2025



Sint Maarten Reconstruction, Recovery, and Resilience Trust Fund

ANNUAL REPORT







SintMaarten TRUST FUND

Government of the Netherlands

WORLD BANK GROUP

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Acknowledgments

The World Bank Sint Maarten Trust Fund Program Secretariat extends its sincere gratitude for the assistance received in completing this report and the contributions from the Project Implementation Entities: National Recovery Program Bureau, Sint Maarten Medical Center, VNG International, Princess Juliana International Airport Operating Company N.V., and UNICEF Netherlands. The report reflects the findings, interpretations, and conclusions of work these entities and the World Bank teams completed January 1 to December 31, 2025. All dollar amounts are U.S. dollars unless otherwise indicated.

Design Sharon Fisher / Sint Maarten Trust Fund

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JANUARY 1 – DECEMBER 31, 2025

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

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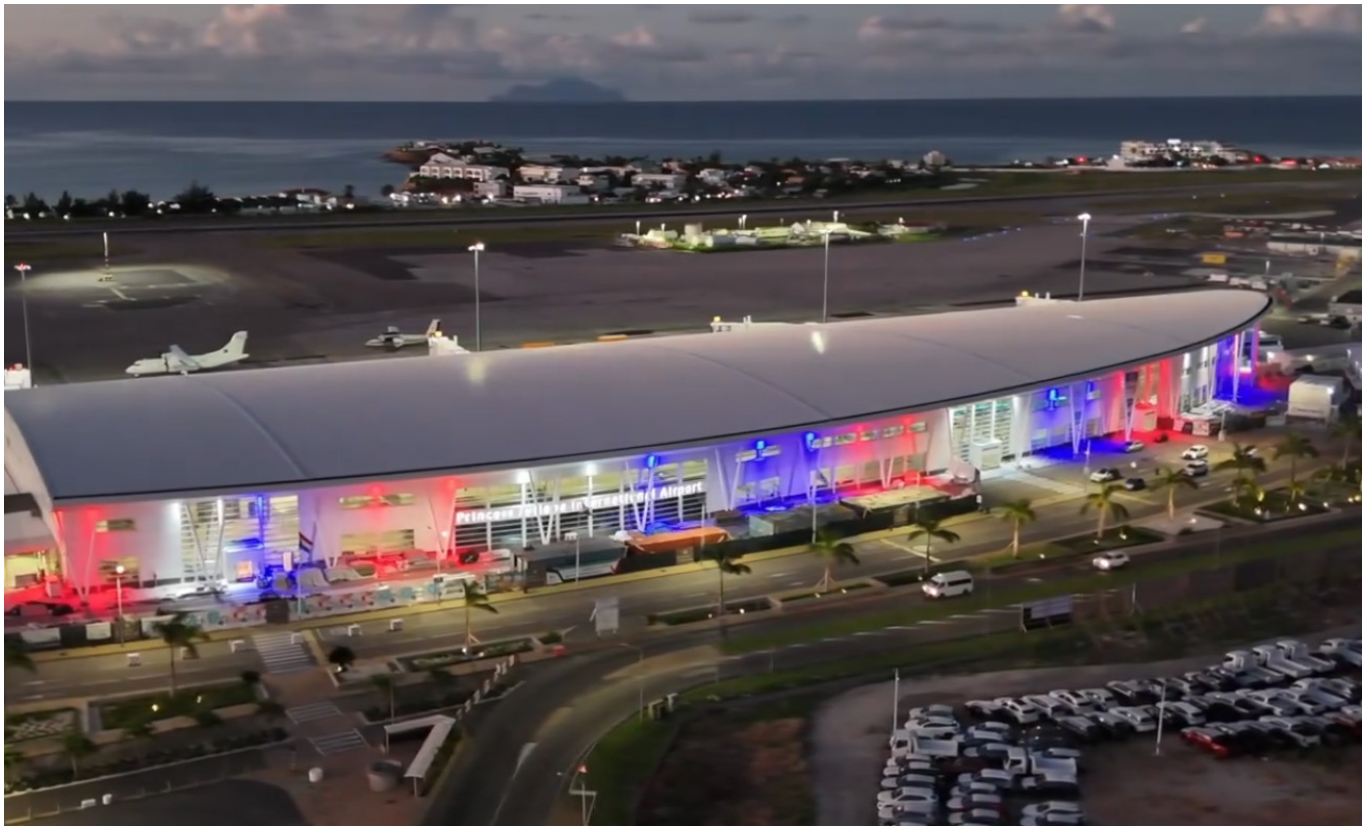
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Acronyms

BE	Bank-Executed
CSO	Civil Society Organization
MECYS	Ministry of Education, Culture, Youth and Sports
MSME	Micro, Small, and Medium Enterprise
NRPB	National Recovery Program Bureau
PJIA	Princess Juliana International Airport
PJIAE	Princess Juliana International Airport Operating Company N.V.
PIE	Project Implementation Entity
R4CR	Resources for Community Resilience
RE	Recipient-Executed
SMGH	St. Maarten General Hospital
SMMC	St. Maarten Medical Center
SPEAR	Sustaining Program Effectiveness and Advancing Resilience Project
UNICEF NL	UNICEF The Netherlands
VNGI	VNG International (International Cooperation Agency of the Association of Netherlands Municipalities)
VROMI	Ministry of Public Housing, Spatial Planning, Environment and Infrastructure



Reconstructed. Reinforced. Reinvented. Princess Juliana International Airport shines brighter than ever—delivering a stronger, safer, world-class gateway that is a boon to the tourism economy. See the full story on page 21.

Foreword

Eight years on, the Sint Maarten Reconstruction, Recovery, and Resilience Trust Fund continues with a more focused portfolio—and 2025 made clear how far the island has come. Over the years, I have seen the program evolve from a focus on urgent recovery to one that is now delivering systems, services, and institutional capacity that will endure. What began as a response to crisis has become a platform for long-term resilience, with the Government of Sint Maarten taking increasing ownership of its development path.

The endorsement of the 2025–2028 Strategic Framework by the Steering Committee in June marked an important shift. With a sharper focus on government ownership, institutional capacity, and nationally led resilience, the program has moved decisively beyond emergency response toward sustainable development.

This year also marked key transitions. The completion of the Princess Juliana International Airport stands as a visible symbol of recovery and of what sustained partnership can achieve. The Trust Fund supported civil society to strengthen more than 50 local organizations, leaving a defining contribution to local communities. These milestones reflect a broader shift—from implementation to national stewardship.

Across the portfolio, results are increasingly translating into sustained impact. Support to small businesses is contributing to job creation and private sector growth. Healthcare services are improving, with the new hospital advancing toward completion in 2026. Education systems are stronger, digital investments are enhancing public service delivery, and progress in waste management and sanitation is supporting both public health and the tourism economy.

Looking ahead, the priority is to support the long-term impact of these gains. Strengthening government systems, public financial management, and institutional capacity will be critical to sustaining progress over time. This will define the long-term success of the Trust Fund.

This report reflects the strength of the partnership between the Government of Sint Maarten, the Government of the Netherlands, and the World Bank. I am proud of what has been achieved and confident in the next phase of Sint Maarten's resilience journey.



Lilia Burunciuc

Division Director and Chair
Sint Maarten Trust Fund Steering Committee

Executive Summary

Now in its eighth year, the impacts of sustained support from the Sint Maarten Reconstruction, Recovery, and Resilience Trust Fund have become clearly visible across the island. This Annual Report presents the results, activities, and unaudited financial data of the Trust Fund from January 1 to December 31, 2025. The portfolio encompasses 13 projects: 8 active and 5 closed, including 2 completed in 2025.

Focus Area 1: Promote Sustainable Economic Recovery

Sint Maarten's economy relies heavily on tourism, local businesses, and reliable infrastructure, and in 2025, tangible results were delivered across all three. Princess Juliana International Airport (PJIA) is fully restored and upgraded, bringing the island's main gateway back to full capacity with improved hurricane resilience—completed under budget.

Support for micro, small, and medium enterprises (MSMEs) continues to fuel private sector growth and strengthen economic resilience. More than 320 enterprises have received about US$20 million in financing to invest in and expand operations; 43 percent were owned or managed by women. The first MSME Expo in May strengthened connections among entrepreneurs, financial institutions, and government stakeholders.

All people affected by planned activities at the solid waste disposal site have been relocated, creating a buffer zone around the area to protect nearby communities and facilitate landfill upgrades. A new weighbridge will help measure all waste coming into the landfill, providing crucial data for authorities. Groundwork is progressing well to rehabilitate and upgrade the wastewater treatment plant so it can safely manage expanded sanitation services. In addition, plans to extend the sewerage network will connect more underserved households in the Cul de Sac area.

Focus Area 2: Invest in Citizens and Resilient Communities

Investments in health, education, and community services are producing measurable results. Construction of the new St. Maarten General Hospital (SMGH) made substantial progress, while upgrades to the existing facility reached completion. Overseas medical referrals have been reduced by 88 percent, and patient satisfaction rose to 85 percent. Regarding mental health reform, a contract signed with the Trimbos Institute in January supported systemwide improvements, stakeholder engagement, capacity building, and development of a strategic plan.

At the community level, 91 subprojects have directly benefited over 20,360 people, creating safer spaces, expanding access to social services, and strengthening disaster preparedness. Fifty-eight local civil society organizations (CSOs) strengthened their skills to deliver programs, particularly for vulnerable families, youth, and the elderly.

In education, demolition is clearing the way for two upgraded primary schools and a new main library. A second national learning assessment in June is institutionalizing systemwide data to guide education strategy.

Focus Area 3: Build the Foundation and Capacity to Improve Long-Term Resilience and Good Governance

The government's digital transformation made big gains: three government departments are now digitally connected through a secure network, cybersecurity firewalls became operational, and 400 civil servants received cybersecurity training to help safeguard data. Progress continues on a national e-ID, e-signature, and Single Sign-On system.

From a fully restored international airport to the advancing construction of a new general hospital and a local business sector energized by millions in financing, eight years of investment are delivering on-the-ground results and stronger public systems that Sint Maarten can sustain and build on.



Investments in the disaster preparedness framework advanced with successful field testing and staff training on the new Cell Broadcast System, enabling direct-to-mobile emergency alerts. About 17.6 kilometers of electricity distribution lines were placed underground to reduce vulnerability during storms.

The Government of Sint Maarten and the World Bank approved the Sustaining Program Effectiveness and Advancing Resilience (SPEAR) Project[1] to strengthen public systems and institutional capacities and safeguard jobs to support the long-term sustainability of Trust Fund investments. The project also supports the creation of a Disaster Reserve Fund, which would give Sint Maarten dedicated resources to respond quickly to disasters without compromising its public finances.

Governance and Strategic Communications

The Steering Committee held three meetings in 2025—two formal meetings, and one extraordinary session—providing strategic guidance and oversight across the portfolio. The Country Management Unit also organized a Country Portfolio Performance Review,[2] which convened Trust Fund stakeholders to discuss and evaluate performance across all financed projects.

The Trust Fund program reached a key milestone with the Steering Committee's endorsement of the 2025–2028 Strategic Framework in June. This results-driven framework aligns with the government's National Recovery and Resilience Plan and emphasizes institutional capacity, sustainability, and knowledge transfer.

Throughout the year, stakeholders, including the public, were kept informed and engaged through communication channels and knowledge-sharing events like the Results and Knowledge Fair, technical workshops, and community consultations.

Building on these achievements, the Trust Fund will prioritize resilient core infrastructure and stronger national systems for disaster preparedness in 2026. Transition planning, institutional handover, and knowledge-sharing will be critical to equip Sint Maarten with stronger institutions, skills, and systems to sustain progress on its own.

1 SPEAR was approved by the World Bank in December 2025, and became effective in early 2026.

2 The review meeting is a joint, participatory World Bank portfolio management mechanism.

Results Highlights

as of December 31, 2025

$17.74M disbursed between January and December 2025

US$330.02M
total disbursed

US$454.53M
total committed[3]

13 total projects
8 active
5 completed
(2 in 2025)

Health

85% patient satisfaction reported in new SMMC hospital streamlined surveys, a rise of 25% from three years ago

88%
reduction in overseas medical referrals for specialized care so fewer residents need to travel abroad

10-year
mental health vision and strategic plan drafted for government review, a major step in reform

Economy

321
MSMEs received financing support

~US$20M
in financing packages to foster business growth

43%
were women-owned or managed businesses

374 total entrepreneurs participated in training in business fundamentals

3 US$454.53 million in Recipient-Executed financing and US$47.07 million in Bank-Executed financing comprise total cumulative Trust Fund grant commitments of US$501.60 million.

Infrastructure

17.6km electricity cables placed underground to prevent service disruption in extreme weather

2 school sites and the main library demolished to make way for upgraded structures

Digital

65,000
paper public records digitized and validated with thousands more to be processed

3
government sites digitally connected, increasing coordination and efficiency

400
civil servants received cybersecurity training to safeguard data

Community

91
community subprojects completed

20,365
direct beneficiaries (more than double the target)

58
local CSOs strengthened their skills to deliver programs

24 student groups evaluated in 2nd learning assessment to inform education strategy

Environment

1 weighbridge installed at solid waste disposal site to help measure waste entering the landfill, providing data to authorities for a more efficient waste management system

About the Trust Fund

The Sint Maarten Trust Fund was launched in 2018 to support recovery in the wake of widespread devastation caused by Hurricanes Irma and Maria—not simply to rebuild what was lost, but to help the country build back stronger, safer, and more resilient.

The Trust Fund represents a unique partnership between the Government of the Netherlands, the Government of Sint Maarten, and the World Bank. Their shared commitment combines financial resources, technical expertise, and local knowledge and leadership to address the island's most urgent needs and deliver meaningful results.

A broad portfolio of projects affects every aspect of island daily life: repairing and upgrading critical infrastructure, including the airport, hospital, schools, and homes; strengthening disaster preparedness and recovery; improving wastewater management and sanitation; modernizing public services; and supporting small businesses that create jobs and keep the economy moving.

Originally envisioned to close in 2025, the Trust Fund now runs through June 2028, giving partners the necessary time to help advance sustainable outcomes for communities across Sint Maarten.



Watch the Trust Fund's journey from recovery to resilience

Structure

The Trust Fund is financed by the Government of the Netherlands, administered by the World Bank, and implemented by the people and Government of Sint Maarten. All funds are managed in accordance with World Bank policies and procedures, including those related to financial management, procurement, and environmental and social safeguards. Implementation is subject to regular supervision missions and independent audits.

Most Trust Fund activities are executed or managed by the Government of Sint Maarten and its six designated Program Implementation Entities (PIEs). For detailed governance arrangements, see Appendix B.

NRPB

Established by law in Sint Maarten, the National Recovery Program Bureau is an independent administrative agency tasked with overseeing the implementation and coordination of several projects

SXM

Princess Juliana International Airport Operating Company N.V. (PJIAE)

SMMC

St. Maarten Medical Center

VNG International

International Cooperation Agency of the Association of Netherlands Municipalities

unicef voor ieder kind

The Netherlands Committee for UNICEF Foundation, an independent entity affiliated with the United Nations Children's Fund (UNICEF)

Government of Sint Maarten Ministry of Finance

Click partner logos to find out more

Strategy

The Strategic Framework (2025–2028)[4] guides the second phase of the Trust Fund, focusing on consolidating recovery gains while strengthening the foundations for long-term resilience.

Building on lessons from the first phase and insights from the 2022 Mid-Term Review and portfolio stock-take, the updated framework adopts a more results-driven approach. It refines objectives and outcomes, strengthens the program's Theory of Change, and aligns interventions with measurable results and institutional sustainability.

The overarching goal of the Trust Fund is to advance the recovery of Sint Maarten while improving resilience to natural disasters. To achieve this, the framework prioritizes investments that restore resilient infrastructure, strengthen economic recovery, expand access to essential services, and reinforce institutions responsible for disaster preparedness and public service delivery.

As the Trust Fund enters its most consequential phase, the framework emphasizes sustainability and a structured transition toward government-led resilience.

FOCUS AREA 1

Promote Sustainable Economic Recovery

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.

FOCUS AREA 2

Invest in Citizens and Resilient Communities

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.

FOCUS AREA 3

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

Objective 7. Improve capacity for disaster response.

Objective 8. Strengthen and modernize public sector capacity.

Click to explore the Focus Areas

4 The Strategic Framework was updated and approved by the Trust Fund Steering Committee in 2025, superseding the original framework established at program inception. Strategic priorities and intended results have changed. For details on the prior phase, refer to the original framework.

Projects

Trust Fund active and completed projects by Focus Area, with their objectives and the entities responsible for implementation.

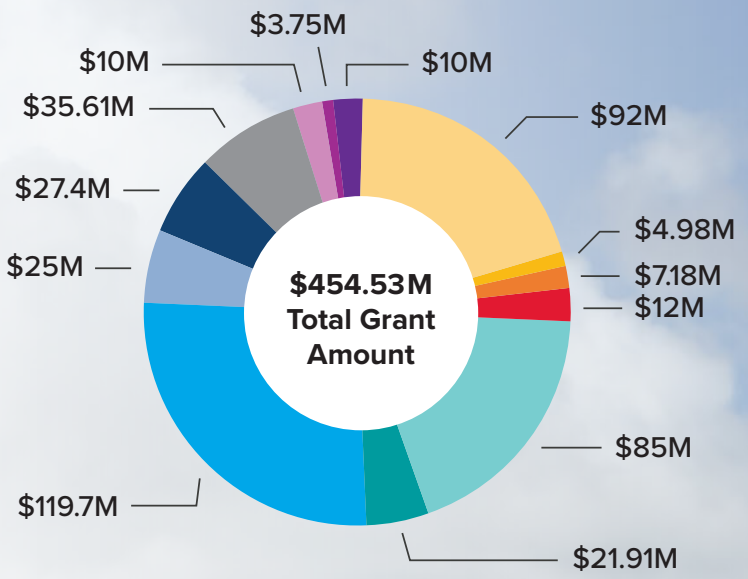
FOCUS AREA 1 **Promote Sustainable Economic Recovery**	Airport Terminal Reconstruction Project *(closed 2025)*	Restore the passenger capacity of PJIA to pre-Irma levels with improved resilience toward hurricanes	PJIAE
	Emergency Debris Management Project	Manage debris from the hurricane and reconstruction activities to facilitate recovery and reduce risks	NRPB
	Enterprise Support Project	Support MSME recovery through direct financial assistance to contribute to the restoration of economic activity	NRPB
	Wastewater Management Project	Increase access to safely managed sanitation services and improve sustainability and resilience of wastewater management	NRPB
FOCUS AREA 2 **Invest in Citizens and Resilient Communities**	Child Resilience and Protection Project *(closed 2024)*	Strengthen the capacity of the education and child protection systems to address and respond to the needs of children and adolescents resulting from natural disasters and external shocks	UNICEF NL
	Civil Society Partnership Facility for Resilience Project *(closed 2025)*	Improve the capacity of CSOs and support implementation of reconstruction and resilience subprojects at the community level	VNGI
	Emergency Income Support and Training Project *(closed 2023)*	Provide temporary income support, improve the employability of affected beneficiaries in targeted sectors, and strengthen the social protection system's capacity for shock-response and protection of the poor	NRPB
	Fostering Resilient Learning Project	Restore access to an adequate and inclusive learning environment and re-establish library services and improve the availability of quality data	NRPB
	Hospital Resiliency and Preparedness Project	Improve the preparedness and capacity of hospital services in Sint Maarten	SMMC
	Improving Mental Health Services Project	Improve the capacity of mental health service delivery in Sint Maarten	NRPB
	Red Cross Roof Repair Project *(closed 2020)*	Repair roofs up to a safe standard for vulnerable households affected by Irma	NRPB
FOCUS AREA 3 **Build the Foundation and Capacity to Improve Long-Term Resilience and Good Governance**	Digital Government Transformation Project	Enhance the access, efficiency, and resilience of selected administrative public services for citizens and businesses	NRPB
	Emergency Recovery Project I[5]	Contribute to Sint Maarten's immediate emergency recovery needs and strengthen its institutional capacity to manage resilient recovery and reconstruction	NRPB
	Sustaining Program Effectiveness and Advancing Resilience (SPEAR) Project[6]	Enhance the operational capacity and effectiveness of NRPB, and strengthen the institutional and technical capacity of the Government of Sint Maarten to ensure sustainability of investments	Component 1: NRPB; Component 2: Ministry of Finance

5 The Emergency Recovery Project I covers Focus Areas 1, 2, and 3.

6 SPEAR was approved by the World Bank in December 2025, and became effective in early 2026.

Portfolio

Project Allocations (US$ millions)[7]



- Airport Terminal Reconstruction Project *(closed 2025)*
- Child Resilience and Protection Project *(closed 2024)*
- Civil Society Partnership Facility for Resilience Project *(closed 2025)*
- Digital Government Transformation Project
- Emergency Debris Management Project
- Emergency Income Support and Training Project *(closed 2023)*
- Emergency Recovery Project I
- Enterprise Support Project
- Fostering Resilient Learning Project
- Hospital Resiliency and Preparedness Project
- Improving Mental Health Services Project
- Red Cross Roof Repair Project *(closed 2020)*
- Wastewater Management Project

7 See Appendix A for Trust Fund disbursements.

Milestones

2018

TRUST FUND ESTABLISHED



- National Recovery and Resilience Plan adopted.
- Airport, emergency recovery, and income support projects launch.

2019

STRATEGY & PORTFOLIO DEVELOPMENT



- Strategic Framework 2019–2025 endorsed.
- Portfolio grows to six projects totaling US$203 million.

2020

ECONOMIC & SOCIAL RECOVERY



- Enterprise support launches for businesses.
- Disbursements triple to US$94 million despite COVID-19.
- R4CR community initiatives approved.

2021

IMPLEMENTATION PROGRESS



- Repairs advance for shelters, homes, and utilities.
- Digital transformation project approved.

2022

SCALE-UP AND RESULTS



- US$313 million portfolio approved across 10 projects.
- Trust Fund disbursement date extended.

2023

NEW PROJECT APPROVALS



- Improving Mental Health Services Project approved.
- World Bank country office opens in Sint Maarten.

2024

VISIBLE IMPACT



- Wastewater Management Project approved.
- Upgraded and hurricane-resilient PJIA terminal reopens.
- First Results and Knowledge Fair held in Sint Maarten.

2025

STRATEGIC TRANSITION



- Strategic Framework 2025–2028 endorsed.
- SPEAR Project prepared to advance long-term resilience.

FOCUS AREA 1

Promote Sustainable Economic Recovery

Projects are strengthening Sint Maarten's economic resilience by restoring and upgrading critical infrastructure—including Princess Juliana International Airport—supporting small businesses, and improving essential public and environmental services like sanitation and waste management.



Creating Opportunities: How Two Women Entrepreneurs Are Flourishing in Sint Maarten

On most mornings in Sint Maarten, architect and entrepreneur Yumi Lake-Alie begins her day balancing family life with the demands of running a construction business. After getting her three children ready for school, she checks in with workers at a job site before spending the rest of the day supervising construction, meeting clients, and reviewing architectural designs for local homes.

Across the island, another woman entrepreneur is preparing to open the doors to a new business. Rowena is putting the finishing touches on a new holistic wellness space offering natural treatments in a calm and restorative environment.

Though they operate in different sectors, both women share a common goal: building businesses that expand services on the island while creating new job opportunities. With financing from the Enterprise Support Project, they are turning these ambitions into reality.

Designing Affordable Homes

For Yumi, architecture is a lifelong passion influenced by her family. “I’ve always loved design,” she says. “My dad has been in construction for years, and that’s what inspired me to study architecture.”

After earning a university degree in architecture in the United States, she returned home eager to start her career. However, opportunities were limited. So, she started doing freelance work and gradually built her own client base, which evolved into a growing business. When her father retired from his construction company, Yumi decided to revive the business and combine it with her architectural services—allowing her to provide both her professional design expertise and construction support to clients.

Yumi’s aim is to make professional architectural services more accessible to residents. “Many bigger firms focus on large projects, and their prices can be much higher,” she says. “I want to create an option that is more affordable for locals who want to build their own homes.”

Many of her clients are young couples looking to build modern houses suited to the island’s environment and their budgets. She is helping more families make these dreams come true while supporting local construction workers who collaborate on her projects.

Financial support from the project allowed Yumi to purchase essential construction tools and a high-performance computer that is needed for architectural design and rendering. “The tools I purchased through the project are what I’m using now, so it has saved me quite a bit,” she says. “The new computer has much higher specifications than the one I had before. Design and rendering programs require a lot of memory, and now I can run them much more efficiently.”

> **Many bigger construction and design firms focus on large projects, and their prices can be much higher. I want to create an option that is more affordable for locals who want to build their own homes.”**
>
> *— Yumi Lake-Alie, Owner, Alie Construction and Design*



> **The financial support [from the Enterprise Support Project] allowed my business to start strong. Without it, it would have taken much longer to introduce some of the holistic spa treatments I want to offer."**
>
> *— Rowena, Owner, Garden of Eve Spa*



With improved equipment, she can produce detailed designs faster, helping clients better understand their future homes and enabling projects to move forward quicker. As her business continues to grow, she hopes to expand her team: "Eventually I want my company to grow to the point where I can hire more people and create more opportunities."

Creating a Space for Wellness

Rowena's path to entrepreneurship began in a very different field. She initially worked in banking and insurance, but a growing interest in skincare and wellness gradually led her in a new direction. Over a decade ago, she visited Sint Maarten and was drawn to the warmth of the community. Encouraged by a spa owner who recognized her enthusiasm for treatments and skincare, Rowena decided to pursue professional spa training in the Netherlands.

After completing her certification, she returned to the island and spent the next decade working in and managing spas across Sint Maarten. "But I always wanted to create something of my own," Rowena says. "A place where people can relax and experience treatments that support both the body and mind."

Launching that vision required specialized equipment that can be costly for new entrepreneurs. Rowena received financing through the project to purchase key equipment for the spa, including a sensory deprivation float tank and adjustable massage beds designed to accommodate clients with diverse needs. "The financial support allowed me to start strong," she explains. "Without it, it would have taken much longer to introduce some of the treatments I want to offer."

The new holistic spa will combine modern wellness therapies with natural ingredients sourced locally and internationally. Treatments will include herbal massages, steam-room therapies, facials, and sensory deprivation float sessions. "When people walk in, I want them to feel calm immediately," Rowena says. "Everything—from the atmosphere to the treatments—is designed to help them relax and recharge."

Like Yumi, Rowena sees her business as a platform for creating meaningful employment. While she plans to start with a small team, she hopes to hire additional therapists and offer training opportunities for people interested in entering the wellness industry. "My goal is not only to grow the business but also to create opportunities for others."

Support for entrepreneurs is energizing the private sector and creating job opportunities, with 321 MSMEs receiving financing packages to invest and expand. Of these, 137 were women-led, brought to life through Rowena's and Yumi's stories. Together, financing and business training are building economic resilience and helping businesses find success over the long term.

Click for more stories

A Case Study of Princess Juliana Airport's Reinvention

Restoring and upgrading the airport terminal was a complex, seven-year undertaking shaped by incredible resolve

Looking back, the full opening of the PJIA terminal was not just a restoration—it was reinvention. The story is now told in Restoring the Princess: A Case Study of an Airport's Infrastructure Reinvention, but the numbers speak for themselves: total passenger traffic climbed from 1.6 million in 2024 to about 1.8 million in 2025, reflecting renewed connectivity, traveler confidence, and economic momentum.

The stakes were significant. PJIA has one runway, but it underpins the tourism economy—73 percent of foreign exchange earnings—and the jobs within. The airport directly employs hundreds and supports thousands more across airlines, concessions, ground handling, taxis, hotels, restaurants, and tour operators.

Recovery required more than rebuilding. Following Irma, PJIAE revenues collapsed by 75 percent while the company carried US$105 million in bond debt and limited access to insurance proceeds. A blended financing package from the Trust Fund, European Investment Bank, and PJIAE resources marked the turning point in December 2019, enabling debt stabilization, operational continuity, and high-quality reconstruction. Under the resulting Airport Terminal Reconstruction Project, a dedicated project management unit was established and worked with Royal Schiphol Group, a Netherlands-based airport management company.

The path was not straightforward. COVID-19, global supply chain shocks, a major earthquake in Türkiye that affected a significant portion of the contractor's workforce, fragile environmental conditions, and procurement learning curves tested resolve—but a committed team marched forward. The reconstructed terminal restored pre-Irma passenger capacity and upgraded: Category 5-resistant entrance doors, reinforced roofing, improved energy efficiency, and international-standard amenities, all delivered through a phased reopening that maintained operations and jobs.

Long-term sustainability was a priority as well: by project closing in June 2025, PJIAE had delivered training to 165 staff and government officials, far above the target of 50. Topics covered safety, security, operations, communications, leadership, finance, human resources, customer service, and corporate governance.

For a small island facing intensifying climate risks, PJIA's story signals more than recovery. With true partnership and determination, Sint Maarten built back stronger and more resilient—and remains true to its motto: "Always Progressing."



Cleaner Water, Healthier Communities: Tackling Sanitation and Waste at the Source

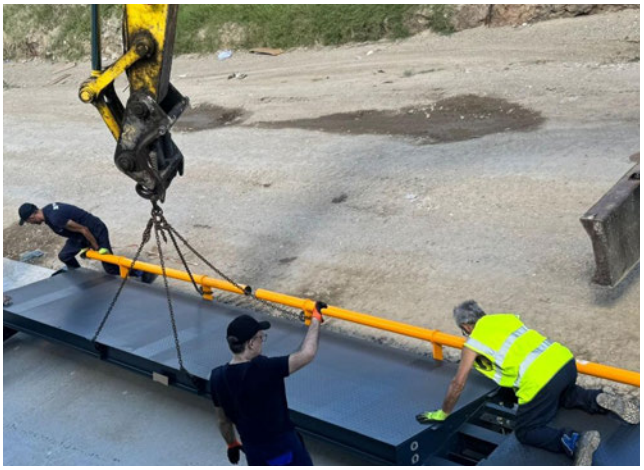
Across Sint Maarten neighborhoods, the impacts of inadequate sanitation and unmanaged solid waste are visible and urgent. Polluted ponds, canals, and lagoons alongside landfill concerns not only harm the environment but also pose serious public health risks, degrade the marine ecosystem, and threaten the island's tourism economy.

A July 2025 water quality assessment conducted under the Wastewater Management Project confirmed widespread pollution linked to aging septic systems. These findings are guiding the design of a modern sewerage network while establishing a baseline for long-term environmental monitoring, laying the groundwork for improved water quality and safer living conditions.

Building on this assessment, the project is advancing the rehabilitation and upgrades to the A.T. Illidge Wastewater Treatment Plant so it can operate reliably over the long term and accommodate increased wastewater flows from both the existing sewer system and new household connections. Once completed, about 8,400 residents in the Cul de Sac area are expected to benefit from new sewer connections at no cost. Improvements to the treatment plant, such as improved wastewater and sludge treatment, stronger environmental monitoring, and increased energy efficiency, will help deliver modernized and reliable wastewater services to the island.

Beyond infrastructure, the project is strengthening national capacity and long-term planning. **Stakeholders have contributed to a national sanitation roadmap that links improved services with environmental protection and sustainability goals.** Public consultations, including open forums and livestreamed sessions, ensure transparency and keep communities actively engaged.

Complementing these efforts, the Emergency Debris Management Project is addressing challenges at the solid waste disposal site by advancing critical groundwork for future safe closure of the Philipsburg and Irma landfills and enabling sustainable waste management. Resettlement efforts and site safety improvements—including the removal of hazardous materials such as abandoned tires—are securing the areas for future recontouring, closing, and sealing of the full landfill. The installation of a weighbridge in November will help to more accurately measure waste entering the landfill, providing evidence for a more efficient waste management system.



A newly installed weighbridge at the main landfill entrance marks a major step forward in data-driven, responsible wastewater management.

> **By addressing sewage, the Wastewater Management Project should be seen as a tool to mitigate pollution, build healthy environments, support our tourism economy, and most importantly, ensure safe and enjoyable communities for our people."**
>
> *— Hon. Patrice Gumbs, Minister of VROMI*

As these projects move from planning to implementation in 2026, they are helping to build a more resilient future: cleaner water, healthier communities, and stronger environmental protection across Sint Maarten.

FOCUS AREA 2

Invest in Citizens and Resilient Communities

Interventions are working to expand access to health, education, housing, and social assistance programs across the island. At the same time, they are strengthening the systems that enable communities to not only recover from today's challenges but also to build resilience against future shocks.



From the Ground Up: Healthcare Is Reaching New Heights

2025 was a momentous year for health care on two fronts: construction of the new SMGH significantly advanced, and upgrades to SMMC services brought improved, more accessible patient care to the island.

With support from the Hospital Resiliency and Preparedness Project and private investors, SMGH construction completed the second floor and began the final levels. **Beyond expanded bed capacity, the new hospital is being built for resilience: reinforced structures are designed to withstand Category 5 hurricanes, 108 seismic base isolators can absorb earthquake shocks, and independent power and water systems will keep operations running during crisis.**

"Structural works are nearly complete, and finishing works have already begun," says Erika van der Horst, SMGH Contract Manager. "This is bringing us closer to the moment when the hospital will be ready for use."

While the new hospital took shape, upgrades to the existing hospital's services helped improve health care in the short term: installation of new generators for reliable power, construction of a new operating room, expanded dialysis services, and updating of 12 clinical guidelines for prevalent health problems.

These improvements increased the island's ability to treat more patients locally and provide essential services without interruption. Overseas medical referrals were reduced by 88% in 2025, and newly instituted emergency disaster preparedness and evacuation plans helped the hospital remain unaffected when Hurricane Erin struck in August.

Quality of care also advanced. Under the leadership of a newly hired Quality and Safety Officer, patient satisfaction surveys were streamlined and more frequent—they now take under one minute to complete and provide feedback for continuous improvement. Patient satisfaction rose to 85% in 2025, a 25% increase from only three years ago, reflecting growing confidence.

Building institutional capacity for long-term resilience is a crucial part of the project. For the first time, SMMC conducted a technical audit of service quality and delivery preparedness entirely in-house. The hospital also completed internally a demanding documentation effort linked to COVID-19, strengthening its project management capability and procurement systems.

Training programs aligned with Joint Commission International standards are strengthening human resources, with 238 SMMC staff trained in 2025 alone, with a total of 648 staff trained since the project started. "Continuous learning and leadership development are critical to ensuring our teams are ready to operate the new facility effectively," says van de Horst. "We are not only building a hospital—we are preparing our staff for the future."



Preparing hospital staff for the future of healthcare on-island

SMMC now has a dedicated space where simulation-based training can be practiced across a broad clinical context. This is a powerful tool in preparing all departments for the transition to the new hospital, enabling teams to optimize new workflows before implementation and ultimately enhancing patient safety."

— Dr. Jumoke Vreden, Anesthesiologist, SMMC

A Culture Shift is Happening in Education Reform

How student assessments are driving smarter decisions and stronger collaboration around policymaking and teaching strategy

For years, Sint Maarten's primary education system has operated without a clear, shared picture of what students are actually learning in classrooms. The data was often fragmented and inconsistent, making it difficult for educators and policymakers to see systemwide trends, compare progress, or target support.

That is now changing. In June 2025, Sint Maarten rolled out its second national learning assessment with support from the Fostering Resilient Learning Project and led by the Ministry of Education, Culture, Youth and Sports (MECYS). Building on the first assessment conducted in 2024, the resulting data are helping to reshape how the education system understands and responds to student learning.

Focused on reading and mathematics levels, the assessments provide reliable, comparable data across schools and over time. Findings have already offered valuable insights. For example, students tend to perform better when taught in their home language, they have access to technology tools in the classroom, and their parents actively encourage them at home. Identified performance gaps have informed curriculum planning and school-based strategies to promote more student-centered teaching.

At the same time, work is well underway to integrate the data from classrooms with national-level planning through the development of a new Ministry Management Information System. In March, the contract was officially signed and design and planning launched; the platform rollout will occur in two phases in 2026.

What's changing most, however, is the shift in mindset, by building a collaborative culture around education reform. **There is a growing recognition that improving learning outcomes is not the responsibility of schools alone. Families, educators, and policymakers all have a role to play.** Data is helping to bring these groups onto the same page, creating a shared understanding of both challenges and opportunities. Stakeholders report stronger cooperation, increased transparency, and greater willingness to engage with difficult findings.

This growing alignment—between policy, practice, and community—is helping to turn data into action. Looking ahead, the focus is on strengthening teacher support, scaling effective interventions, and deepening the use of data to inform decisions and better support every child's future.



Learning Assessment by the Numbers

2nd National assessment implemented to obtain systemwide data

24 Student groups assessed from all public and subsidized primary schools

2 Core skill areas measured: reading and mathematics

20 Local educators trained to administer the assessment for built capacity

R4CR Completes its Four-Year Journey, Delivering Support Where It's Needed Most

Communities across Sint Maarten are stronger and more resilient with support from the Civil Society Partnership Facility for Resilience Project (R4CR), which closed in March 2025. In total, 20,365 people directly benefited from 91 subprojects, spanning childcare, youth development, cultural activities, neighborhood cleanups, and care for the elderly and vulnerable.

R4CR disbursed over US$4 million in grants to support local nonprofit organizations, including the New Start for Children Foundation's foster care services; No Kidding with Our Kids Foundation's afterschool programs; and the Community Outreach Mentorship & Empowerment Center's literacy and skills training for seniors and low-income families.

To help extend this impact, the project built the capacity of local CSOs to deliver social services and other programs. **Over 91 percent of participating organizations reported improved skills in grant management and project implementation, gained through 67 training sessions—four times the target of 16.** A coordination mechanism between local CSOs and VNGI was established, and equipment, tools, and knowledge resources were transferred.



Children in the No Kidding for Kids Foundation afterschool program learn about sustainable farming and locally grown produce through hands-on learning activities.

With support from R4CR, Sint Maarten's civil society is well-positioned to continue mobilizing funding and delivering services that will improve community well-being in the years ahead.

R4CR SPOTLIGHT: Adult Literacy Program Improves Job Prospects

For many adults, struggles with reading and writing don't just stand in the way of better, stable jobs; it affects their confidence and everyday independence.

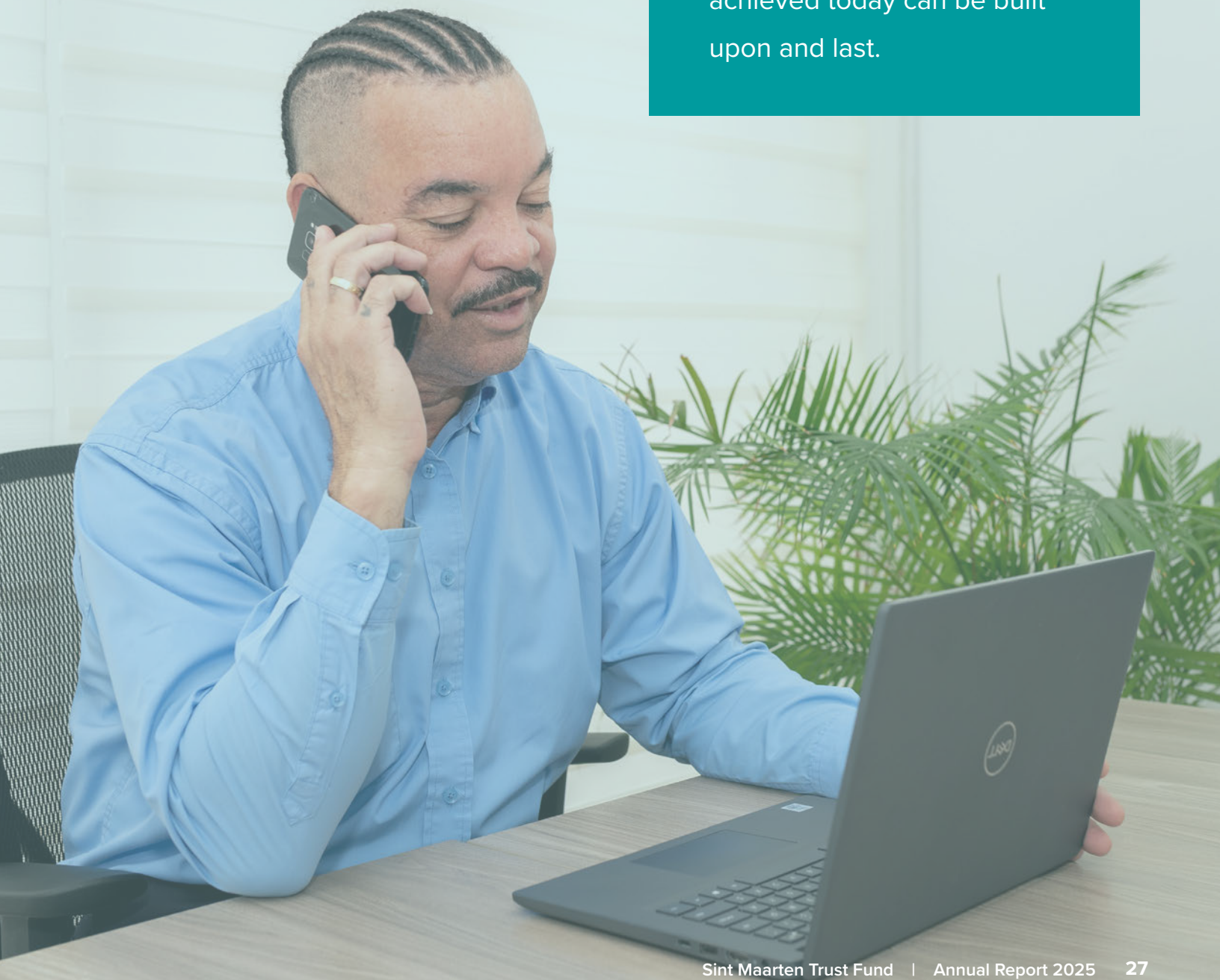
Through support from R4CR and partners, the Hearts United Holistic Care Foundation's Adult Literacy Program has grown into a vital pathway for adult learners seeking greater confidence and opportunity. Starting as a small pilot in 2022, the program provides free reading, writing, and comprehension classes to adults aged 20–65, including many Spanish-speaking residents who are building both literacy and English skills.

Many participants pursue further training, expanding their professional development. "The literacy program students had the opportunity to move up to higher levels until they graduated," says Donna Morrison-Wilson, Executive Director and Co-Founder of Hearts United. "We were also able to transition them into other programs, like hospitality skills training. They are able to have better-paying jobs and excel in what they do."

FOCUS AREA 3

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

Trust Fund efforts are making strides in strengthening local institutions so they can maintain recovery gains and better manage future disasters. Modernized public administration and improved service delivery are priorities for resilience, so results achieved today can be built upon and last.



When an Ambulance Can't Find You: Sint Maarten's Digital Transformation Journey

Close to midnight in Philipsburg, Lauren's mother began struggling to breathe. Lauren called for an ambulance. Ten minutes passed. Then thirty. When the paramedics called saying they were outside, Lauren stepped out—but the street was empty.

They were in the wrong place. Across Sint Maarten, addresses are not always consistent across government systems. For the ambulance crew, the location matched the address in their system. For Lauren, it didn't. Over the phone, she guided them turn by turn until they arrived. Thankfully, her mother survived.

Moments like this highlight why strong digital foundations matter—systems that share accurate data, protect information, and allow public services to respond quickly when people need them most. Sint Maarten is building that resilience through support from the Digital Government Transformation Project, which focuses on strengthening the public sector by connecting ministries, modernizing core systems, and improving how citizens and businesses access government services.

Progress is already visible. Fiber-optic connections now link key government departments for improved coordination. About 65,000 public paper records—from birth certificates to land titles—have been digitized and validated. Thousands more records are being digitized and under review. More than 400 civil servants received training in cybersecurity, strengthening protection against future cyber threats.

Looking ahead, the government will be introducing secure digital identity tools and expanding online services so citizens and entrepreneurs can register businesses, apply for permits, and access information without visiting multiple offices. A new national address registry aims to enable every home and business to be located through a single, unified map.

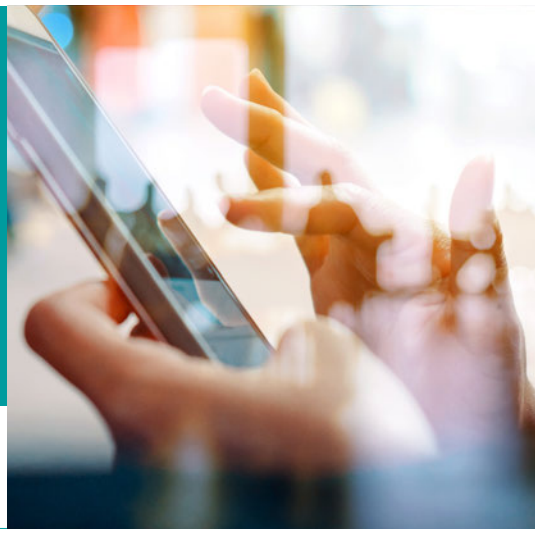
A September 2025 government address underscored that digital resilience is a national priority: "Digital transformation is not merely a technological upgrade; it is a fundamental shift in how we serve the public. By embracing these tools, Sint Maarten can improve efficiency, enhance citizen engagement, and secure sustainable growth."

Residents see the potential as well. Local business owner Edsel Gumbs explains, "I am tired of going from one department to another giving the same documents over and over. If all our systems are connected digitally, it would make life easier not just for us, but also for the people who work in those entities."

One system, one skill, one fiber line at a time—Sint Maarten is building the digital foundations needed for job creation, preparedness, and competitiveness.

> **Digital connectivity is how a small island competes globally. It gives entrepreneurs reach, workers new skills, and youth a future powered by opportunity. That is my vision: a Sint Maarten that is fully digital and connected to the world."**
>
> *— Lionel Browne, Student, University of Sint Maarten*

Watch: Stakeholder engagement sessions are advancing the digital government framework



Better Signals, Stronger Services: Sint Maarten Builds Resilience Before the Next Storm

As winds howled through Sint Maarten, Leroy's phone stayed silent. Power lines fell, and warnings never came. In the dark, his family waited without knowing whether to stay, leave, or wait. In neighborhoods across the island, many others were also left guessing, cut off from information as much as from electricity and water.

Hurricane Irma was a reminder of the fragility of essential services in extreme weather, as well as the danger posed by unreliable early warning signals. With support from Emergency Recovery Project I, three connected initiatives—moving critical infrastructure underground, putting early warning alerts in place, and improving the reliability of weather data—will strengthen service continuity and decision-making as part of a coordinated disaster preparedness system.



Crews installed underground electricity distribution lines with NV GEBE, strengthening the island's power network and safeguarding crucial services during extreme weather.

Fierce winds and flying debris from Irma damaged above-ground power lines, disrupting service to thousands of households and businesses. To prevent this from happening again, about 17.6 kilometers of electricity cables were moved underground in partnership with the NV GEBE utility company by year-end 2025, benefiting approximately 1,400 households. The remainder of underground utilities are on track for completion in 2026, affecting neighborhoods across South Reward, Cole Bay, Point Blanche, and Dutch Quarter.

A complete system linking the Public Warning Portal, Cell Broadcast Center, and mobile network operators is now in place, hardware and software installation is complete, and about 25 government and telecom staff have received training to operate it.

Progress was also made on a new national Cell Broadcast System that allows authorities to send timely emergency alerts directly to every mobile phone in affected areas, with no app or internet connection required. A live test on TelEm's 3G network confirmed that end-to-end messaging works in real-world conditions. A public island-wide test is planned for 2026, with full operations expected before the next hurricane season.

Complementing this, a network of five Automated Weather Stations sites, two additional rain gauge sites, and one sea-level monitoring site will be installed to assist the Meteorological Department of Sint Maarten in monitoring extreme weather-related impacts. The observations will be sent through the World Meteorological Organization Information Systems to help deliver more accurate forecasts for Sint Maarten and the global community. "Once operational, the delivery of high-quality data in real time will be critical," says Paul A. Kucera, Meteorological Instrumentation Expert, World Bank consultant. "This will mean emergency managers can better anticipate the impacts of weather-related hazards and act faster, while informing the planning and safety decisions of families, communities, and businesses."

Targeting these structural vulnerabilities is part of the country's broader long-term resilience agenda, supporting safer, faster, and more coordinated responses to future crises. The groundwork has been laid; in 2026, these systems will be put to the test, so Sint Maarteners will no longer need to guess about their services and safety—they will know.

Knowledge Management and Communications

Community outreach and clear, consistent communication remained central to the Trust Fund's commitment to transparency, accountability, and knowledge-sharing in 2025. As major projects have progressed and systems for sustainable development take firmer root, the program has moved beyond reporting to actively strengthen institutions, deepen stakeholder engagement, and share lessons that can inform future efforts in Sint Maarten and other small island states.

Events and Outreach

Second Annual Results and Knowledge Fair

In March, the Trust Fund hosted its second Results and Knowledge Fair, where over 150 participants from government, civil society, the private sector, and development partners gathered to network and learn. The day featured dynamic panels on small island priorities, student presentations on disaster preparedness, an expo showcasing innovative local businesses, and real-world lessons from Trust Fund projects.

First-Ever Small Business Expo

In May, entrepreneurs, financial experts, and business leaders met at the first MSME Expo to explore ways to strengthen Sint Maarten's economy. Hosted by NRPB, expert panels discussed economic resilience, access to finance, and support for small businesses. The event gave local businesses a chance to display their products, share ideas, and identify opportunities for growth.

Workshop on Sanitation and Environment

Over two days in May, VROMI, NRPB, and the World Bank organized the National Workshop on Citywide Inclusive Sanitation and Marine Ecosystem Protection, uniting national stakeholders, regional partners, and global experts to spark solutions for Sint Maarten's sanitation and coastal challenges. Discussions covered service gaps, lessons from other island settings, innovative data tools, and policy and financing frameworks. This culminated in a draft roadmap to advance sustainable sanitation and protect the marine environment.





Top, local students took center stage at the Results and Knowledge Fair, presenting their insights on disaster preparedness and exploring the busy exhibit hall. Bottom, an entrepreneur connects with a visitor to her booth at Sint Maarten's first MSME Expo.

Outreach to Local Contractors

In June, NRPB and the World Bank hosted the 6th Market Procurement Engagement in Philipsburg and online, drawing over 100 firms from Sint Maarten and abroad. The session equipped contractors and suppliers with practical guidance and digital solutions to navigate the procurement process for Trust Fund-supported projects. Participants welcomed the emphasis on local employment, helping to boost jobs while strengthening local capacity.

Workshops on Digital Government Reforms

In October, the Prime Minister, Council of Ministers, Secretaries-General, department heads, and civil servants came together during a four-day stakeholder engagement series to advance Sint Maarten's digital future. Through awareness workshops, co-design activities, and briefings on legal frameworks, digital ID, and secure data sharing, participants developed digital readiness skills and defined their roles as the government shifts toward a more efficient, modern system.

Community Engagements

Throughout the year, consultations were held with the public to reinforce transparency and community-driven action. For example, in September, the Sint Maarten government and NRPB convened over 200 community members to discuss plans for closing the landfill by 2032 and the Waste Vision 2050. In December, the government and NRPB met with the community to explain and gain feedback on the works underway to improve wastewater services.

Communications

In 2025, the Trust Fund strengthened communications to highlight not only project milestones, but also the systems being built for lasting impact. Formal reporting, digital platforms, and media outreach connected stakeholders to a broader vision—showing how infrastructure investments, institutional strengthening, and community engagement are contributing to a more resilient future.

PIEs continued to communicate results on the ground, focusing on tangible outcomes and personal impact. These efforts were amplified by the World Bank, Government of Sint Maarten, and Dutch Ministry of the Interior and Kingdom Relations on their respective platforms.



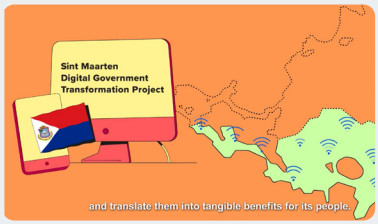
The sintmaartenrecovery.org website is a central hub for portfolio updates alongside key reports and impact stories.

2,396 UNIQUE VISITORS | 12,109 PAGE VIEWS

Videos shared across YouTube and Sint Maarten government and partner platforms bring progress to life.



Restoring A Princess YouTube Series Final Episode: The Princess Restored



Imagine: Sint Maarten Digital Government Transformation Project



Demolition of the Old Library Building Paving the Way for a Modern Future

eSXM, the public-facing brand for the Digital Government Transformation Project, gained more visibility in 2025, creating awareness and engagement on digital reforms through social media, campaigns, and videos.

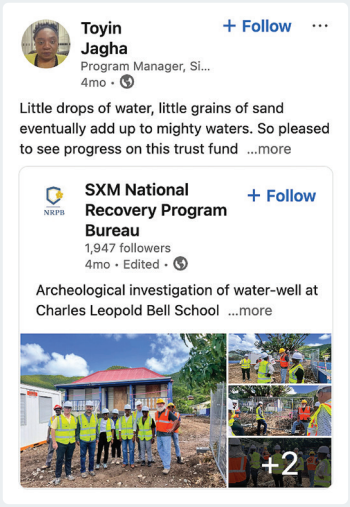




Social media channels from the World Bank, Sint Maarten government, PIEs, and partners—including LinkedIn, Facebook, and X—share real-time updates, event highlights, and results.





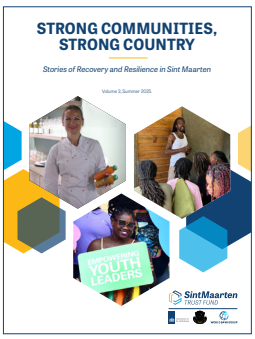


Click on images to explore media

Publications and blogs feature in-depth perspectives and community voices, helping stakeholders connect technical work to real-world impact.



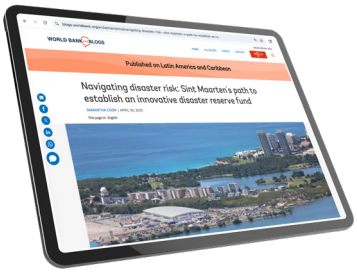
Strategic Framework 2025–2028



Sint Maarten Trust Fund Results Storybook, Volume 3



Restoring the Princess: A Case Study in Disaster Response, Recovery, and Resilience from the Sint Maarten Airport Terminal Reconstruction



Rooted Mushroom: A Story of Sustainable Jobs and Growing Success in Sint Maarten (March 2025)

Navigating Disaster Risk: Sint Maarten's Path to Establish an Innovative Disaster Reserve Fund (April 2025)

Unlocking Potential: How Early Learning Assessments Are Changing Education in Sint Maarten (October 2025)

Turning Recovery into Readiness in Sint Maarten (December 2025)

Looking Ahead

As the Trust Fund moves forward, the strategic priority shifts from delivery to transition, making sure that strengthened institutions, systems, and public sector capacities provide a strong foundation for government-led recovery and long-term development.

Strengthening Government Ownership

Approval of the SPEAR project in December 2025 reflects the Trust Fund's shifting strategic direction. SPEAR supports Trust Funded-projects moving to government-led implementation. The first component will finance NRPB to maintain its personnel and operational costs through 2028 for the projects it manages. The second will strengthen core government functions covering budget, procurement, and civil service, and support the establishment of a Disaster Reserve Fund.

2026 Implementation Priorities

Implementation in 2026 will focus on the health, education, urban, digital, and resilience sectors. In the health sector, construction of the new Mental Health Foundation facility is advancing, with contract bidding launching early in the year. The new SMGH is close to completion and expected to reach its highest construction point in 2026. Regarding urban services, the renovation and reconstruction of school gyms and sport facilities will start, and sewerage coverage works through the Wastewater Management Project will take off, with connections expected to expand to 1,400 households, benefiting an estimated 8,400 people. At the same time, procurement for the landfill design-build contract will progress. Wide-ranging digital reforms are also nearing completion.

Managing the Transition to Closure

The milestones expected in 2026 underscore the importance of transition planning, institutional handover, and sustained implementation support. Several ongoing projects involve major construction, with most disbursements and physical outputs expected in later stages. Interim disbursement figures may not reflect the full scale of work underway. Challenges like high inflation, a limited local construction market, and permitting requirements add pressure on timelines. The program is actively managing these constraints by phasing delivery, restructuring contracts, and strengthening supervision.[8]

Knowledge Sharing and Stakeholder Engagement

Knowledge-sharing and stakeholder engagement will continue to be a core activity. The World Bank conducted its first Country Opinion Survey for Sint Maarten in 2025, a periodic initiative to gather stakeholder perspectives on the World Bank's effectiveness and relevance. The findings, published in early 2026, provide a baseline on public perception of the program's impact and will inform engagement in the coming years.

A public knowledge repository will preserve analytical and operational work. Throughout 2026, planned knowledge-sharing and learning sessions will bring together government counterparts, project teams, and partners to document lessons and build public sector capacity. By fostering inclusive participation, these efforts will help level up collective know-how and ensure that all stakeholders play a role in shaping a stronger, more resilient future together.

8 For a detailed account of implementation constraints and mitigation measures across the portfolio, see Appendix C: Implementation Constraints and Mitigating Actions.

Appendices

Appendix A. Trust Fund Portfolio as of December 31, 2025

Commitments

As of December 31, 2025, the Sint Maarten Trust Fund supported 13 projects, comprising 8 active and 5 closed, with cumulative grant commitments of US$501.60 million.[9]

Two projects closed in 2025: the Civil Society Partnership Facility for Resilience Project on March 31, 2025, and the Airport Terminal Reconstruction Project on June 30, 2025.

In addition, the SPEAR Project was approved by the World Bank in December 2025 for US$12.00 million; it became effective in early 2026.[10]

Disbursements

Cumulative disbursements totaled US$330.02 million out of the total grant commitment of US$454.53 million, or 73 percent. Of this amount, US$17.74 million was disbursed in 2025.

Sint Maarten Trust Fund Projects Under Implementation as of December 31, 2025 (US$, million)[11]

Project ID	Project Name	Disbursements (US$ million)				Approval Date	Revised Closing Date
		Grant Amount	Total Disbursed	Disbursed Percentage	Jan–Dec 2025		
P172611	Digital Government Transformation Project	12.00	4.67	39%	0.88	Mar 18, 2021	Nov 30, 2026
P167347	Emergency Debris Management Project	85.00	33.92	40%	3.03	Dec 20, 2018	Dec 31, 2026
P167339	Emergency Recovery Project I	119.70	106.34	89%	2.45	Jul 10, 2018	Jun 30, 2026
P168549	Enterprise Support Project	25.00	23.54	94%	1.59	Apr 4, 2019	Jun 30, 2028
P172753	Fostering Resilient Learning Project	27.40	4.09	15%	1.33	Jun 9, 2022	Apr 30, 2027
P167532	Hospital Resiliency and Preparedness Project	35.61	35.52	100%	7.15	Aug 16, 2018	May 29, 2026
P177679	Improving Mental Health Services Project	10.00	1.10	11%	0.40	Jul 28, 2023	Jun 30, 2027
P179067	Wastewater Management Project	10.00	1.15	11%	0.60	Aug 8, 2024	Jun 30, 2028
Total: Active Projects		**324.71**	**210.34**	**65%**	**17.42**		

9 The total commitment comprises US$454.5 million in Recipient-Executed Trust Fund (RETF) financing and US$47.1 million in Bank-Executed Trust Fund (BETF) financing. RETF are implemented directly by the government or designated local institutions using World Bank financing, with the Bank providing oversight and fiduciary assurance. 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.

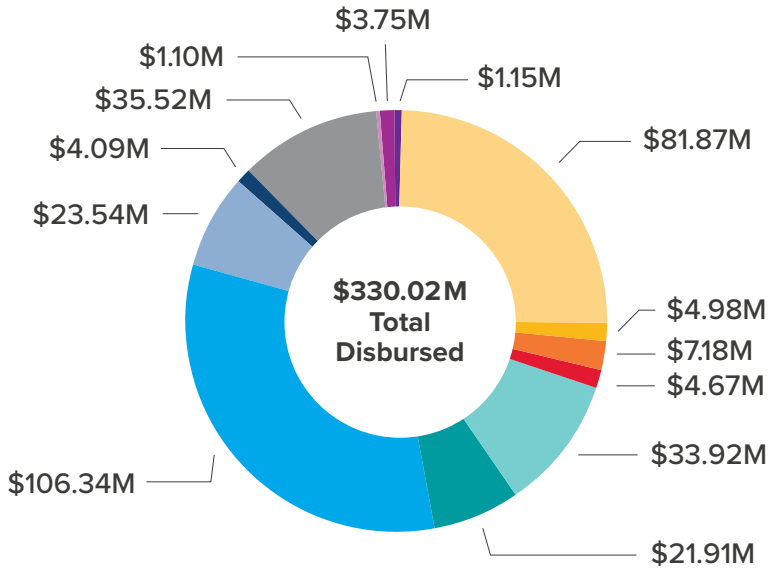
10 The World Bank approved the SPEAR Project in December 2025, and it became effective in early 2026.

11 Totals may vary slightly due to rounding.

Sint Maarten Trust Fund Completed Projects (US$, million)[12]

Project ID	Project Name	Disbursements (US$ million)				Approval Date	Revised Closing Date
		Grant Amount	Total Disbursed	Disbursed Percentage	Jan–Dec 2025		
P167974	Airport Terminal Reconstruction Project	92.00	81.87	89%	0.26	Sep 18, 2019	Jun 30, 2025
P172582	Child Resilience and Protection Project	4.98	4.98	100%	-0.01	Oct 22, 2020	Dec 31, 2024
P172339	Civil Society Partnership Facility for Resilience Project	7.18	7.18	100%	0.07	Jun 26, 2020	Mar 31, 2025
P167368	Emergency Income Support and Training Project	21.91	21.91	100%	0.00	Aug 2, 2018	Aug 31, 2023
P172619	Red Cross Roof Repair Project	3.75	3.75	100%	0.00	Dec 30, 2019	Dec 31, 2020
Total: Closed Projects		**129.82**	**119.69**	**92%**	**0.32**		
Grand Total: All Active + Closed Projects		**454.53**	**330.02**	**73%**	**17.74**		

Sint Maarten Trust Fund Total Projects Disbursements (US$, million)



- Airport Terminal Reconstruction Project *(closed 2025)*
- Child Resilience and Protection Project *(closed 2024)*
- Civil Society Partnership Facility for Resilience Project *(closed 2025)*
- Digital Government Transformation Project
- Emergency Debris Management Project
- Emergency Income Support and Training Project *(closed 2023)*
- Emergency Recovery Project I
- Enterprise Support Project
- Fostering Resilient Learning Project
- Hospital Resiliency and Preparedness Project
- Improving Mental Health Services Project
- Red Cross Roof Repair Project *(closed 2020)*
- Wastewater Management Project

12 Totals may vary slightly due to rounding.

Appendix B. Governance Arrangements

Steering Committee

The Steering Committee is the Trust Fund's tripartite leadership and accountability body. It comprises one representative each from the Government of Sint Maarten, the Government of the Netherlands, and the World Bank, with the World Bank representative serving as Chair. The Steering Committee is responsible for allocating Trust Fund resources to activities and overseeing overall program direction. Decisions are reached by consensus among all three parties. The Committee convenes at least twice annually and may hold extraordinary sessions when circumstances require, as it has done in prior years to address urgent matters.

Program Secretariat

The Program Secretariat carries out the World Bank's roles as trustee, coordinator, and manager of the Trust Fund. It operates within the World Bank's Country Management Unit for the Latin America and Caribbean Regional Vice Presidency. The World Bank's Program Manager leads the Secretariat on behalf of the institution. The Secretariat maintains a country office presence in Sint Maarten to support close coordination with implementing partners and government counterparts.

Technical Working Group

The Technical Working Group supports the Steering Committee by preparing and reviewing resources and information ahead of Committee meetings. It convenes on a regular basis to discuss program results and emerging challenges, address outstanding issues, and clarify information as needed. Membership 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. The Program Secretariat coordinates the Technical Working Group.



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

Guiding Principles for Trust Fund Use

All activities supported by the Trust Fund are evaluated against six guiding principles established by the Government of the Netherlands and annexed to the Trust Fund's Administration Arrangement:

- Necessity (no alternative sources of funding are available);
- Additionality (private or other public international financing is leveraged wherever feasible);
- Suitability (the scale and scope of the project are appropriate, taking into account local capacity);
- Effectiveness (the activity 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); and
- Good Governance (this principle underpins all activities supported by the Trust Fund, with particular emphasis on both outcomes and implementation methods).

These principles are reinforced through the rigorous application of World Bank policies and procedures, including those related to financial management, procurement, and environmental and social safeguards and standards.

Appendix C. Implementation Constraints and Mitigating Actions

Thematic Area and Status	Implementation Constraints and Mitigating Actions
Portfolio performance and results	
The portfolio delivered results across economic recovery, social services, and governance. Key achievements included restored airport capacity, more resilient utilities, MSME asset recovery, expanded digital records, improved hospital preparedness, and approval of the SPEAR Project. Overall portfolio performance improved in 2025, with most projects on track to meet their development objectives and maintain a satisfactory pace of implementation.	The portfolio has entered a consequential phase of implementation and consolidation. Several large projects are approaching completion, and a high share of remaining funds is concentrated in a small number of projects. One project remains unlikely to meet its development objective by closing date without corrective action. Disbursement rates have slowed as implementation complexity has increased. Supervision has been strengthened for lower-performing projects, with restructuring and extensions used to protect results. Implementation plans are being actively monitored, and the Steering Committee continues to provide oversight to keep performance on track.
Institutional ownership and capacity	
Government engagement improved across priority sectors with better coordination between ministries and clearer political signaling on Trust Fund priorities, including solid waste, wastewater, mental health, digital government, and MSME support. The approval and launch of SPEAR Project created a dedicated platform for building institutional capacity and anchoring reforms beyond individual projects.	Capacity constraints persist across line ministries, particularly for complex, multisector reforms and large civil works. Delays in staffing, permitting, and decision making continue to affect implementation timelines in selected projects. SPEAR will provide targeted capacity building support, which will be complemented by hands-on implementation support from the World Bank. Regular high-level coordination meetings, including focused sector sessions, are being used to unblock bottlenecks and reinforce government ownership.
Procurement and implementation pace	
Several projects improved their momentum following restructuring, timeline extension, or clearer implementation pathways, including the Digital Government Transformation Project, Emergency Debris Management Project, and Fostering Resilient Learning Project. Procurement backlogs were reduced in digital and education projects, and key contracts moved closer to signing.	High inflation, limited market response, and contractor performance issues continued to affect procurement outcomes. In some cases, this led to escalated costs, retendering, or delays in contract commencement, particularly for construction-heavy activities. Project teams adopted responsive measures, including value engineering, conservative budgeting, phased implementation, and closer contract supervision.

Appendix C. Implementation Constraints and Mitigating Actions *(continued)*

Thematic Area and Status	Implementation Constraints and Mitigating Actions
Regulatory and policy reform dependencies	
Progress was made on key policy and regulatory reforms, including waste sector financial frameworks, wastewater ordinances, MSME policy discussions, digital legislation, and mental health system reforms. These advances support the long-term sustainability of infrastructure investments and lay the groundwork for lasting change.	Several projects remain dependent on timely adoption of legislation, ordinances, and institutional arrangements. Delays in these areas create risks for disbursement conditions and implementation sequencing. Dedicated technical assistance, interministerial working groups, and clear reform roadmaps were put in place. The Steering Committee is actively monitoring reform milestones and has linked future financing and extensions to demonstrated progress.
Labor, permitting, and market constraints	
Improved coordination with authorities handling permits and immigration helped mitigate labor-related delays in some projects. Earlier engagement with contractors also improved readiness for contract commencement.	Slow permit processes continued to affect construction timelines, particularly for large civil works. Project teams are planning ahead for labor and permit requirements. The Government of Sint Maarten has committed to streamlined processes for priority projects. These measures are being complemented by phased scheduling and contingency planning to reduce the impact of delays.
Sustainability and transition beyond project life	
Sustainability and transition planning were elevated as strategic priorities across the portfolio, with particular focus on anchoring results in MSME support, waste management, digital services, and disaster risk financing beyond the life of individual projects.	There is a risk that results achieved by some projects may not be fully sustained once the Trust Fund period concludes, particularly where continued government capacity and dedicated funding will be required. Some planned waste sector activities may also not be fully completed within the current timeline. Sustainability planning is being embedded within active projects, supported by SPEAR and sector-specific policy reforms. The portfolio is gradually shifting from a focus on individual project delivery toward system strengthening and transition readiness.

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