customers from the day."



*With tailored assistance from the Enterprise Support Project, more small businesses aren't just surviving—they're shaping a more resilient, innovative, and connected Sint Maarten.*



A local marketing firm showcased its services and built new connections at the MSME Expo.



Key stakeholders gathered at the first MSME Expo to support local business growth.

## FOCUS AREA 2: Invest in Citizens and Resilient Communities

### Hospital Resiliency and Preparedness Project

**PDO:** To improve preparedness and capacity of hospital services in Sint Maarten

Financing	Approval Date	Closing Date	January–June 2025 Disbursement	Total Disbursement
US\$35.61 million	August 16, 2018	May 29, 2026	US\$5.9 million	US\$34.3 million

The Hospital Resiliency and Preparedness Project (HRPP) co-finances construction of the new Sint Maarten General Hospital, ensures it is resilient to Category 5 hurricanes, funds critical upgrades to the existing facility, and strengthens the scope and quality of services, including updated clinical guidelines. The new hospital will significantly expand capacity and improve health service delivery.

#### HIGHLIGHTS

Project implementation for HRPP remains on track, with steady progress toward PDO indicators. During the reporting period, construction advanced from completing the ground floor to pouring the final section of the second floor and beginning wall and column framing. SMMC continued working with design firm SILO on spatial branding, furniture design, visual renderings, and wayfinding.

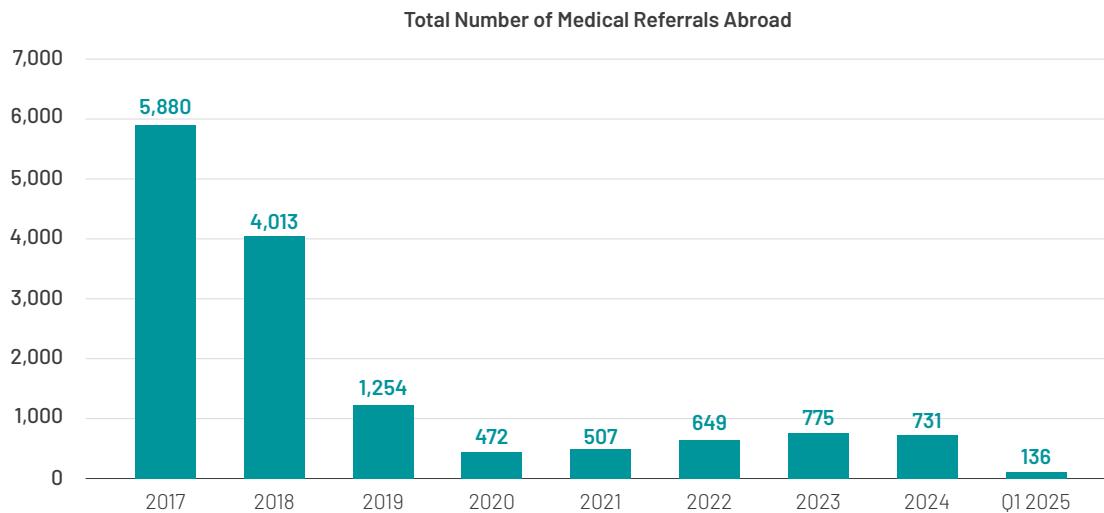
On March 5, 2025, SMMC received a retroactive extension of its turnover tax exemption, averting an estimated US\$6.5 million cost overrun. In May 2025, the World Bank approved a 12-month extension of the project closing date, from May 30, 2025, to May 29, 2026.

#### DEVELOPMENT OBJECTIVES INDICATORS

Indicators	Baseline (2018)	Target (2025)	Actual (2024)	Actual (June 30, 2025)
Overseas medical referrals reduced (Percentage)	0	45	88	88
Emergency Disaster Preparedness Plan and Evacuation Plan implemented according to procedures (Percentage)	60	90	92	92
Technical audits to evaluate quality and preparedness of service delivery rated satisfactory (Percentage)	0	90	40	75

## REDUCTION IN OVERSEAS MEDICAL REFERRALS

In Q1 2025, Sint Maarten registered just 136 overseas referrals—well below the level at this time last year—reinforcing the downward trajectory expected to continue through 2025.



**Disclaimer:** These data were received from SZV in June 2025 and are subject to slight adjustments in previous years or periods due to medical referral data to be added when available. A regrouping of data took place for 2022, 2023, and 2024, where a set of double-counted referrals were removed.

## RESULTS

**Component 1. Construction and Launch of the New Hospital.** Structural works for the main building (basement through second floor) and Technical Building 1 are complete, and the framing of the second-floor walls and columns is underway. Following commissioning of the wastewater treatment plant in December 2024, water quality testing is ongoing. SMMC and design firm SILO continue to advance spatial branding, furniture design, and wayfinding, including child-friendly features. Procurement of major medical equipment is complete, with additional packages under review.

The workforce increased from 100 to 105 as of June 2025, with further growth expected. Environmental, social, health, and safety risks are actively managed, with no serious incidents during the period. An external Health, Safety, and Environment audit and first aid drill were completed in April 2025, and the Health, Safety, and Environment Plan is regularly updated.

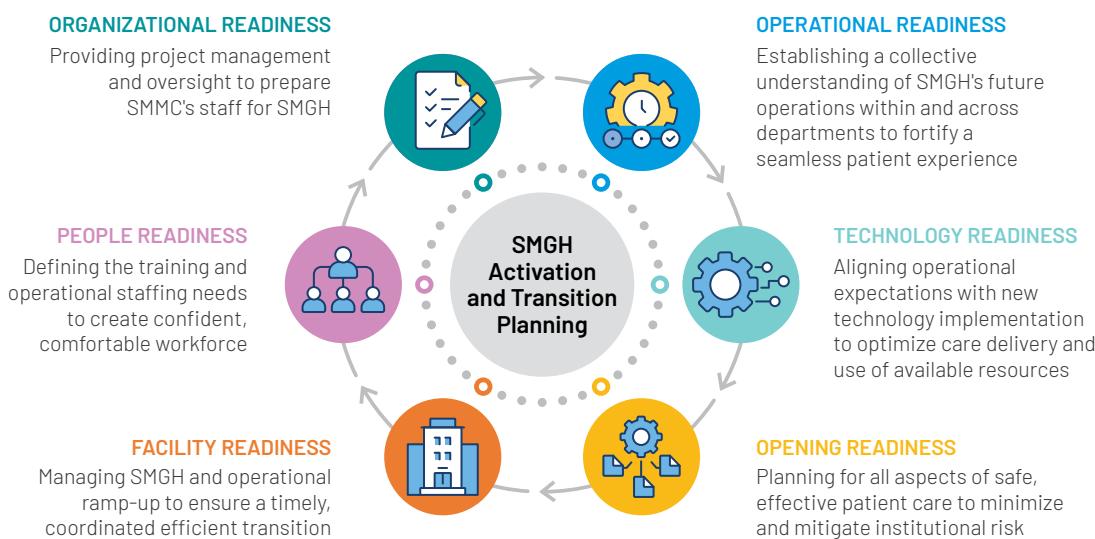
To mitigate construction delays, SMMC is maintaining a steady workforce, extending rapid permitting for foreign workers, and seeking government agreement to allow international workers to begin before residence permits are issued.

**Component 2. Transition and Contingency Planning for SMMC.** SMMC continues to advance transition activities across organizational, operational, facility, technology, and readiness domains. Efforts include continuous education on updated clinical guidelines and the recruitment of a Learning and Development Manager. Of 58 clinical guidelines, 23 have been approved, prioritized by clinical need; the approval process has been streamlined, and training is ongoing.

A standardized audit methodology for clinical guidelines, developed with the World Bank, has been implemented. In May 2025, the third technical audit reviewed seven guidelines: five met the required threshold and two fell short due to documentation gaps.

To support progress toward Joint Commission International accreditation, staff were trained on the latest standards, followed by a mock survey and gap assessment in June 2025.

#### *Readiness Categories for the Sint Maarten General Hospital Transition Planning Model*



#### **CRITICAL ISSUES AND PLANS**

- SMMC continues preparing for the transition through staff learning and development, enhancements to the clinical guideline lifecycle, technical audits to track care quality, patient satisfaction monitoring, and adherence to preparedness and emergency management protocols.



## RESULTS SNAPSHOT



### ***Building a Healthier Tomorrow: The New Sint Maarten General Hospital Takes Shape***

Construction of the new general hospital has picked up speed, and the main building is expected to be completed in 2026. The modern facility will bring high-quality specialized care close to home, so more patients can get the treatment they need without leaving the island.

#### ***Built to withstand the unexpected***

The new hospital is engineered to stand strong through Category 5 hurricanes and magnitude 6 earthquakes thanks to seismic base isolation technology, reinforced concrete, elevated floors, and impact-resistant windows.

#### ***Power when it matters most***

With its own backup generators and water tanks, the new hospital can operate independently for up to seven days during outages.

#### ***Taking it to the next level***

Construction has reached the second of four floors of care, moving the facility closer to its goal of 4 operating rooms and 110 in-patient beds.





Watch the #RoadToSMGH

## Civil Society Partnership Facility for Resilience Project

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

Financing	Approval Date	Closing Date	January-June 2025 Disbursement	Total Disbursement
<b>US\$7.2 million</b>	<b>June 26, 2020</b>	<b>March 31, 2025</b>	<b>US\$0</b>	<b>US\$6.95 million</b>

The Civil Society Partnership Facility for Resilience Project (CSPFRP), locally known as Resources for Community Resilience (R4CR), closed on March 31, 2025. Implemented by VNGI in coordination with government institutions and civil society organizations (CSOs), the project strengthened the capacity of Sint Maarten's CSOs by financing community-level subprojects.

### HIGHLIGHTS

The project completed all planned activities and disbursed 97 percent of the grant allocation at closing. All seven grant rounds were fully implemented, benefiting 58 local CSOs and yielding 92 approved and completed community subprojects. The subprojects delivered intended benefits, with a 97.8 percent implementation completion rate. Capacity development targets were exceeded; 91.4 percent of participating CSOs reported improved grant management and implementation skills.

Community-driven activities increased access to services, improved cost-effectiveness, and produced positive social outcomes, including better health practices, enhanced neighborhood environments, greater youth engagement, and higher preschool and daycare enrollment, supporting early childhood development and women's labor force participation. The project also addressed the basic needs of vulnerable groups, contributing to overall community well-being.

Overall, CSPFRP achieved its objectives with high efficiency and effectiveness, exceeding all primary development indicators and delivering sustainable benefits to Sint Maarten's communities.

### DEVELOPMENT OBJECTIVES INDICATORS

Indicators	Baseline (2020)	Target (2024)	Actual (2024)	Actual (June 30, 2025)
Percentage of subprojects approved which are fully implemented and functional to users	0	75	97.8	97.8
Percentage of CSOs participating in the project with improved capacity for grant management and implementation	0	70	91.38	91.38
Percentage of beneficiaries expressing satisfaction that subprojects reflected their needs	0	75	100	100
Number of beneficiaries of subprojects	0	10,000	20,369	20,369

### RESULTS

**Component 1. Small Grants to CSOs for Reconstruction and Resilience.** By project closing, the subprojects had reached 20,369 beneficiaries. To support sustainability, CSPFRP delivered additional training, coaching, and mentoring that strengthened CSOs' competitiveness for future grants. Of the 92 subprojects, 61 percent

financed repairs or rehabilitation of essential community programs—such as daycare and after-school services—while 39 percent focused on arts, culture, heritage, social care, and skills development.

**Component 2. Technical Assistance and Capacity Building to CSOs.** Overall, 91.4 percent of beneficiary CSOs reported improved fiduciary management capacity, exceeding the 70 percent target. VNGI also delivered 67 training sessions for CSO staff, far surpassing the target of 16.

**Component 3. Project Management and Coordination.** The PIE transferred all office equipment and fittings to the Foresee Foundation, a key project partner, to support ongoing CSO coordination. All project-developed knowledge resources—including planning, proposal, monitoring, and reporting templates—remain accessible to local CSOs.

## CRITICAL ISSUES AND PLANS

- The project team is preparing the Implementation Completion and Results Report for completion by September 2025.
- Sustainability pathways established by the project:
  - Strengthened CSO capacity in managing grants and engaging with stakeholders will help them to keep mobilizing resources and implementing activities after the project closes.
  - The project-initiated coordination mechanism is expected to continue with support from VNGI and local CSO partners.
  - CSO-private sector partnerships will sustain support through corporate social responsibility initiatives.

The community celebrates the success of the “No Kidding with Our Kids” youth development program funded by R4CR.



Children in a R4CR-funded skills program gather to celebrate their achievements at the closing event.

**58** local CSOs benefited

**92** completed community subprojects

**97.8%**  
implementation completion rate

**91.4%**  
participating CSOs reported improved grant management and implementation skills

## Fostering Resilient Learning Project

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

Financing	Approval Date	Closing Date	January–June 2025 Disbursement	Total Disbursement
US\$26.78 million	June 9, 2022	April 30, 2027	US\$0.75 million	US\$2.9 million

The Fostering Resilient Learning Project (FLRP) supports the restoration of inclusive, adequate learning environments following Hurricanes Irma and Maria. NRPB implements the project in partnership with MECYS.

### HIGHLIGHTS

The project's overall Implementation Progress rating was upgraded during the reporting period, reflecting effective mitigation measures put in place after the cancellation of the construction contract for the Sister Marie Laurence (SML) School and the demolition contracts for SML, the Charles Leopold Bell (CLB) School, and the St. Maarten Library (STML). Design work for CLB and STML is nearing completion, with stakeholder consultations concluded and designs validated.

Project management also strengthened implementation: a new project manager was appointed, and the PIE team is now fully operational.

Building on the success of the first learning assessment, a second one was launched in 2025 with MECYS and the World Bank to monitor math and reading attainment among selected primary student groups.

### DEVELOPMENT OBJECTIVES INDICATORS

Indicators	Baseline (2012)	Target (2027)	Actual (2024)	Actual (June 30, 2025)
Students with restored access to an adequate learning environment through the reconstruction of SML School (Number)	0	200	0	0
Students benefiting from a package of interventions at CLB School to address chronic behavior challenges (Number)	0	120	0	0
Library open and operating at full capacity for Sint Maarten's population and visitors (Yes/No)	No	Yes	No	No
Availability and use of an integrated database at MECYS for evidence-based decision-making in education, culture, and sport sectors (Text)	Current system does not facilitate use of data for decision-making	New system is operational and rolled out	No change from baseline	A firm has been contracted to develop and implement the MMIS, and the first deliverable was submitted. The second deliverable, design of Stage 1 of the system, is underway.

## RESULTS

**Components 1 and 2. Rebuilding Inclusive Schools and Restoring Library Services.** The initial contract for demolition and reconstruction of the SML School was cancelled for non-compliance with signing requirements. A new procurement for demolition across all sites was launched on April 15, 2025, with works expected to begin in August; a preferred bidder has been identified and a finalization meeting held prior to issuing the Letter of Acceptance.

Procurement for SML School construction was launched on June 10, 2025, incorporating cost-saving design modifications. Designs for the CLB School and the STML were completed and validated in June 2025, with construction procurement to be issued in August 2025 as an open international Request for Bids in two lots. Construction supervision for the CLB School and STML is included in the design contract, with SML School supervision to be added by addendum. Demolition is expected to be completed in 2025, with construction and furniture delivery scheduled for 2026. The resettlement plan for one project-affected person at the STML is complete. While the initial SML School construction award exceeded the budget, subsequent design reviews are expected to lower costs.

In parallel with construction of the CLB School, the Education Care Center program for students with behavioral challenges is being advanced. Four deliverables have been completed, a fifth submitted, a draft program will be available for review by August 29, 2025, and finalization is expected by December 2025.

**Component 3. Strengthening Management Information System of MECYS.** To strengthen evidence-based policymaking in MECYS, a Ministry Management Information System (MMIS) is under development. The contract was signed on March 27, 2025, and the inception report is being finalized. Implementation will proceed in two phases: Phase 1—covering the education sector—is expected to be completed by February 2026, and Phase 2—extending to the culture, youth, and sports departments—by November 2026. Full integration with the government's information and communication technology infrastructure is planned for Q1 2027.

**Component 4. Project Management.** A new project manager has been appointed, accelerating implementation. The project's financial report, work plan, and budgets are current and validated.

## CRITICAL ISSUES AND PLANS

- Maintain intensified stakeholder coordination to advance contracts for demolition, reconstruction, and MMIS development.
- Proceed to award contracts, submit permit applications, and launch procurement for major construction activities.
- Deepen engagement with government counterparts and MECYS to resolve implementation issues, expedite approvals, and support delivery.
- Enhance the visibility and competitiveness of the SML School reconstruction bid.



*"To make sure all children in St Maarten have a fair chance to do well in school, we're investing in tools that show where students are and what kind of support they need. We're optimistic that these tools will help us improve our education strategies."*

—Honorable Melissa Gumbs, Minister of Education, Culture, Youth and Sport  
(As quoted in "NRPB Supports ECYS with 2nd Round of Student Assessments," *The Daily Herald*, May 19, 2025)

## RESULTS SNAPSHOT



Trainees supporting early learning math and reading assessments are helping to transform child education in Sint Maarten.

## Fostering Resilient Learning Project

### **How Well Are Children Really Learning?**

Education in Sint Maarten is anything but simple. Step into any classroom and you'll hear children speaking a mix of languages—English, Dutch, Spanish, Creole, French, even Indian dialects—yet when the school day begins, lessons are delivered almost exclusively in English or Dutch.

For years, Sint Maarten had no national system to measure how well young children were learning. That changed with the launch of the Early Grade Reading Assessment and Early Grade Mathematics Assessment under the Fostering Resilient Learning Project. In 2023, the first assessments were administered to first graders in 17 primary schools; a second round followed in June 2025.

### **What the Assessments Revealed**

The results were eye-opening. While students excelled at reading aloud, they struggled to understand what they read. In math, they could solve six additions and four subtractions per minute, but comprehension lagged speed. One of the most striking findings: 88% of the variation in performance was due to differences between schools—indicating that what happens in classrooms truly matters.

Classrooms where teachers used technology like tablets and the internet saw better results with students. Homes where parents read stories or help with homework? Those children scored higher too. The message: education is a team effort.

Most importantly, language matters: 77 percent of students in English-instruction schools spoke English at home, but in Dutch-instruction schools, only 16 percent spoke Dutch at home. The data underscores the need for language policies that reflect reality and support every learner.

### ***Beyond Test Scores: From Data to Action***

The assessments are already reshaping education policy and practice. School boards and principals are working to develop individual report cards and personalized learning plans for students. Discussions are underway to make these assessments annual, helping teachers track progress and tailor instruction. The data will be integrated into the new MMIS to enable long-term monitoring and data-driven decision-making.

Key takeaways from the data:

- Customize assessments to match linguistic and cultural realities.
- Use data not for punishment but to drive targeted support and equity.
- Encourage regional collaboration to share tools and best practices.

[\*\*Click to read the Daily Herald article \(May 2025\)\*\*](#)



*With continued support from the Fostering Resilient Learning Project, these math and reading assessments can help educators, families, and policymakers make real, informed changes, so every child has a chance to succeed.*

## Improving Mental Health Services Project

**PDO:** To improve the capacity of mental health service delivery in Sint Maarten

Financing	Approval Date	Closing Date	January–June 2025 Disbursement	Total Disbursement
US\$10 million	July 28, 2023	June 30, 2027	US\$0.0 million	US\$0.7 million

The Improving Mental Health Services Project (IMHSP) aims to strengthen mental health service delivery in Sint Maarten by bolstering the national system and constructing a new mental health facility. The project is implemented by NRPB in coordination with the Ministry of VSA.

### HIGHLIGHTS

The Government of Sint Maarten secured US\$8 million in counterpart financing through a Capital Expenditures loan from the Netherlands, reflected in the revised 2024 national budget. The funds were deposited into NRPB's project account in June 2025, enabling the Grant Agreement and its First Amendment to take effect on June 24, 2025, including US\$2 million additional financing.

Key milestones include a January 2025 contract with the Trimbos Institute to support mental health reforms under Component 1, and the April 2025 engagement of Politecnica as the design firm for the new Mental Health Foundation facility under Component 2, with preliminary work underway.

A substantial rise in disbursements is expected in the second half of 2025, driven by accelerated implementation, the full rollout of the design assessment, and the Trimbos Institute's completion of key deliverables.

### DEVELOPMENT OBJECTIVES INDICATORS

Indicators	Baseline (2023)	Target (2027)	Actual (2024)	Actual (June 30, 2025)
New mental health patients identified by applying standardized screening tools(Percent)	0	30	0	0
Cases in the mental health care chain managed by healthcare providers according to standardizing protocols(Percent)	0	20	0	0
New Mental Health Foundation facility constructed (Percent)	0	100	0	0

Note: Specific data collection for the first two indicators will start in year 3 of the project.

### RESULTS

**Component 1. Strengthening the National Mental Health System.** During the reporting period, Trimbos Institute began implementing its contract to support the Ministry of VSA in strengthening the national mental health system. Activities advanced in stakeholder engagement, data collection for the strategic mental health plan, situational and cost analysis, and identification of education and training needs within the Ministry, including pilot training and awareness initiatives.

The National Mental Health Promotion and Prevention Working Group was established and met twice. Trimbos will continue supporting the Ministry of VSA to finalize the National Mental Health Strategic Plan and establish sustainable arrangements to reactivate the working group later in 2025.

Implementation of two PDO indicators—identifying new mental health patients using standardized screening tools and managing cases according to standardized protocols—will begin in year three under the Ministry of VSA's oversight. One Intermediate Results Indicator was achieved, with 10 ministry officials trained in mental health governance; additional training is planned to further build capacity.

**Component 2. Construction of a new Mental Health Foundation facility.** During the reporting period, the contract with Politecnica for the design of the new facility was finalized, and design work began. The final design package is expected by January 2026. The design will improve facility quality and provide flexibility to accommodate potential demand increases. Stakeholder coordination ensured that technical requirements and site constraints were incorporated. The project has secured US\$8 million in counterpart funding and an additional US\$2 million from the Trust Fund to support construction of the new facility.

**Component 3. Project management, monitoring, and evaluation.** NRPB has adequate staffing and expertise to deliver planned activities, with all key functions fully staffed in project management, financial management, procurement, E&S, and monitoring and evaluation.

## CRITICAL ISSUES AND PLANS

- Prompt decisions on the mental health facility design are needed to maintain the project schedule. The preliminary design has been endorsed by VSA, MHF, and NRPB and is being finalized for completion by end-September 2025, ahead of public consultations in October. In parallel, bidding documents for the construction contract are being prepared.
- With the Additional Financing effective in June 2025, the next steps are to finalize the facility design and launch the construction bidding in January 2026, enabling significant disbursements under this component by end-June 2026.
- Disbursements under Component 1 are expected to accelerate in the coming months as the Trimbos Institute advances implementation in support of VSA, including training delivery, development of the National Mental Health Strategy, and other key activities.



*“We've made a promise to improve mental health care, and today we've taken a big step toward keeping that promise. This project [Improving Mental Health Services] moves us forward as a government that is delivering for the future of care on our island. This agreement took careful coordination, and it shows how committed we are to seeing this facility built.”*

—Honorable Prime Minister Dr. Luc Mercelina  
(Upon signing a US\$8 million agreement for the construction of Sint Maarten's new Mental Health Foundation facility with NRPB, June 18, 2025)

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

### Emergency Recovery Project I

**PDO:** To contribute to Sint Maarten's immediate emergency recovery needs and strengthen institutional capacity to manage resilient recovery and reconstruction

Financing	Approval Date	Closing Date	January–June 2025 Disbursement	Total Disbursement
US\$119.7 million	July 10, 2018	December 31, 2025	US\$0.79 million	US\$104.6 million

The Emergency Recovery Project I (ERP-I) supports Sint Maarten's immediate emergency recovery and strengthens institutional capacity for resilient reconstruction. NRPB implements ERP-I with technical support from specialized agencies across the Ministries of General Affairs, TEATT, VSA, Justice, and MECYS, the Sint Maarten Housing Development Foundation, and NV GEBE.

### HIGHLIGHTS

During the reporting period, three works contracts were awarded for school gyms, sports facilities, and the Fire and Ambulance expansion/Emergency Operations Center (EOC). Procurement began for GEBE Phase II materials to support underground electrical and water infrastructure. A memorandum of understanding for the emergency Cell Broadcast System was signed, followed by software and hardware contracts, and procurement of weather instruments advanced to late stages.

### DEVELOPMENT OBJECTIVES INDICATORS

Indicators	Baseline (2019)	Target (2025)	Actual (2024)	Actual (June 30, 2025)
Share of households with electrical services resilient to hurricanes	80	89.5	89.5	89.5
Water storage capacity of Sint Maarten utilities (Average daily demand in days)	0.70	1.70	1.70	1.70
Number of citizens benefiting from the investments in emergency response system strengthening (Thousands)	0.0	40.0	40.0	40.0
Percentage of beneficiaries that are satisfied with the quality of housing repairs (Gender disaggregated)	0	80	89.00	89.00
NRPB is established and fully operational (Yes/No)	No	Yes	Yes	Yes
Number of citizens directly benefitting from the project investments	0	10,000	9,603	9,603

### RESULTS

**Component 1. Emergency measures for the recovery of disaster first responders and preparedness facilities.** Three contracts—for school gyms, sports facilities, and the Fire and Ambulance Building expansion/EOC—were awarded to a single international contractor. The Fire and Ambulance expansion/EOC contract, signed in April 2025 after delays related to contractor readiness (including visa and permit processing), carried

a 15-month implementation period from countersignature that would exceed the project closing date even with a proposed six-month extension. Due to concerns about the contractor's capacity to complete the EOC works, the government terminated the contract and requested that this activity be delivered under a different project.

The Memorandum of Understanding for the Cell Broadcast System, involving the Government of Sint Maarten, the regulator (BTP), and providers (Telem and Flow), was signed in May 2025. Contracts for software and hardware were executed shortly thereafter, software installation has begun, and the procurement of weather instruments is ongoing.

**Component 2. Restore Utility Services after Hurricane Irma.** GEBE launched procurement in April 2025 for Phase II of the underground installation of electrical cables and potable water pipes under a force account agreement with NRPB. GEBE is responsible for procuring materials, machinery, and skilled labor. Following the successful completion of the first phase of technical assistance, no further support was initiated due to time and budget constraints.

**Component 3. Housing Repair and Public Buildings Repair and Reconstruction.** Mobilization under the school gym and sports facility contracts was delayed. As of June 2025, the contractor had not submitted the required E&S management plans or mobilized adequate staff and materials. On June 27, 2025, NRPB terminated these contracts on the basis of a fundamental breach of contract. Efforts are ongoing to support repairs under the Trust Fund, potentially through another project.

**Component 4. Institutional Support for Reconstruction.** It was agreed that ERP-I will continue funding the budget gap for NRPB operating costs until the effectiveness of SPEAR.

## CRITICAL ISSUES AND PLANS

- The December 31, 2025, project closing date does not allow sufficient time to implement the terminated contracts. To maintain continuity of strategically important activities, options are being explored to transfer them to another Trust Fund-financed project.
- In March 2025, the World Bank received a restructuring request seeking a six-month extension of the closing date and reallocation between disbursement categories. Because the EOC contract under ERP-I was terminated and may be transferred to another project, the extension request is no longer under consideration. The restructuring will proceed to cancel unused ERP-I funds related to canceled contracts.

## Digital Government Transformation Project

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

Financing	Approval Date	Closing Date	January–June 2025 Disbursement	Total Disbursement
US\$12 million	March 18, 2021	November 30, 2026	US\$0.76 million	US\$4.56 million

The Digital Government Transformation Project (DGTP) strengthens Sint Maarten's digital infrastructure to improve the access, efficiency, and resilience of public administrative services and government systems. NRPB implements the project in close coordination with a Digital Leadership Team (DLT) established by the Ministry of General Affairs to provide government-side technical oversight, coordination, and implementation support. The DLT serves as secretariat and reports to a high-level Project Oversight Committee chaired by the Prime Minister, which monitors implementation and provides strategic guidance.

## HIGHLIGHTS

During the reporting period, nine new activities totaling US\$2.0 million were launched to advance Sint Maarten's digital transformation. Key initiatives include designing a National Digital Identity solution, developing supporting regulations, establishing an Enterprise Architecture framework, installing cybersecurity firewalls, and deploying the Government-Wide Area Network to connect public institutions via high-speed fiber optic infrastructure, thereby improving the reliability and availability of public services.

The launch of the design and development of an eServices tender in May 2025 marked a significant milestone, which is central to achieving the project's objectives.

Despite progress, implementation was delayed by capacity and coordination constraints. The May 2025 Mid-Term Review by NRPB, DLT, and the World Bank confirmed that the PDOs remain relevant but the current pace was insufficient to meet them within the existing timeline. The review recommended a five-month extension and phased implementation of the eServices activity, with consideration of the extension contingent on demonstrated progress in disbursements, initiation of procurement for the keystone activity, and overall advancement of project implementation.

## DEVELOPMENT OBJECTIVES INDICATORS

Indicators	Baseline (2021)	Target (2026)	Actual (2024)	Actual (June 30, 2025)
Share of selected services processed digitally (Percentage)	0	45	0	0
Registries connected with the interoperability platform (Number)	0	5	0	0
Increase in the availability (uptime) to the public of the selected public services (Percentage)	15	99	15	15

## RESULTS

**Component 1. Strengthening the legal, regulatory, and institutional environment.** Significant progress has been made on legislative reforms underpinning digital transformation. Legal consulting firms are supporting the Department of Legal Affairs and Legislation in drafting the National Digital Identity law and the regulatory frameworks for interoperability and Enterprise Architecture, informed by workshops with representatives from ministries, departments, and agencies.

**Component 2. Building digital platforms to enable service delivery.** Significant progress has been made to strengthen the government's digital infrastructure and improve service delivery. New firewalls are fully operational, enhancing network cybersecurity. The design of a national electronic ID, e-signature, and Single Sign-On system is underway in close coordination with government stakeholders and legal consultants. Enterprise Architecture design and implementation continue, providing a blueprint for interoperable, sustainable digital services across government. Government-Wide Area Network installation is nearing completion, and the digitization program—targeting 400,000 records—has been extended and is expected to return to full production in July 2025 after earlier delays.

Procurement for the Address Registry is nearly complete, with implementation slated for Q3 2025 under joint management by the Information and Communication Technology Department and VROMI. The tender to establish a Security Operations Center is in progress, with the bidding package prepared by the DLT and supported by BETF.

**Component 3. User-centered public services.** Following an unsuccessful initial tender to redesign the Public Service Centers, the DLT will now provide design inputs. The service center online complaint system has been reconceived as a standalone, government-wide platform, with implementation scheduled to begin in Q3 2025.

## CRITICAL ISSUES AND PLANS

- The eServices activity will proceed in two phases. NRPB and Government of Sint Maarten will request a five-month extension and project restructuring to facilitate achievement of project objectives.
- The DLT is updating the Digital Government Transformation Roadmap which will be presented to the Council of Ministers and relevant Government stakeholders for approval.
- The DLT is prioritizing capacity, with the recruitment of a project officer and change manager to strengthen project management capacity.
- Stakeholder communication is ramping up through engagement workshops, and targeted press releases to sustain momentum and build public trust.

## Watch: Imagining What's Possible with Digital Transformation

(Government of Sint Maarten 2025)



## Sint Maarten Wastewater Management Project

**PDO:** To increase access to safely managed sanitation services and improve sustainability and resilience of wastewater management.

Financing	Approval Date	Closing Date	January–June 2025 Disbursement	Total Disbursement
US\$10 million	August 8, 2024	June 30, 2028	US\$0.30 million	US\$ 0.84 million

### HIGHLIGHTS

During the reporting period, a key milestone was achieved with the signing of the design and supervision contract for the sewerage network and wastewater treatment plant. A water quality baseline assessment was completed, with data to be published in the coming months. A senior wastewater consultant has been engaged to support VROMI on institutional and regulatory matters and to develop a capacity-building strategy and recommendations to strengthen the ministry's capabilities.

Stakeholder engagement—including with VROMI—has been highly satisfactory and advanced the project. In May 2025, a two-day sanitation workshop brought together national and regional stakeholders for strategic planning to improve sanitation services and biodiversity management. See the full story on page 52.

### DEVELOPMENT OBJECTIVES INDICATORS

Indicators	Baseline (2024)	Target (2028)	Actual (2024)	Actual (June 30, 2025)
People provided with access to safely managed sanitation services (Number)	0	6,300	0	0
Volume of BOD removed by wastewater treatment before discharge (Tonnes/Year)	290	400	290	290
Institutional and financial model for wastewater management has been prepared and submitted to appropriate authority for its implementation (Yes/No)	No	Yes	No	No
Wastewater system operator has prepared water safety crisis and management program for extreme weather events (Yes/No)	No	Yes	No	No

### RESULTS

**Component 1. Wastewater infrastructure investment.** The design and supervision contract for the wastewater network and treatment plant has been signed, and fieldwork to inform the design is underway with active stakeholder engagement. Preparations for the civil works tender are advancing toward a January 2026 launch; the approximately US\$18 million construction contract will require expedited procurement to meet schedule. An independent consultant is reviewing the sludge management strategy—assessing current practices, risks, and technical constraints—and will recommend measures consistent with national and international standards.

**Component 2. Technical assistance for sustainable and resilient wastewater management.** VROMI is developing a comprehensive legal and regulatory framework for the wastewater sector, including strategies for institutional capacity building and long-term service management. A two-day sanitation workshop, held in Sint Maarten with opening remarks by the Minister of VROMI, secured broad stakeholder alignment on strategies and actions to advance implementation. The water quality baseline assessment is complete; processed data will inform impact evaluation and future water quality management.

**Component 3. Project management.** The project has recruited key technical staff to support implementation, including a hydraulic engineer and community engagement specialist. Additionally, a project officer has been hired on a part-time basis to support coordination, monitoring, and implementation activities.

### CRITICAL ISSUES AND PLANS

- Activities remain on schedule, but civil works contracts must be awarded promptly given the limited project duration. Delays in awards would compress the construction window and heighten the risk of overall project delays.



## RESULTS SNAPSHOT



Attendees at a national workshop worked toward improving sanitation services and protecting Sint Maarten's marine ecosystem.

## Wastewater Management Project

### *A Cleaner, More Resilient Sint Maarten*

From crystal-clear waters to vibrant coral reefs, Sint Maarten's natural beauty is more than scenery—it's the heartbeat of the island's economy. But pollution, aging sanitation infrastructure, and environmental degradation are stressing island life. In response, local leaders are stepping up to safeguard public health, marine life, and the tourism-driven economy.

A key milestone came on May 15–16, 2025, with the National Workshop on Citywide Inclusive Sanitation and Marine Ecosystem Protection. Organized by VROMI and NRPB in partnership with the World Bank, the workshop marked a significant step forward under the Wastewater Management Project. The project aims to provide about 9,000 new sewage connections (reaching 6,300 households) and improve the sustainability and resilience of wastewater management.

## A Roadmap for Change

Bringing together national stakeholders, regional partners, and global experts, the two-day workshop focused on five priority areas:

- **Current Challenges:** A diagnostic review identified key gaps in Sint Maarten's sanitation services and marine management.
- **Global Lessons:** Case studies from other coastal and island settings provided lessons learned and adaptable practices.
- **Innovative Tools:** Participants examined data-driven approaches like marine pollution modeling, citizen-led water quality monitoring, and sanitation impact mapping.
- **Policy and Financing:** Governance frameworks and financial strategies were explored to support more sustainable infrastructure.
- **Localized Roadmap:** Work began on a strategic action plan tailored to the island's needs.

Participants also discussed the technical aspects of wastewater treatment, including "connecting the unconnected" and improving onsite sanitation and septic management.

## Progress Through Collaboration

The workshop used the Citywide Inclusive Sanitation approach developed by the World Bank to address urban sanitation challenges, particularly in the context of achieving the Sustainable Development Goals (SDGs). The approach aims to ensure all residents benefit from safe, adequate, and sustainable sanitation services. The workshop supported Sint Maarten's progress toward [SDG 6 \(Clean Water and Sanitation\)](#) and [SDG 14 \(Life Below Water\)](#).

Insights and momentum from the workshop will inform future planning, investment decisions, and policy development. It will be used as a launchpad for moving beyond discussion into coordinated action. In closing the workshop, the Honorable Patrice Gumbs, Minister of VROMI, shared a hopeful vision for the island's future: "Picture a child diving off the jetty at Great Bay in 2030, clear goggles, clearer water. That future is the dividend of the choices we make in this very room."



*By fostering cross-sector collaboration and strengthening local capacity under the Wastewater Management Project, Sint Maarten is not just cleaning up waste—we're building a more resilient, equitable future for generations to come.*

## c. Project Under Preparation

### ***Sustaining Program Effectiveness and Advancing Resilience***

#### ***Ensuring Trust Fund progress provides lasting change for the people of Sint Maarten***

The Sustaining Program Effectiveness and Advancing Resilience (SPEAR) Project aims to strengthen institutional capacity and ensure the long-term sustainability of Trust Fund investments and their outcomes. It is informed by the comprehensive assessment conducted under the 2023 Sustainability and Resilience Initiative, which provided the analytical foundation for its development.

Recognizing the strategic importance of this next phase, the Steering Committee has endorsed a focused approach for the Trust Fund that emphasizes the enhancement of public sector systems, procedures, and policies. This approach includes reinforcing key governance functions that are essential for maintaining and building upon the progress achieved through previous Trust Fund investments.

#### ***Project Status***

During the reporting period, SPEAR remained in the preparatory stage. Efforts concentrated on refining the project's design, identifying activities to be financed, establishing institutional arrangements for implementation, defining key results indicators, and developing potential risk mitigation strategies. Additionally, preliminary findings from the institutional assessment of NRPB were incorporated to inform ongoing project development.

The proposed PDO is to enhance the operational effectiveness of NRPB in implementing Trust Fund projects and strengthen the institutional capacity of the Government of Sint Maarten. The project's two components will be managed by two implementing partners, NRPB and the Ministry of Finance. This project will also provide technical assistance to support the development of the Disaster Reserve Fund.

#### **Milestones for the SPEAR Project**



# Advisory Services and Analytics



Stakeholders visit the renovated Raoul Illidge Sports Complex in Philipsburg.

### ***Digital Government Transformation Project***

Technical support to enhance public services through targeted expertise to improve IT infrastructure and cybersecurity, thereby increasing digital access, efficiency, and resilience for citizens and businesses.

During the reporting period, targeted technical assistance continued to play a key role in advancing the project. Support focused on addressing technical gaps, accelerating procurement, and informing communications and legislative strategies. These efforts are expediting the implementation of digital government reforms and strengthening data protection, critical steps toward driving digital transformation and more efficient service delivery.

See Appendix B for a complete list of Advisory Services and Analytics conducted through the SXM TF.

# Implementation Constraints and Enhancements



World Bank mission and stakeholders visit the Great Salt Pond, where the Nature Foundation, with R4CR support, built a new bird-viewing platform.

## IMPLEMENTATION CONSTRAINTS

During the reporting period, portfolio implementation faced several interrelated constraints, primarily stemming from institutional capacity limitations, procurement challenges, and the technical complexity of project activities. Targeted mitigation measures are being deployed to address these issues and strengthen project delivery.

**Procurement processes continue to slow progress, requiring proactive upstream planning and stronger management.** Delays were largely due to extended preparation and review of technical specifications, limited market responsiveness, and the need to adapt procurement strategies to prevailing pricing and capacity conditions. To address these challenges, several procurement packages were restructured or rebid to enhance competition and ensure value for money. Upstream planning is being reinforced, with technical experts providing hands-on support to refine documentation and expedite critical packages.

**Works contract implementation and monitoring require intensified supervision and coordination.** Although contracts for key activities—such as school gym and sports facility repairs and EOC construction—were signed, contractor mobilization, site readiness, and documentation delays impacted performance. To address this, NRPB has instituted regular site reporting and is actively engaging contractors to resolve bottlenecks and enforce contract provisions.

**Decision-making and interagency coordination remain essential for timely execution.** Multi-stakeholder initiatives, including the national digital identity program and health sector reforms, experienced delays due to unclear implementation mandates and slow approval processes. To mitigate this, roadmaps and accountability matrices are being developed to clarify responsibilities and facilitate timely decisions.

**Regulatory and administrative bottlenecks continue to affect infrastructure project selection and implementation.** Legal and regulatory processes, such as permitting, environmental clearances, and contracting approvals, have delayed works that require construction permits or policy-level authorizations. In response, dedicated focal points within relevant ministries are being designated to facilitate the timely issuance of work and residency permits.

**The technical complexity of certain sector interventions necessitates phased implementation and external expertise.** Projects involving innovative or specialized interventions—such as the Cell Broadcast System for early warning, mental health infrastructure, and wastewater systems—require extended preparation and inter-agency alignment. External technical assistance is being leveraged to advance readiness and maintain momentum.

Despite these constraints, implementation has benefited from the onboarding of qualified technical personnel, targeted project restructuring, and effective rollout of community-based and civil society-led activities. Enhanced coordination among the Government of Sint Maarten, NRPB, and World Bank remains central to resolving challenges and accelerating delivery under the Trust Fund portfolio.

## IMPLEMENTATION ENHANCEMENTS

Effective implementation remains essential to the success of the Trust Fund portfolio, particularly as the program transitions from emergency recovery to sustainable development. During the reporting period, several targeted enhancements were introduced to strengthen portfolio quality, coordination, and long-term impact.

**Building on outcomes from the third Country Portfolio Performance Review, action plans were developed and introduced.** These provided a structured approach to track implementation progress and address project-level challenges. This approach ensures that commitments made during the Country Portfolio Performance Review translate into measurable actions and sustained follow-up.

**The endorsement of the 2025–2028 Strategic Framework marked a pivotal shift from emergency response to sustained recovery and resilience.** The new framework emphasizes results-oriented implementation and efficient resource allocation. Operational improvements were further supported by the rollout of NRPB's Manual of May 2025, which clarifies roles and responsibilities and introduces an eProcurement system designed to streamline workflows and improve coordination between technical and procurement teams.

**Enhanced monitoring and reporting practices, including regular site visits and more intensive supervision, have helped accelerate project delivery and ensure accountability.** PIEs have played a key role in advancing outreach, stakeholder engagement, and knowledge sharing. Through training sessions and consultations they have built capacity and fostered collaboration across stakeholder groups. Together, these enhancements position the Trust Fund to deliver greater efficiency, transparency, and sustainable results as the program transitions toward its long-term development objectives.



# Events and Engagement



Stakeholders work together at a digital government workshop in Sint Maarten.

In the first half of 2025, the SXM TF significantly deepened its engagement with stakeholders and the public through a series of dynamic events and strategic communications. These efforts helped broaden awareness, build connections, and showcase progress across key projects.



In March, the Results and Knowledge Fair convened over 150 participants—including government officials, civil society, development partners, and local high school students. The event served as a platform to share lessons learned about building resilience in small island states and showcase tangible outcomes across the diverse initiatives supported by the Trust Fund.

Local high school students interact with exhibitors and attendees at the 2025 Results and Knowledge Fair.

Momentum continued in May with the MSME Expo, where entrepreneurs, financial institutions, and business leaders had the opportunity to connect, exchange ideas, and highlight the progress of MSMEs supported by the Enterprise Support Project. See the full story on page 30.

That same month, the Workshop on Citywide Inclusive Sanitation and Marine Ecosystem Protection brought together national and regional stakeholders to align and advance strategies for sustainable urban sanitation and coastal environmental management—critical priorities for Sint Maarten’s long-term economic and social resilience. See the full story on page 52.

Closing the first half of the year, the 6th Market Procurement Engagement in Philipsburg attracted over 100 local and international firms. The event offered practical guidance on World Bank procurement regulations and encouraged greater local participation in Trust Fund projects.

Outreach efforts were amplified through multi-channel communications, including regular updates via social media, blog features, and the Trust Fund website. These platforms kept the public and diverse stakeholders informed on the country’s recovery and resilience journey and fostered a stronger connection with the Sint Maarten community. PIEs significantly contributed by organizing training sessions, stakeholder consultations, and knowledge-sharing activities, further enhancing the program’s reach and impact.

Governance and strategic direction were reinforced through five Steering Committee meetings (three formal and two ad hoc), which played a pivotal role in guiding key Trust Fund activities, reviewing evolving recovery needs, and supporting the design and launch of new Trust Fund initiatives.



## HIGHLIGHTS OF COMMUNICATIONS PRODUCTS FROM JANUARY TO JUNE 2025

- Blog: [Navigating Disaster Risk: Sint Maarten's Path to Establish an Innovative Disaster Reserve Fund](#)
- Feature Story: [Rooted Mushroom: A Story of Sustainable Jobs and Growing Success in Sint Maarten](#)
- Results Stories: [Sint Maarten Trust Fund Results Storybook, Volume 3](#)
- Case Study: [Restoring the Princess: Stakeholder Engagement in the Sint Maarten Airport Terminal Reconstruction Project](#)
- Video: [From Recovery to Resilience: Inside Sint Maarten's Transformation \(SXM TF Overview\)](#)



Sint Maarten students explore World Bank development projects worldwide through Virtual Reality (VR) headsets at the SXMTF Results Fair.

- Video and Recap Web Page: [Results and Knowledge Fair](#)
- Social media: Events and key messages were widely disseminated across digital platforms, including Facebook, X (formerly Twitter), LinkedIn, and the World Bank Caribbean communication channels.

A Facebook post from the World Bank Caribbean page. The post features a photo of a person in a blue shirt. A red circular overlay on the left contains the text: "Sint Maarten is turning lessons from past storms into resilience." Below the overlay, there is a bulleted list: "Creating a Disaster Reserve Fund for fast disaster response", "Ensuring the fund independently for transparency and growth", and "Working with existing disaster financing tools to avoid borrowing". At the bottom, there is a link: "http://worldbank.org/SWCRhlyX". The post was made on June 14, 2025.

An X post from the World Bank Climate (@WB\_Climate) account. The post features a photo of a woman in a white tank top holding a large white bag. The caption reads: "Driving resilience & jobs through green-innovation: Stephane, founder of Sprout BV, is turning local waste into opportunity in Sint Maarten—creating a self-sustaining, eco-friendly economy." Below the post, there is a link: "Read more: [worldbank.org/Nk7m5QVLL03](http://worldbank.org/Nk7m5QVLL03)". The post was made on June 14, 2025.

A LinkedIn post from the Sint Maarten Trust Fund (@SMTF\_SintMaarten) account. The post features a photo of a group of people at an event. The caption reads: "Results & Knowledge Fair" and "THANK YOU!". Below the caption, it says: "The Sint Maarten Trust Fund's Second Results and Knowledge Fair was a huge success, thanks to our 160+ attendees and presenters. We appreciate all who are helping to drive change in Sint Maarten, the Caribbean, and beyond. Looking forward to continuing the conversation! Click to see highlights of the event!" At the bottom, there are several smaller photos showing different scenes from the event. The post was made on March 24, 2025.

# Shared Services



A worker contributes to the ongoing construction of the new general hospital in Sint Maarten.

## a. Environmental and Social

**E&S risk.** As of June 30, 2025, 4 out of 9 projects are implemented under the World Bank's Safeguards Policies and the remaining 5 under the Environmental and Social Framework (ESF)<sup>13</sup> (Table 1). The E&S risk of the Sint Maarten portfolio continues without much change. There is 1 high-risk project (safeguards Category A), 1 substantial risk project, and 1 Category F project (safeguards Financial Intermediary). Out of the remaining 6 projects, 2 are partial assessment (safeguards Category B), 2 are moderate risk, and 2 are low risk (including ATRP, which was rated as low in the last ISR right before project closure given no E&S commitments remained). There is 1 project under preparation with a low-risk classification.

**Table 1. Environmental and Social Profile of Projects under the Trust Fund (as of June 30, 2025)**

Projects Under Implementation		
Safeguards Policies - E&S Assessment Category	1 Category A	Emergency Debris Management Project
	2 Category B	Emergency Recovery Project-1 Hospital Resiliency & Preparedness Project
	1 Category F	Enterprise Support Project
ESF - E&S Risk Classification	1 Substantial Risk	Wastewater Management Project
	2 Moderate Risk	Fostering Resilient Learning Project Improving Mental Health Services Project
	2 Low Risk	Digital Government Transformation Project Airport Terminal Reconstruction Project
E&S Performance	7 Satisfactory, 1 Moderately Satisfactory, 1 Highly Satisfactory	
Projects Under Preparation		
ESF - E&S Risk Classification	1 Low Risk: Sustaining Program Effectiveness and Advancing Resilience (SPEAR)	

**E&S performance.** All projects under implementation have a satisfactory performance, except for EDMP, which continues to rate moderately satisfactory, and ATRP, which closed with highly satisfactory. Across the portfolio, Occupational, Health, and Safety is adequately managed, and coordination with contractors and supervising engineers is satisfactory. Stakeholder engagement continues to align with stakeholder engagement plans developed for each project, and the communication to the World Bank of results of consultations improved. Despite challenges faced during implementation, the resettlement process under EDMP is almost complete (only one Project Affected Person still needs to be permanently relocated), and the Livelihood Restoration Plan is fully implemented.

**E&S portfolio coordination.** The World Bank and NRPB's E&S teams did not have a dedicated E&S portfolio review in the reporting period, but they continued coordination through virtual channels and dedicated meetings in the context of project missions.

<sup>13</sup> The Environmental and Social Framework (ESF) applies to all new Investment Project Financing operations with Concept Note meetings on or after October 1, 2018.

**Grievance Redress Mechanisms.** All projects continue to have a grievance redress mechanism in place. NRPB has an institutional mechanism that covers all projects they implement and includes provisions for sexual exploitation and abuse and sexual harassment grievances and anonymous complaints. No such grievances were received in the reporting period.

## b. Procurement

In the first half of 2025, procurement implementation made progress, completing 353 out of 416 activities, which represent 85 percent of procurement activities across the portfolio. Works contracts continue to dominate, accounting for 66 percent of total procurement value. While procurement teams are adequately staffed, indicating satisfactory capacity overall, some procurement challenges remain. Delays persist throughout the procurement process—from initial stages (advertisement, award, signing) to contract completion. Of the procurement activities in the portfolio, 46 percent are delayed, with an average delay of more than 200 days.

Several factors contributed to the procurement delays: slow progress in obtaining technical specifications and completing evaluations; protests by local contractors against award of contract to a foreign bidder; delays in securing residence and work permits for foreign workers; termination of contracts for the repair of school gyms, sports facilities, and the EOC building due to fundamental breach of contract by the contractor; and cancellation of the award of contract for the construction of the SML School due to delay of contract signature by the awardee. The fundamental breach of contracts relates to, among others, failure by the contractor to secure the site after taking possession of it and failure to start working on the site.

To address these procurement challenges, better coordination is needed among the PIEs' procurement teams, technical teams, and evaluation committees. On the NRPB side, its Manual of May 2025—clarifying roles and responsibilities—along with their eProcurement system, will help address previous delays caused by coordination challenges between technical and procurement teams and delays in evaluation since those can now be done both physically and virtually. Closer collaboration between PIEs and the government is also essential to help contractors obtain necessary permits promptly. To address the Systematic Tracking of Exchanges in Procurement (STEP)<sup>14</sup> update delays, the World Bank has provided training and hands-on support to all PIEs, who also have access to online training on the World Bank procurement framework, STEP, and related topics.



*NRPB's Manual of May 2025 clarifies roles and responsibilities and introduces an eProcurement system to address previous delays and improve coordination between technical and procurement teams.*

On June 17, 2025, NRPB held the 6th Market Procurement Engagement in Philipsburg and online for both local and international firms. The event attracted over 100 firms from Sint Maarten, China, Curacao, France, Panama, Suriname, Trinidad Tobago, and the United States. The event was widely praised for its organization and key messages on World Bank procurement regulations, bidding procedures and opportunities in Trust Fund projects, and highlights of NRPB's Procurement Manual and eProcurement system. Local participants welcomed the upcoming World Bank requirement for 30 percent of civil works contracts costs to be used for local employment, which ensures that locals will benefit from Trust Fund projects and reduces the risk of future protests.

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<sup>14</sup> The World Bank's STEP is an online platform that integrates procurement planning with project implementation. It enables implementing agencies to track activities in real time, strengthen accountability, build staff capacity, and generate standardized reports for timely decision-making and improved transparency.

## c. Financial Management

All Trust Fund projects have consistently complied with financial management covenants, maintaining satisfactory financial management performance and moderate financial management risk ratings. Financial management systems, procedures, and controls are effective. Financial statements (Interim Financial Reports and Annual Audited Financial Statements) are submitted to the World Bank on time and external auditors regularly issue unqualified opinions without reporting internal control issues.

Some challenges have been identified in the budgeting processes and reporting for certain projects within the portfolio. In response, refresher training will be provided to help project teams develop realistic budgets and accurately report on their implementation, supporting transparent and efficient project management.

Further, key issues identified during the August 2024 portfolio financial management review—primarily the integration of the SXM TF into the national budget and the enhancement of internal control arrangements—are under consideration for implementation. These measures aim to strengthen the country's financial management systems, incentivize national capacity building, enhance performance, and improve internal audit functions across projects.

# Appendices



## a. Project Ratings for Trust Fund Projects Under Implementation as of June 30, 2025

Project ID	Project Name	Project Ratings			Approval Date	Revised Closing Date
		Development Objective <sup>15</sup>	Implementation Progress	Overall Risk <sup>16</sup>		
P167339	Emergency Recovery Project I	MS	MS	M	10-Jul-2018	31-Dec-2025
P167347	Emergency Debris Management Project	MU	MU	H	20-Dec-2018	31-Dec-2026
P167532	Hospital Resiliency and Preparedness Project	S	S	L	16-Aug-2018	29-May-2026
P168549	Enterprise Support Project	S	S	M	04-Apr-2019	30-Jun-2028
P172611	Digital Government Transformation Project	MS	MS	M	18-Mar-2021	30-Nov-2026
P172753	Fostering Resilient Learning Project	MS	MS	M	09-Jun-2022	30-Apr-2027
P177679	Improving Mental Health Services Project	S	MS	M	28-Jul-2023	30-Jun-2027
P179067	Wastewater Management Project	S	S	S	08-Aug-2024	30-Jun-2028

*Development Objective and Implementation Progress ratings: HS=Highly Unsatisfactory, S=Satisfactory, MS=Moderately Satisfactory, MU=Moderately Unsatisfactory, U=Unsatisfactory, HU=Highly Unsatisfactory.*

*Risk ratings: H=High, S=Substantial, M=Moderate, L=Low*

<sup>15</sup> Development Objective ratings are used by the World Bank to assess the extent to which a project is achieving its intended outcomes as defined in the PDO. Ratings are based on progress toward the project's stated goals and measurable results for beneficiaries.

<sup>16</sup> Risk ratings in World Bank projects reflect the overall level of risk associated with achieving project objectives, considering factors such as technical complexity, institutional capacity, fiduciary management, and E&S safeguards. Ratings help guide project supervision, resource allocation, and mitigation strategies throughout implementation.

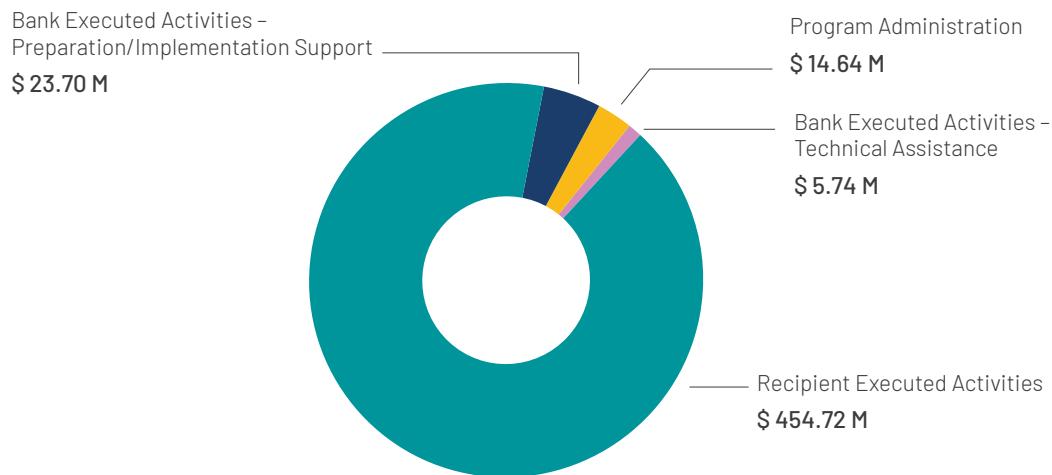
## b. Ongoing and Completed Advisory Services and Analytics

Task ID	Task Name	Status	Date of Completion
<b>P166553</b>	Sint Maarten Recovery RAS	Dropped	-
<b>P166664</b>	Sint Maarten Recovery, Reconstruction and Resilience Programmatic Approach	Completed	14-Jun-2021
<b>P169884</b>	Tourism Sector Recovery Strategy Support	Completed	31-Mar-2021
<b>P170066</b>	Sint Maarten Public Expenditure Review	Completed	30-Oct-2020
<b>P170197</b>	Sint Maarten Debris Management	Completed	28-Apr-2020
<b>P170202</b>	Sint Maarten Emergency Advisory Support	Completed	23-Apr-2019
<b>P170204</b>	Low Income and Affordable Housing	Completed	01-Apr-2021
<b>P170205</b>	Sustainable Solid Waste Management	Completed	01-Jun-2021
<b>P171480</b>	Support to the Sint Maarten Airport Corporate Governance Task Force	Completed	19-Oct-2021
<b>P178433</b>	Analysis for Establishing the Sint Maarten Disaster Reserve Fund	Completed	26-Jun-2024
<b>P171978</b>	<b>Sint Maarten Digital Government Transformation Project</b>	<b>Ongoing</b>	<b>26-Jun-2025</b>
<b>Study</b>	Rapid Housing Sector Assessment	Completed	
<b>Study</b>	Airport Corporate Governance Assessment	Completed	
<b>Study</b>	Sint Maarten Hospitality Reconstruction Financing Due Diligence	Completed	
<b>Study</b>	Long-term waste studies	Completed	
<b>Study</b>	Mid-Term Evaluation of SXM TF	Evaluation	
<b>Study</b>	<b>Country Environmental Analysis</b>	<b>Ongoing</b>	
<b>Study</b>	<b>Sustainability and Resilience Initiative</b>	<b>Ongoing</b>	

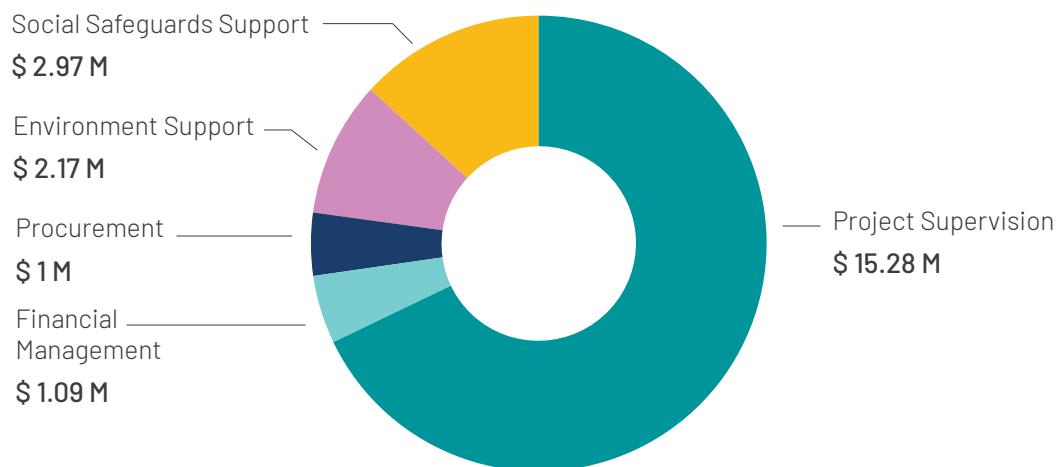
### c. Financial Report as of June 30, 2025

Semi-Annual Report 2025	
January 1–June 30, 2025	
PROGRAMMED AND REMAINING FUNDS	End of Reporting Period 1
Programmed and Remaining Funds (US\$ Million)	
Funds Received from Netherlands	519.42
Investment Income	49.35
Envelope	568.77
Total Administration Fees Charged to Date	13.94
<b>A. Total Programmable Funds</b>	554.83
<b>B. Total Portfolio (Recipient-Executed Projects)</b>	454.72
<b>C. Total Portfolio (World Bank-Executed Activities)</b>	44.08
Current Pipeline Details	15.50
Current Pipeline Details Administration Fees (Pipeline Only)	0.47
<b>D. Total Pipeline, Including Administration Fees</b>	15.97
<b>E. Unprogrammed = A - (B+C+D)</b>	40.07

d. Cumulative Allocation of Funds as of June 30, 2025  
(US\$ millions)



e. Cumulative Disbursement of Preparation and Implementation Support by Category as of June 30, 2025 (US\$ million)



## f. Disbursement by Activities Summary (Recipient-Executed + Bank-Executed)

Activities	Budget Allocated	Total Disbursed	Undisbursed by June 30, 2025	Disbursement Jan-June 30, 2025
<b>SXM TF Total</b>	<b>\$ 498,799,874</b>	<b>\$ 365,189,153</b>	<b>\$ 133,610,722</b>	<b>\$ 15,125,073</b>
<b>Emergency Recovery I Project</b>	\$ 55,200,000			
Additional Financing	\$ 45,000,000	\$ 104,693,035	\$ 15,006,965	\$ 798,383.23
2nd Additional Financing	\$ 19,500,000			
<b>Hospital Resiliency and Preparedness Project</b>	<b>\$ 25,000,000</b>			
Additional Financing	\$ 3,610,000	\$ 34,301,032	\$ 1,308,968	\$ 5,926,840
2nd Additional Financing	\$ 7,000,000			
<b>Enterprise Support Project</b>	<b>\$ 25,000,000</b>	<b>\$ 23,430,207</b>	<b>\$ 1,569,793</b>	<b>\$ 1,476,822</b>
<b>Emergency Debris Management Project</b>	<b>\$ 25,000,000</b>			
Additional Financing	\$ 60,000,000	\$ 32,466,841	\$ 52,533,159	\$ 1,569,017
<b>Improving Mental Health Services Project</b>	<b>\$ 8,000,000</b>			
Additional Financing	\$ 2,000,000	\$ 700,118	\$ 9,299,882	\$ -
<b>Fostering Resilient Learning Project</b>	<b>\$ 26,780,000</b>			
Project Preparation Grant	\$ 621,168	\$ 3,512,806	\$ 23,888,362	\$ 753,175
<b>Digital Government Transformation Project</b>	<b>\$ 12,000,000</b>	<b>\$ 4,558,583</b>	<b>\$ 7,441,417</b>	<b>\$ 760,763</b>
<b>Wastewater Management Project</b>	<b>\$ 10,000,000</b>	<b>\$ 844,477</b>	<b>\$ 9,155,523</b>	<b>\$ 301,666</b>
<b>Subtotal - Projects Under Implementation</b>	<b>\$ 324,711,168</b>	<b>\$ 204,507,099</b>	<b>\$ 120,204,069</b>	<b>\$ 11,586,666</b>
<b>Emergency Income Support and Training Project</b>	<b>\$ 21,914,674</b>	<b>\$ 21,914,674</b>	<b>\$ -</b>	<b>\$ -</b>
Red Cross Roof Repair Project	\$ 3,745,130	\$ 3,745,130	\$ -	\$ -
<b>Civil Society Partnership Facility for Resilience Project</b>	<b>\$ 7,200,000</b>			
Project Preparation Grant	\$ 147,793			
<b>Child Resilience and Protection Project</b>	<b>\$ 4,488,000</b>			
Project Preparation Grant	\$ 512,000	\$ 4,984,060	\$ 15,940	\$ -
<b>Airport Terminal Reconstruction Project</b>	<b>\$ 72,000,000</b>			
Additional Financing	\$ 20,000,000	\$ 81,523,878	\$ 10,476,122	\$ -
<b>Subtotal - Projects Completed</b>	<b>\$ 130,007,597</b>	<b>\$ 119,271,699</b>	<b>\$ 10,735,899</b>	<b>\$ -</b>
<b>Bank-executed activities</b>	<b>\$ 44,081,109</b>	<b>\$ 41,410,355</b>	<b>\$ 2,670,754</b>	<b>\$ 3,634,027</b>
Preparation and implementation support	\$ 23,701,748	\$ 22,513,378	\$ 1,188,371	\$ 1,622,685
Advisory services and analytics	\$ 5,739,361	\$ 5,189,809	\$ 549,552	\$ 420,929
Program management and administration	\$ 14,640,000	\$ 13,707,169	\$ 932,831	\$ 1,590,413





[sintmaartenrecovery.org](http://sintmaartenrecovery.org)

 **Sint Maarten**  
TRUST FUND



Government of  
the Netherlands



WORLD BANK GROUP  




Aan  
Van

Aan de Staatssecretaris  
Van DGKR

## Nota Kamerbrief halfjaarrapportage 2025 trustfonds wederopbouw Sint Maarten

## Aanleiding

De Wereldbank heeft op 14 oktober 2025 de halfjaarrapportage 2025 van het *Sint Maarten Reconstruction and Resilience Trust Fund* (SXM TF) gepubliceerd. Met de bijgaande brieven biedt u de rapportage aan de Eerste en Tweede Kamer aan, conform de toezegging de Kamer halfjaarlijks te informeren over de voortgang van de wederopbouwactiviteiten op Sint Maarten.

## Geadviseerd besluit

U wordt verzocht in te stemmen met deze nota en de bijgevoegde brief aan de Eerste en Tweede Kamer te ondertekenen.

Kern

- De Wereldbank rapporteert tweemaal per jaar over de voortgang van de wederopbouwactiviteiten op Sint Maarten. De huidige halfjaarrapportage beschrijft de ontwikkelingen over de periode 1 januari – 30 juni 2025.
- De rapportage laat een voortdurend positieve trend zien in de uitvoering van de trustfondsprojecten. Belangrijke mijlpalen zijn de volledige ingebruikname van het vliegveld, aanzienlijke voortgang bij de bouw van het nieuwe ziekenhuis, en afronding van het succesvolle NGO-programma R4CR.
- De rapportage benoemt ook structurele uitdagingen, met name:
  - tekort aan institutionele en technische capaciteit binnen de overheid van Sint Maarten;
  - vertraging in aanbestedingen en contractbeheer;
  - noodzaak tot voortgang in de institutionele hervormingen voor duurzaam afvalbeheer.
- Nederland ondersteunt Sint Maarten hierbij via het bilaterale ondersteuningsprogramma dat zich richt op kennisoverdracht en versterking van het ministerie van VROMI, onder meer bij het oprichten van een *Waste Authority* en invoering van afvalwetgeving en -heffingen.
- De prioritaire projecten – het Emergency Debris Management Project (EDMP) en het Sint Maarten Waste Management Project – blijven de komende periode centraal staan in de Nederlandse inzet binnen de stuurgroep.
- Over het EDMP loopt een discussie, omdat het project niet kan worden afgerond binnen de looptijd van het Trust Fund. U bent hierover geïnformeerd.

## Toelichting

Hieronder worden de elementen uit de Kamerbrief verder toegelicht.

**Onze referentie**

2025-0000633211

**Datum**

28 november 2025

### *Voortgang*

### *wederopbouw*

In de eerste helft van 2025 zijn zichtbare resultaten geboekt:

- De volledig herbouwde luchthaven *Princess Juliana International Airport* is operationeel met een capaciteit van 2,5 miljoen passagiers per jaar.
- Het nieuwe ziekenhuis bereikt de ruwbouwfase; medische verwijzingen naar het buitenland namen met 88% af.
- Het Enterprise Support Project verstrekte in totaal \$19,3 mln. aan 300 lokale MKB-bedrijven.
- Het NGO-programma R4CR werd succesvol afgerond met 92 sub-projecten.

### *Uitdagingen*

De Wereldbank signaleert vertraging bij enkele projecten door gebrek aan capaciteit en ervaring met complexe aanbestedingen. De technische assistentie aan Sint Maarten is daarom uitgebreid met directe begeleiding bij projectmanagement en contractvoorbereiding.

### *Prioritaire projecten*

- Emergency Debris Management Project (EDMP, \$85 mln.): haalbaarheidsstudie afgerond en de compensatie van bewoners voltooid. Het terrein is overgedragen aan het ministerie van VROMI. Start van de bouw is later dan gepland, Nederland biedt extra ondersteuning.
- Sint Maarten Waste Management Project (US\$ 10 mln.): de eerste fase (ontwerp en basislijnmetingen) succesvol afgerond. Uitvoering van dit project loopt tot de uiterste einddatum van het trustfonds (december 2028).

### *Vooruitblik*

In de tweede helft van 2025 ligt de nadruk op versnelling van aanbestedingen, versterking van uitvoeringscapaciteit en het voorbereiden van een verantwoorde afronding van de projecten richting 2028.

### *Politieke context*

De Tweede Kamer is sinds 2018 structureel geïnformeerd over de voortgang van het trustfonds. Bijzondere aandacht gaat uit naar de resultaten van de prioritaire projecten.

### *Communicatie*

De Kamerbrief en rapportage worden na verzending openbaar gemaakt op rijksoverheid.nl en de website van de Wereldbank. Er wordt geen separate actieve perscommunicatie voorzien.

## **Informatie die niet openbaar gemaakt kan worden**

### *Motivering*

In de openbaar gemaakte versie van deze nota zijn alle persoonsgegevens van ambtenaren geanonimiseerd.

**Bijlagen**

<b>Volgnummer</b>	<b>Naam</b>	<b>Informatie</b>
1a	Eerste Kamerbrief halfjaarrapportage 2025 trustfonds wederopbouw Sint Maarten	Ter ondertekening
1b	Tweede Kamerbrief halfjaarrapportage 2025 trustfonds wederopbouw Sint Maarten	Ter ondertekening
2	Halfjaarrapportage 2025 trustfonds wederopbouw Sint Maarten	Ter informatie en als bijlage bij de Kamerbrieven

**Onze referentie**  
2025-0000633211

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28 november 2025