



## Sint Maarten Digital Government Transformation Project (P172611)

LATIN AMERICA AND CARIBBEAN | St Maarten | Governance Global Practice |  
Recipient Executed Activities | Investment Project Financing | FY 2021 | Seq No: 3 | ARCHIVED on 29-Jun-2022 | ISR51908 |

Implementing Agencies: Ministry of General Affairs, National Recovery Program Bureau

**Key Dates****Key Project Dates**

Bank Approval Date: 18-Mar-2021

Effectiveness Date: 20-Jan-2022

Planned Mid Term Review Date: 01-Jun-2023

Actual Mid-Term Review Date:

Original Closing Date: 30-May-2025

Revised Closing Date: 30-May-2025

**Project Development Objectives**

Project Development Objective (from Project Appraisal Document)

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

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

**Components Table**

Name

Strengthening the legal, regulatory and institutional environment:(Cost \$4370000.00 M)

Building digital platforms to enable service delivery:(Cost \$5040000.00 M)

User-centered public services:(Cost \$2590000.00 M)

Contingent Emergency Response

**Overall Ratings**

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
Overall Risk Rating	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate

**Implementation Status and Key Decisions**

**The project is implementation ready.** All elements of the implementation arrangement are now in place. The Project Oversight Committee (POC) chaired by the Prime Minister has had two meetings to date and the POC guidelines have been adopted. The DLT was established and is staffed with the Project Manager, ICT Lead and the Public Service Centers Lead. The DLT will commence recruitment of a full time Business Analysts. The management firm, NRD Companies has been onboarded. And the NRPB project coordinator (dedicated to the project), and staff assigned to support the project's monitoring and evaluation, financial management, procurement and environment and social safeguards remains in place.

**Efforts are underway to commence the digitization of archived records.** The DLT will confirm the scope of work in liaison with the Civil Registry, Department of Economic License, and Hoofd Afdeling Documentaire Informatievoorziening (DIV). NRD will support the preparation of the terms of reference for the engagement of a firm to complete the digitization and build the capacity of public sector workers and residents. At the



Ministry of Public Health, Social Development and Labor, the mission agreed to support the backlog of data entry of vaccination records (Annex A - Request for Vaccination Certificate) into the EPI system to enable the request for vaccination certificate service.

## Risks

### Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	☐ Substantial	☐ Substantial	☐ Substantial
Macroeconomic	☐ Moderate	☐ Moderate	☐ Moderate
Sector Strategies and Policies	☐ Moderate	☐ Moderate	☐ Moderate
Technical Design of Project or Program	☐ Moderate	☐ Moderate	☐ Moderate
Institutional Capacity for Implementation and Sustainability	☐ Moderate	☐ Moderate	☐ Moderate
Fiduciary	☐ Substantial	☐ Substantial	☐ Moderate
Environment and Social	☐ Low	☐ Low	☐ Low
Stakeholders	☐ Low	☐ Low	☐ Low
Other	--	--	--
Overall	☐ Moderate	☐ Moderate	☐ Moderate

## Results

### PDO Indicators by Objectives / Outcomes

Enhanced access to selected administrative public services				
► Increase in Certificate of Good Conduct service transactions processed digitally (disaggregated by sex/vulnerable group) (cumulative) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	10.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Certificate of Good Conduct service transactions processed using online portal, mobile devices, kiosks. The Certificate of Good Conduct is a document that indicates a citizen or resident's good standing with the law in Sint Maarten. This service can be availed of at the Public Service Centers in Simpson Bay and Philipsburg. In 2019, 5,516 applications were filed with an average transaction time of 152 minutes or approximately 2.5 hours at the Public Service Center. Government processing time for each certificate is 2 weeks and a Certificate of Good Conduct is required for most other government transactions and employment.			



Enhanced efficiency of selected administrative public services				
► Increase in economic license applications processed within a six week period (cumulative) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	16.00	16.00	16.00	65.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Economic license applications processed (digitally or physically), from end to end, within a period of six weeks. Economic Licenses are a high-demand service in Sint Maarten. The process is necessary for all businesses but is an arduous process that can span multiple months. Economic licenses were analyzed by the General Audit Chamber and found that only 16% of applications were resolved in 6 weeks or less.			
► Registries connected with the interoperability platform (cumulative) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	List of registries: Civil Registry, Address Registry, Cadastre (GIS/Land) Tax Registry, License Registry			

Enhanced resilience of selected administrative public services				
► Increase in the time per year that the six selected public services are available to the public (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	15.00	15.00	15.00	99.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	The percentage of time per year that all six selected public services are available to the public.			

### Intermediate Results Indicators by Components

Strengthening the legal, regulatory and institutional environment				
► Citizen outreach activities carried out (cumulative) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Outreach events, awareness building events, beneficiary feedback events, held in person and virtually.			



► Civil servants trained in digital skills (cumulative) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Training on new systems, platforms and other IT tools and methodologies provided to civil servants.			
► Relevant policies reformed or developed (cumulative) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Policies could include: cybersecurity, ICT procurement, interoperability, data protection and privacy, governance of registries			

Building digital platforms to enable service delivery				
► Government payments that are being collected digitally (cumulative) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	15.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Payments for services made digitally via credit and debit card and bank transfers			
► Single sign-on is integrated and used with the online government portal (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Single sign-on is an identity and access management solution based on open standards for accessing public sector services with appropriate security features and credential choice for users with different levels of assurance.			
► Critical systems mirrored on the cloud (cumulative) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	12.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024



Comments:	Critical systems could include registries, interoperability platform and other Microsoft systems.			
<b>► Public records digitized (cumulative) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	1,000,000.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Public records could include tax records, title and land deeds			

<b>User-centered public services</b>				
<b>► Increase in public services offered through the Public Service Centers (cumulative) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	74.00	74.00	74.00	110.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Number of public services offered through the Public Service Centers (PSC)			
<b>► Increase in public services that can be started online (cumulative) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2.00	2.00	2.00	25.00
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Number of services on the online government portal that can be initiated online (submission of application)			
<b>► Online government portal is operational (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Design and launch of an online government portal			
<b>► Citizen feedback mechanism is established across all service delivery channels (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes



Date	26-Mar-2020	06-Dec-2021	13-Jun-2022	30-Oct-2024
Comments:	Mechanism to capture citizen feedback on the services to help improve quality.			

**Performance-Based Conditions**

**Data on Financial Performance**

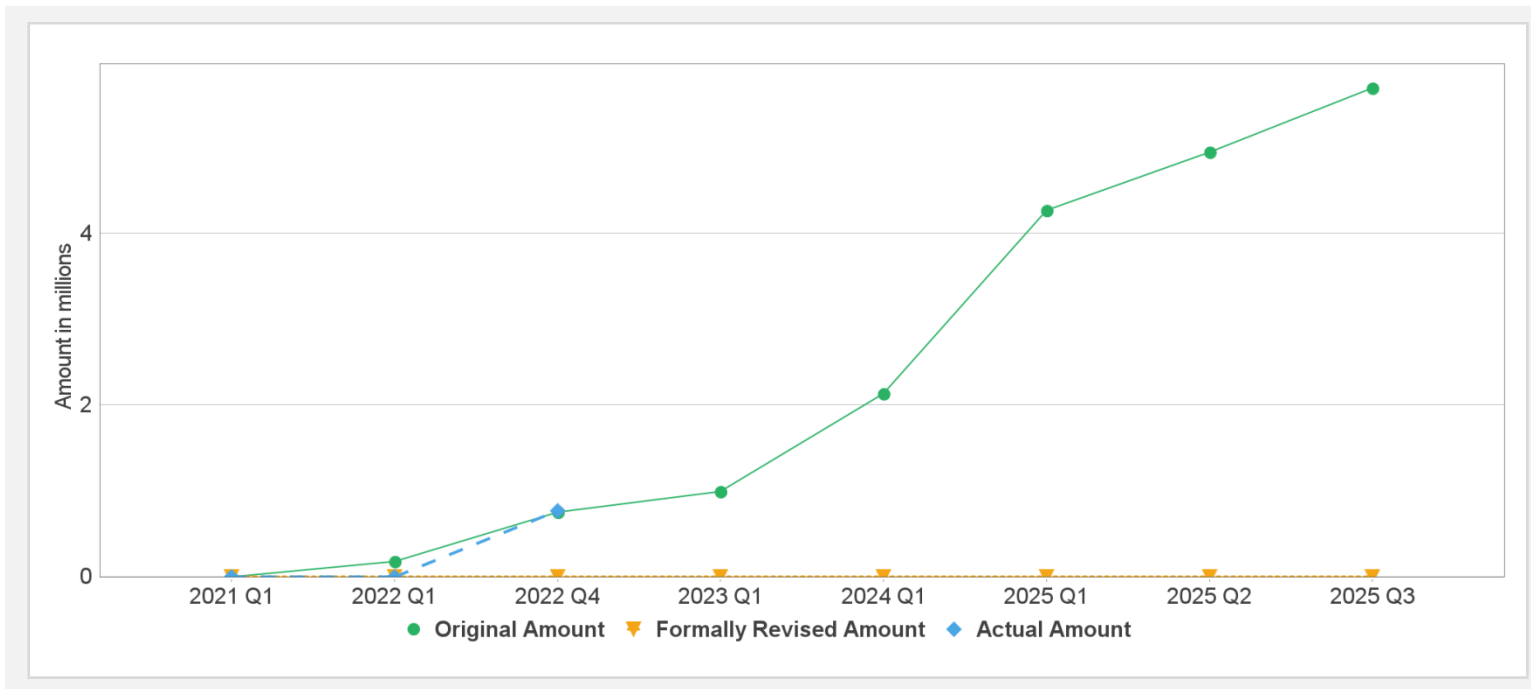
**Disbursements (by loan)**

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P172611	TF-B4218	Effective	USD	12.00	12.00	0.00	0.76	11.24	6%

**Key Dates (by loan)**

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P172611	TF-B4218	Effective	18-Mar-2021	25-Mar-2021	20-Jan-2022	30-May-2025	30-May-2025

**Cumulative Disbursements**





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### **Restructuring History**

There has been no restructuring to date.

### **Related Project(s)**

There are no related projects.

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