



ANNUAL REPORT 2019

Introduction

The Year 2019 commemorated the 7th anniversary of St. Maarten Development Fund (“SMDF”) having been incorporated in May 2012. SMDF, besides providing grants to 26 organizations executing projects and ongoing programs that fit within the SMDF vision and policy document *“Contributing to a Society that Cares 2013 – 2023”*, also established new alliances and managed closure to a number of projects.

Operationally, SMDF performed well within the parameters of the budget for fiscal 2019 for operations recording a positive variance to budget of 2.4%. Comparing previous year’s performance, SMDF recorded a 3.3% positive variance to budget in 2018 and for 2017 fiscal performance resulted in expense recorded equal to budget. The Supervisory Board approved the retention and lease of office space adjacent to the SMDF offices in view of the projected growth in project management expected. The operational budget absorbed the expense of refit for construction works and refurbishing. The offices were put in operation in January 2020.

Twenty-five (25) organizations were provided with grants which included four (4) one time grants for a total of ANG. 2,850,000 in grants disbursed in grants during fiscal 2019. During fiscal 2018, ANG 2,915,000 in grants were extended.

During quarter two (Q2), the Supervisory Board of SMDF approved a management transition and a Supervisory Board member search to be effective January 1, 2020 and May 31, 2020. After a seven-year tenure, the Managing Director having served from 2012 to 2019, demitted effective December 31, 2019. The Supervisory Board accepted the Management transition plan presented by the Managing Director and unanimously approved the appointment of Miss Makhicia Brooks (30), as Managing Director effective January 1, 2020. Miss Brooks has filled the function of Program & Development Manager since February 1, 2017 and is deemed best qualified to assume the Directors function.

With the retirement of the three (3) SMDF founding Supervisory Board members in May 2020 following two terms of four years each, the Supervisory Board approved a transparent advertising and selection plan for execution during Quarter one of 2020.

During quarter four SMDF advertised for the position of Program & Development Manager. SMDF received eighteen (18) applicants for the position with the successful candidate selected being Melanie E. Choisy (29), a St. Maarten native with a Bachelor of Arts degree majoring in International development. Until recently, Miss Choisy was the President of Be the Change Foundation, nonprofit foundation founded in 2012 providing grants to NGO. In addition, Ms. Choisy has been the Project manager for the annual SXMDoet volunteer service campaign since 2015. Miss Choisy commenced service in January 2020.

The Worldwide pandemic, Covid-19 has changed the world, the region of the Americas and Sint Maarten with grave effects on the vulnerable. SMDF has and will be playing a major role in the organization and execution of a project manufacturing face masks and to administer the Income Support and Unemployment Programs within the St Maarten Stimulus and Relief Program (SSRP) on behalf of St. Maarten Government as we will report in greater detail herein.

Projects closed during 2019 and ongoing in execution are:

The Senior Project, funded by the Government of the Netherlands. SMDF managed funds totaling ANG. 4.4 Million and successfully closed the project in February 2019, with a third (3rd) Audited report submitted in April 2019;

The Hope Estate Community Helpdesk Repair and Extension project assigned for management and execution to SMDF by the Government of the Netherlands for ANG. 253,207.00 was successfully concluded during the first quarter of 2019 with an Audited report submitted in March 2019;

Cordaid Netherlands:

Netherlands based humanitarian aid organization Cordaid executed an agreement with SMDF in for fund management and exec ANG. 347,093. This project was closed in September 2019 and Audited in October 2019. The results of this project were as follows:

- Ebenezer well was constructed;
- South reward community containers were placed;
- Belvedere and Dutch Quarter generators were purchased and installed;
- Repairs to Community center Dutch Quarter were carried out;

The Dutch Disaster Fund:

The Dutch Disaster Fund (Nationaal Rampenfonds) executed a fund management and project execution agreement with SMDF in November 2018 for approximately ANG. 588,122 titled "Community Managed Disaster Risk Reductions". The aim of the project is: to increase Community engagement. During 2019, an amount of ANG. 95,959 has been disbursed. Activities executed during 2019 were:

- Community Meetings;
- Training course given by a renowned Community disaster management expert, Rusty Binas;
- Reactivation of 3 community councils and arranging elections in others;

This project has been extended to October 2020.

Windward Islands Bank & Nagico Insurances:

The Windward Islands Bank has extended the Fund management agreement with SMDF effective January, 2020 for period of three (3) years at ANG. 50,000.00 annually to support Youth development and Senior care and support. In addition, SMDF concluded a Fund management agreement with Nagico Insurances for ANG. 18,000 during 2019 specifically to benefit the senior community serviced by SMDF through several Senior care Foundations. The following are the results of funding during 2019 by both private sector donors:

- Support for COME center senior program;
- Support to Home Away from Home senior program;
- Support to SECEO the largest after school program serving 312 kids;
- Support to the afternoon school program Alpha & Omega in Philipsburg;
- Support to Voice of the Youth brigade program for youth;

Red Cross Netherlands:

The Netherlands Red Cross, executed an agreement with SMDF on December 20, 2019 for the creation of community spaces in ten districts of St. Maarten. In view of the project in execution with funds from the Dutch Disaster Fund, The Red Cross and SMDF felt it would be in the interest of the 10 communities that SMDF manages the project of US\$ 477,945.00. A project manager has been retained to guide and execute this project together with a Red Cross manager stationed on St. Maarten.

Milano Jewelers:

Milano Jewelers conducted a fundraising event early 2019 with a total of ANG. 29,905 raised. Funds raised were earmarked to provide additional construction in two neighborhoods of South Reward and Middle region.

Program & Project Funding 2019:

The Government of Sint Maarten provided, as principal donor, provided the same year over year amount of ANG. 3,587,673 to SMDF in 2019, of which ANG. 779,253 was budgeted for operations and ANG. 2,791,620 budgeted for Funding expenses through grant agreements.

A total of ANG. 2,850,560 was disbursed to Foundations with projects and programs that fit within the policy of SMDF during the year 2019.

SMDF funded ANG. 58,931 more than was received from the Principal Donor over 2018 via its funding account. Funds unused by client foundations, amounting to **ANG. 57,358** in 2019 were deducted from the grant agreements of the respective Foundations for the year 2020. In addition, funds not used of **ANG. 14,285** were returned to SMDF during the first quarter of 2020.

Summary Fund Management Agreements 2019:

Grant agreements 2019	2,850,564	Grant agreements with 21 clients and 4 incidentals
Dutch Disaster Fund	588,122	Disaster Risk Reduction
Windward Islands Bank	50,000	Support of Youth & Seniors
Nagico Insurances	18,000	Support of Seniors
Total funds managed in 2019	3,506,682	

Financial results of Operations 2019:

Operational expenses were **ANG. 750,112** exclusive of depreciation expense of **ANG. 6,000** or **ANG. 29,141** or approximately 3.74% below the 2019 budget of **ANG. 779,253** prior to depreciation expense of ANG. 16,800. All areas of operations such as Personnel and General expenses performed below budget. Housing expenses were higher than forecasted as the new offices were not anticipated becoming available in December 2018 when the budget was presented and approved. Despite the construction expenses and furnishing expensed from operations, Management recorded a positive variance to budget. We will elaborate more within this report on the variances to budget.

Comparing 2018, Operational expenses were **ANG. 737,142** exclusive of depreciation expense of **ANG. 7,261**. The effective management of expenses resulted in **ANG. 25,312** or approximately 3.3% positive variance below the 2018 budget of **ANG. 762,454** prior to depreciation expense.

Supervisory Board of Directors:

The capacity of the Supervisory Board of SMDF was expanded to five (5) members effective June 2019 following advertisements in the local Newspaper. The position filled was for the second financial profile. Mr. Ahmed H. O. Bell was unanimously selected and appointed out of 11 candidates. In conformity with the Articles of Incorporation, the Minister of General Affairs was notified of the selected candidate and had no objections. The personal particulars of the members are as of December 31, 2019 as follows:

Supervisory Board – Personal Particulars

Member name:	Age:	Function:	Profession:	Appointment:
RODGRIGUEZ - EMMANUEL , Richelda G.	51	President	Branch Manager SXM Joint Court of Justice	May 2012 May 2016
ARNELL , Joy J.	57	Vice President	Acting Secretary General VSA	May 2012 May 2016
GUMBS , Marinka J.	41	Treasurer	Interim Managing Director Postal Services, N.V.	May 2012 May 2016
BARY , Zylena J.	42	Member	Attorney at Law	October 2014
BELL , Ahmed H. O.	38	Member	Managing Director Principle Accounting	June 2019
Nationalities:				
All members are of Dutch Nationality				

Additional Functions - Supervisory Board

The President of the Supervisory Board, Mrs. Richelda G. Emmanuel – Rodriguez had no other additional functions in private or public sector organizations during 2019.

Vice President of the Supervisory Board, Ms. Joy Arnell, serves as a member of the Board of the Stichting Voortgezet Onderwijs, which oversees two secondary schools. Additionally, Ms. Arnell serves as Vice President of the Supervisory Board of Stichting Justitiele Inrichtingen SXM (SJIS), the institution charged with rehabilitation and social care.

The Treasurer, Ms. Marinka J. Gumbs, was Treasurer of the Bengali Foundation (BF) during 2019. The Bengali Foundation was created to manage a trust fund for the benefit of the minor child of slain officer Gamali Benjamin. In addition, Ms. Gumbs served on the Board of the United Democratic Party Foundation during 2019 and also served as President of the Board of Postal Services, N.V. until her recent appointment as Interim Managing Director of Postal Services (St. Maarten) effective January 6, 2020.

Member of the Supervisory Board, Attorney at Law Ms. Zylena Bary is on the Board of the National Sports Institute. Member of the Supervisory Board, Accountant Mr. Ahmed Bell is on the Supervisory Board of the Central Bank of Curacao and St. Maarten since August 2017.

Supervisory Board Profiles & By-laws:

The Supervisory Board has established profiles in addition to by-laws for Board in which the function of Chair is specifically elaborated on.

The following are the required professional competencies/backgrounds for the individual members:

- Displayed background in social & community development with experience in funding institutions, project management and Governmental relations – Mrs. Richelda Rodriguez-Emmanuel;
- Social & community background with experience in social and community development work – Ms. Joy Arnell;
- Financial background – Ms. Marinka Gumbs and Mr. Ahmed Bell;
- Legal professional with displayed social and community involvement – Ms. Zylena Bary;

Supervisory Board Meetings:

The Supervisory Board convened a total of eight (8) meetings during 2019, inclusive of one (1) meeting with the Auditor, one (1) Board meeting dedicated to the evaluation of the Board and Management and six (6) regular Board meetings. The Board's self-evaluation and evaluation of Management were conducted in the absence of the Director and Program & Development Manager. This meeting, hosted on December 7, 2019 was recorded by the President of the Board. Minutes of all meetings are recorded and approved in subsequent meetings.

Board fees and related expenses were ANG. 31,741 during 2019 comprising of ANG. 30,000 in Board fees and ANG. 1,741 in Board related expenses. Board fees comprise of monthly stipends of ANG. 750 to the President and ANG. 500 to the Vice President, Treasurer and Member respectively.

The budget for these expenses for the year 2019 were ANG. 33,000 for Board fees and ANG. 2,500 for Board related expenses. The Supervisory Board was well below the budget for Board related expenses which were costs to meetings and the year-end closing event.

Management & Staffing:

Staffing during 2019 comprised a Managing Director, a Program & Development Manager, a Financial Administrator and an Office Administrator. The Office administrator was retained from August 2019 onwards.

In October 2019 the Supervisory Board unanimously concurred with the nomination of Miss Brooks to assume the position of Managing Director effective January 1, 2020. In November, 2019 the Supervisory Board approved the remuneration package and mandated the President of the Board to finalize an agreement with Miss Brooks. Miss Brooks has a two (2) year agreement as the statutory Director of SMDF.

In September 2018, after two years of service, based on the advice from the Managing Director, the Supervisory Board approved the appointment of Ms Jennai Marlin in indefinite service. Ms Marlin conducts timely monthly review of reports submitted by client foundations and verifies the legal expenditures in accordance to the grant agreements.

The position of Office Administrator was filled in August 2019 following advertisements. The position reports to the Program & Development Manager filling administrative needs, creating client databases, managing telephone and visitor service and supporting the work of the Program & Development Manager and the Managing Director.

Additional functions held by the Director during 2019, is Chairman of the St. Maarten Alzheimer Foundation.

Corporate Governance:

The Supervisory Board and the Management of SMDF are in compliance with the Corporate Governance Code (CGC) as legislated in 2009 on St. Maarten, to govern the operation of Government owned companies and foundations. A Corporate Governance checklist is completed annually by Management for presentation to the Supervisory Board. SMDF has been compliant to all areas of the check list with the exception of having an Audit Committee. The 2019 CGC check list for SMDF was verified by the Auditor.

Government Relations:

SMDF formally reports to the Government of Sint Maarten five (5) times annually, which reports include quarterly financial reports and the submission of the Annual report & Audited Financial statements by June 30, of each year, based on a Fund Management Agreement ("FMA"). The FMA, executed in 2014, sets out the terms of understanding and obligation for the management and reporting on the use of funds from the Government of Sint Maarten.

During 2019 in addition to reporting, communications were dispatched to the Prime Minister, Minister of Finance, Members of the Council of Ministers, and the Department of Statistics as detailed herein:

Documentation & Reporting Submitted:	Date Delivered:
Fund disbursement schedule 2020 request from SMDF	December 9, 2019
Quarterly Financial report – Q 3 – year 2019 – BDO Accountants	December 9, 2019
Letter to Prime Minister – Gaston Boasman Help Desk	September 20, 2019
Department of Statistics – submitted SMDF Audited Financials 2018	August 11, 2019
Quarterly Financial report – Q 2 – year 2019 – BDO Accountants	July 30, 2019
Letter to Minister Lee – Assistance to Helping Hands Foundation	July 8, 2019
Letter to Minister Lee – Synchronization Funding	July 8, 2019
Quarterly Financial report – Q 1 – year 2019 – BDO Accountants	July 3, 2019
Letter to Prime Minister – SMDF Board member appointment	June 13, 2019
Audited Financial Statements 2018 & annual report - SOAB	June 13, 2019
Letter to Minister VROMI – Senior citizen assistance	May 8, 2019
Letter to Minister VROMI – South Reward Community Containers	April 9, 2019
Department of Statistics – submitted SMDF unaudited Financials 2018	February 22, 2019
Letter to Minister Lee – Synchronization Funding	February 6, 2019
Letter to Minister Lee – Strengthening of Community Councils	February 6, 2019
Letter to Minister Lee – Assistance to Helping Hands Foundation	February 6, 2019
Quarterly Financial report – Q 4 – year 2018 – BDO Accountants	February 5, 2019
Letter to Prime Minister – Fund disbursement schedule 2019	February 5, 2019
Fund disbursement schedule 2019 proposal from Government	January 25, 2019
Letter to Minister Finance – NGO clients funded by Government	January 8, 2019

During 2019, Government deviated from the payment terms within the FMA which specifies three (3) payments during the year. Government disbursed five (5) payments with the consent of SMDF for a total of ANG. 3,587,673 for grant contract funding and operational expenses of SMDF. The Prime Minister, Mrs. Leona Marlin - Romeo confirmed the disbursement schedule for 2019 via letter dated January 25, 2019. The payments were effected as follows:

Payment date effected:	Payment amount:
February 22, 2019	ANG. 398,630.33
February 27, 2019	ANG. 150,000.00
March 21, 2019	ANG. 248,630.33
April 12, 2019	ANG. 398,630.34
May 23, 2019	ANG. 1,195,891.00
July 17, 2019	ANG. 1,195,891.00
Total	ANG. 3,587,673.00

Results of Funding:

SMDF conducted evaluations of the results achieved by each foundation over the year 2019, in relation to the stated goals in the application submitted and the terms within the concluded grant agreements with such foundations.

A strict policy was carried out with respect to use of funds without SMDF approval outside of budget lines, retention of monthly payment in the event of non-receipt of monthly reports and returning of unused funds. Sanctions were enforced in accordance to Grant Agreements, Addendum to the Grant Agreement and General Conditions.

Office Facility and Lease Extension:

SMDF has had a lease agreement for its offices (Unit 1-H) since 2012 and was extended every two years prior to expiration of the term. During September 2018, the lease was extended to November 30, 2020 for the same terms. The terms are ANG. 3,393 inclusive a monthly maintenance and generator fee.

In view of premises of equal size becoming available, the expansion in project management within SMDF and additional services forecasted to be rendered in 2020, the Board approved the lease of the premises next door (Unit 1-G) at the same rate of ANG. 3,393 monthly based on advice of the Managing Director. The project was funded from the operational budget 2019. SMDF negotiated a waiver of the security deposit for the unit.

The two units are joined through an access opening and the current main entry is maintained for access control. Four (4) office units were added, a second conference room, extra storage and a second restroom. Works were completed in December 2019 and the offices were placed in use in January 2020.

The investment was ANG. 82,437 for construction, furniture and furnishing such as air conditioners and telephones. Construction related expense amounted to ANG. 42,001

Agreement with Accounting Firms:

SMDF has had an agreement with the accounting firm BDO Accountants St. Maarten for compilation of quarterly financial reporting on behalf of SMDF for operations and funding activities since 2014.

During 2019 the St. Maarten offices of Stichting Overheidsaccountantbureau (SOAB) provided expertise to carry out Agreed Upon Procedures on expenditures and such related reporting by foundations receiving grants from SMDF, as compiled and administered by the SMDF Financial Administrator and Program and Development Manager. These reviews are intended to give Management and the Audit team greater assurance. The terms for engagement have been more cost favorable in the interest of SMDF.

Appointment of Auditor:

In October, 2016 the Supervisory Board approved the appointment of Stichting Overheidsaccountantbureau (SOAB) as Auditor based upon a presentation of three (3) quotations for Audit services from Baker Tilly St. Maarten, BDO Accountants and SOAB. The firm SOAB carried out the audit engagements for 2016, 2017 and 2018.

The Supervisory Board, based on the recommendation from Management, accepted the engagement of SOAB for the year 2019. The offer from SOAB for the 2019 audit was deemed to be in the best interest of the Foundation.

The agreed upon procedures are carried out by the St. Maarten team of SOAB headed by Miss Nicole Marlin, RA while the audit engagement is carried out by the Curaçao based team headed by Drs. Quincy Elisabeth, RA as Audit Manager and Ms. Julissa Daal, MSc as Senior staff.

Reporting Obligations:

Management of SMDF has maintained, for a number of years, the policy that payments to client foundations, would be executed on a monthly basis by the 21st of each month. Release of the monthly payments is predicated upon the client foundation submitting, by the 10th of the month, a report for the funds received in the month prior. Such a policy is contrary to other funding agencies and different to the subsidy policy of the Government of St. Maarten.

Each Foundation is required to submit reporting of their expenditures and a social report on a monthly basis, but prior to the 10th of each month. This procedure and policy allow SMDF to execute closer monitoring and provide guidance to the foundations with Grant Agreements.

Client foundations are appreciative of the policy as the reporting requirements strengthen internal control, reduces work for their accountants and facilitates cash flow management. In addition, client foundations execute more efficient and faster financial closure of projects at year end. During 2018, SMDF instituted a policy on imposing sanctions on clients delivering reports late or lacking completeness, in accordance to the executed General Conditions and Grant Agreements.

A reasonable number of client foundations reported satisfactorily within the time frames set by SMDF. An improvement on the quality and timeliness of reporting has been evidenced during 2019.

SMDF was able to conclude financial closure for 2019 of 98% of Foundations during the first Quarter of 2020. This closure was preceded by a report on factual findings issued by SOAB in November 2019, covering the first 9 months of 2019. A second report will be issued in June 2020 covering Quarter 4 2019.

We wish to detail further the Project and Fund management agreements further executed during 2018 continuing into 2019 and as subsequent event to 2020:

Cordaid Netherlands:

By December 2017, SMDF and CORDAID, a humanitarian aid agency based in the Netherlands, agreed to enter into an agreement for the joint project to strengthen the Community Councils on St. Maarten. The Supervisory Board agreed with SMDF Management's recommendation and advise that such working agreement would be in the best interest of the communities served by SMDF and the Foundation itself.

Milano Jewelry Project

Milano Diamond Gallery opened a new location at the Port of St. Maarten. The company wanted to give back to the community and decided to host a silent auction for the community of South Reward during the opening in February 2019. When Milano representatives met with the community leaders in the South Reward Community Collective, the community leaders suggested that SMDF be brought onboard to manage the donated funds and execute the project. Milano representatives agreed to have the project be administered by SMDF and also included the Dutch Quarter Community Council, allowing for projects in Dutch Quarter as well as South Reward.

A total of \$17,050 was raised. \$16,050 was raised and delivered to SMDF and another \$1,000 was pledged by Windward Islands Bank. The WIB pledge will be reflected in the second quarter of 2019. To date, SMDF has visited the homes of the community identified seniors and estimates have been prepared. During the second quarter, works will be executed. If additional funds are needed, SMDF will allocate funds donated by the Caribbean Shipping Association to this project.

Windward Islands Bank

In August 2017, SMDF and the Windward Islands Bank, Ltd. N.V., executed a Fund Management Agreement where the Bank entrusts SMDF to manage a portion on its community & social donation budget of up to ANG. 50,000 annually.

At the ending of 2018, SMDF earmarked a portion of WIB's donor funds to two organizations. The first organization is Alpha and Omega Projects Foundation. Alpha and Omega's after school activity program is operated on Longwall Road in Philipsburg and had a number of children from the Fort Willem area whose parents were having difficulties paying the monthly tuition as many had lost their jobs. As the program and many of the students in the program are from the Philipsburg area, near WIB's Main Branch, SMDF chose to allocate ANG 14,660 to subsidize the participation of twelve (12) students whose parents were identified as being unable to pay the full monthly tuition.

The second organization that will receive funds from the WIB contribution will be the C.O.M.E. Center Foundation, also located in Philipsburg. C.O.M.E. Center has been operating a free feeding program for over a year. The foundation operates this feeding program with an open-door policy, providing basic meals to the public without question. As these activities are in Philipsburg and is mainly used by the residents of the area, SMDF will allocated ANG 6,000 towards this activity.

Additionally, WIB will be providing ANG 13,500 towards the costs of a tutor for New Start for Children Foundation. WIB began to offer this special contribution in October 2018 for a period of 12 months. As such, this contribution of ANG 1,500 monthly will continue until September 2019.

Rampenfonds Project

In 2018 SMDF submitted a proposal to the Dutch Disaster Fund which was approved in the third quarter of 2018 for a project total of ANG. 587,548. An amount of ANG. 232,301 was received in December 2018 at which time it was decided that the project activities would begin in January 2019.

To date, SMDF has hosted a kick off public meeting in January in which 11 of 15 invited community councils were in attendance. Additionally, SMDF has facilitated the hosting of several community meetings throughout St. Maarten. As most meetings have been held at community facilities, most meeting costs are for light food and beverage refreshments or printing of flyers and other promotional material. Community meetings will continue into the second quarter and capacity building activities will begin in the third quarter of 2020. The project has been extended to October 2020.

Caribbean Shipping Association:

Amounts received from the Caribbean Shipping Association were disbursed towards home repair projects during 2019.



Foundations Serviced During 2019

Youth Development (9):	
No Kidding with Our Kids Foundation	Afternoon School Activity Program
SECEO Foundation	Afternoon School Activity Program
Alpha & Omega After Projects Foundation	Afternoon School Activity Program
Belvedere Community Foundation	Afternoon School Activity Program
Voice of Youth Foundation	Vulnerable Youth Intervention project
St. Maarten AIDS Foundation	Girl Power / Real Talk program
Alexander Early Stimulation After School Program	Afternoon School Activity Program
SECDA	Association for Teachers & Day Care Staff
Indusu Dance Theater	Support in Teacher Development
Social Care (10):	
Ujima Foundation - Residence	Operation of Home for Vulnerable Boys
Ujima Foundation – Day program	Afternoon Intervention Project for Boys
I Can Foundation	Foster Home operation
New Start Foundation	Foster Home operation
Key to Freedom Foundation	Addiction Rehabilitation facility
Community Outreach Center (COME)	Literacy Project
Dr. J. Foundation /Turning Point	Skills training Turning point
K1 Britannia	Voluntarism development organization
Dance & Art Academy	Teacher appreciation event
PWR Agency	Social Entrepreneurship
Senior Care (3):	
Helping Hands Foundation	Senior Transportation service
Home Away from Home	Senior Recreation Program
Hope Estate Sr. Citizens Foundation	Senior Recreation Program
Gender Support (2):	
Safe Haven Foundation	Operation of Domestic Violence Shelter
Prominent Women Foundation	Women Empowerment Program
Poverty Alleviation (2):	
Bishop Ellis Foundation	Feeding program
Maximizing Pupils Chances Foundation	Feeding program

Number of Programs per Thematic area:

	2016	2017	2018	2019
Youth Development	13	7	8	9
Social Care & Vulnerable Groups	13	11	11	10
Senior Care & Support	5	3	3	3
Gender support	1	1	2	2
Poverty alleviation	3	2	2	2
District Improvement			1	
	35	24	27	26

Program Grants Extended 2013 - 2019

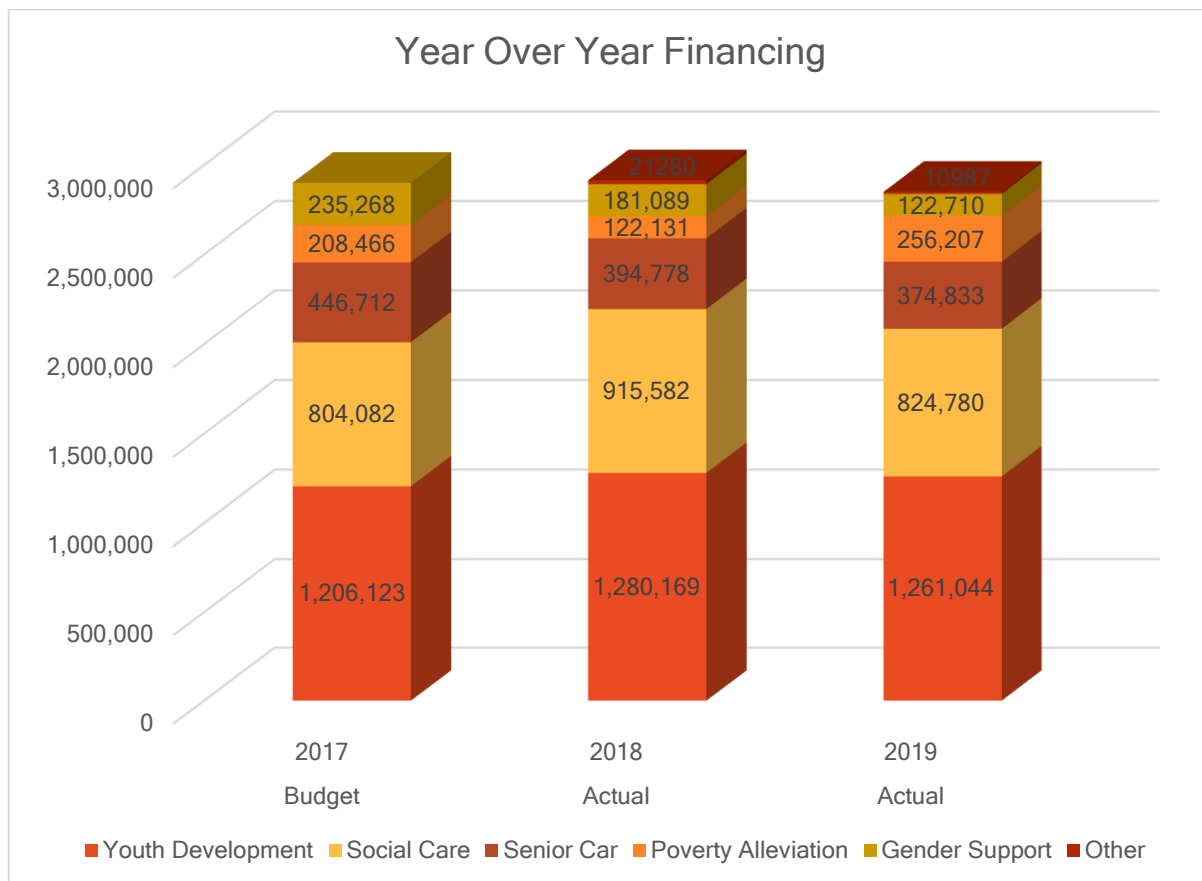
2015	2016	2017	2018	2019
Grants Extended	Grants Extended	Grants Extended	Grants Extended	Grants Extended
3,748,094	3,308,823	2,940,657	2,913,029	2,850,560

Program Grants Extended per Theme Area 2017 - 2018

	Actual	Budget	Actual	Budget
	2017	2017	2018	2018
Youth Development	1,305,937	1,206,123	1,299,350	1,103,389
Social Care & vulnerable groups	916,361	804,082	915,582	624,736
Senior Care & Support	403,654	446,712	394,778	400,950
Gender support	192,600	235,268	181,989	183,380
Poverty alleviation	122,105	208,466	122,131	310,814
District improvement			1,200	279,732
	2,940,657	2,900,651	2,915,030	2,903,004

Program Grants Extended per Theme Area 2019

	Actual	Budget
	2019	2019
Youth Development	1,261,044	1,205,422
Social Care - Vulnerable groups	824,771	847,815
Senior Care & support	374,833	367,098
Gender support	122,710	120,318
Poverty alleviation	256,207	250,967
Other projects	10,995	
	2,850,560	2,791,620



The amount requested in October 2016 from the Government of St. Maarten for funding program & projects for the year 2019, was ANG. 6,488,000.

Following the negative social effects caused by the passing of hurricane Irma in September 2017, SMDF requested in August 2018 an amount of **ANG. 7,870,000** for 2019. The amount allocated for funding for 2019 was **ANG. 2,791,620** or approximately 64.5% less than the budget requested. Despite this, **ANG. 58,940** more was extended in grants.



Operating Expense comparison 2017 - 2019

	ACTUAL	BUDGET	ACTUAL	ACTUAL
	2019	2019	2018	2017
Personnel expenses	498,226	518,524	484,312	472,650
Housing expense				
Rent	57,729	40,764	40,764	40,764
Utilities	18,927	20,400	18,473	18,996
Cleaning expense	7,225	7,044	6,007	3,256
Office expense				
Telephone	8,407	11,052	10,157	6,950
Courier	4,338	6,000	6,385	4,408
Maintenance	2,103	5,400	2,874	3,103
Office expenses	5,302	7,800	10,900	4,921
Travel & representation				
Transportation	4,535	6,600	6,475	7,034
Travel & Lodging	-	7,500	5,742	0
Representation expense	6,871	6,500	6,693	5,784
Board expenses				
Board fees	30,000	33,000	27,000	27,000
Board related expenses	1,740	2,500	3,844	1,764
General expenses				
Professional & legal fees	74,364	69,600	82,656	48,167
Advertising & promotion	18,407	22,500	7,495	13,913
Insurance	2,685	3,424	3,182	3,606
Computer expense	2,695	1,800	5,203	2,079
Subscription	450	1,000	1,059	1,031
Seminar & presentations	-	6,645	0	0
Bank charges	4,157	1,200		
Other general expenses	1,951	-	7,687	6,735

Detailed Variance Report of Operating Expenses 2019:

- Rent expense, forecasted for 2019 at ANG. 40,764, resulted higher by ANG. 16,965 due to the approved lease of an adjoining unit to the offices of SMDF. In lieu of rent paid in advance, a waiver of security deposit was negotiated.
- Representation expenses were slightly higher than forecasted by ANG 371 on account of more aggressive business development strategies.
- Professional fees which includes accounting & audit expense are higher than forecasted by ANG. 4,764 due to a few invoices pertaining to 2018 settled during the first quarter of 2019
- Computer expenses show a variance of ANG. 895.00 on account of un-forecasted software upgrades after 7 years of operations.
- Bank charges exceeding budget by ANG. 2,957 is as direct result of receipt of the January 2019 tranche from Government on February 22, causing SMDF to arrange credit extension facilities with the Bank towards the end of January 2019.
- Other general expenses not forecasted for totaled ANG. 1,950 comprising of approximately ANG. 1,164 for expenses related to the new offices, entrance door security subscription, new replacement signage for office entrance and cost saving soap and towel dispensing system for the restrooms.

Overall, Management is pleased with the Operational financial performance of SMDF in relation to its budgetary vision and plan for 2019. An overall positive variance to budget of **ANG. 29,141** was recorded for 2019 compared to **ANG. 25,312** exclusive of depreciation expense for 2018 fiscal year.

Management letter 2018:

There were no additional findings and observations by the auditor for 2018 financial year. The observations reported in the financial year 2017 are given follow up in the 2018 report by the auditor in the Management letter 2018 as summarized below with our comments therewith:

2	Observations 2017 Management letter:	Action by SMDF:
2.1	Soft copy administration	In execution
2.2	Timely approval of grant agreements & budgets	Executed
2.3	Data security & digitizing hard copies	Executed
2.4	Timely submission of progress reports	Executed
2.5	Uniformity of documentation & reports	In execution
2.6	Quality review by Financial administrator	In Execution

The following are the detailed observations and recommendations for 2017 and 2018 made by the Auditor via the Management letter with SMDF comments:

	SMDF Comments to 2017 and 2018 Management letter:
	Soft copy administration
2.1	The auditor recommended in the ML to digitize hard copies of financial & non-financial key process client documentation
	In 2018 Management reported that an office administrator was recruited and the process to digitize was started. With departure of the office administrator, a new hire commenced in
	August 2019 and the project is in full swing. Clients have increased delivery of financial & non-financial reports digitally.
	Timely approval of grant agreements & budgets
2.2	The auditor recommended in ML 2017, that grant agreements be executed prior to year end for the year following. The challenge generally being that the grant awarding by Government is rarely ever concluded prior to December 31, in any given year. SMDF has been successful however during 2017, 2018, 2019 and 2020, in discussing the grant applications and budgets
	With the NGO clients and concluding agreement prior to year-end, December 31, for grant agreements for the year following. Grant agreements were then executed the moment Government confirmed the grant disbursement schedule to SMDF.
	Data security & digitizing hard copies
2.3	In addition and as extension to item # 2.1 above, the Auditor recommended the updating of data IT security with regular back up.
	Management reported in 2018 upgrade to its IT system with shared drives and password protected.
	Timely submission of progress reports
2.4	Progress reports or the monthly financial & social reports submitted by NGO's were in certain instances not timely or late.
	SMDF has in 2018 stepped up a procedure of sanctions as detailed in the General terms & conditions. In addition, a formal electronic notice system has been introduced. Much improvement has been evidenced. It should be noted that SMDF is the only funding agency that requires monthly reporting from NGO clients.
	Uniformity of documentation & reports
2.5	Specifically, with preparation and issuance of the Quarterly financial statement, there were differences noted in the NGO disbursements. Reconciliation is performed by the financial administrator with the BDO produced report. In addition, commencing 2020, BDO will prepare monthly financial reporting allowing for faster reconciliation and management reporting.
	Quality review by Financial administrator
2.6	The quality of data prepared by the financial administrator has been audited from 2015 to present. In 2018, the review has been assigned to SOAB St. Maarten with the Audit conducted by SOAB, Curacao.
	Improvement has been evidenced in 2018 – 2019 with respect to the accuracy and mathematical errors.

Subsequent events:

The most significant subsequent events to 2019 are summarized below in detail transpiring prior to close of the Management report 2019, occurring prior to May 2020:

COVID 19 Worldwide pandemic:

In response to the rising threat of the COVID-19 pandemic, many governments around the world closed their respective borders. Sint Maarten was no exception, with the country's borders closing on March 16, 2020. In addition to border closure, the most significant measure decreed by the Sint Maarten Government was a mandatory closure of public & private sector institutions. In addition to the closures, a decree was issued by the Prime Minister of St. Maarten for a mandatory stay at home order and a general curfew.

This affected the country as a whole but with greater impact on the vulnerable groups on Sint Maarten such as the elderly, children and those in the lower social categories within Sint Maarten society. With the stay at home order decreed on March 30, little notice was given to the population resulting in food shortages in a number of homes. Additionally, without proper logistics organized to service the most vulnerable who may not have had the opportunity to stock up supplies to prior to the order being introducing, many were left in precarious situations.

All SMDF clients were impacted as we will comment herein:

Youth Development:

The four afternoon activity programs ceased operations as did all schools on Sint Maarten. With most parents who do don't provide essential services in public or private sector, homeschooling has been executed from April 6 to date. The St. Maarten AIDS Foundation and the Voice of the Youth Foundation were forced to halt their training and educational programs.

Social Care:

Of the six (6) clients in Social Care, the Ujima Foundation Home Facility, New Start for Children Foundation foster home and the Key to Freedom home continued operations. COME Center and Ujima Day programs were suspended. K1 Britannia Foundation has been very active with their volunteers packaging and distributing food.

Senior Care:

The two (2) senior care organizations that execute have adjusted their programs to meals home deliveries for their target groups. Helping Hands Foundation continues to provide transportation services for dialysis patients and for seniors on the days designated during the week by Government for shopping and banking.

Gender Support:

Safe Haven Foundation is in full operation with its shelter for women at full capacity. The facility, though operational, has implemented its own lockdown measures with staff living-in around the clock to limit potential COVID-19 exposure.

Prominent Women Foundation has ceased their operations.

Poverty Alleviation:

Despite the need for services, the Bishop Ellis Foundation ceased operation to their core service of food distribution as Government has been executing a wide scale registration and distribution of food.

Maximizing Pupils Chances at the Milton Peters College has ceased operation due to the closure of all schools.

In response to the effects on the most vulnerable, SMDF rolled out a project during April 2020 with an aim to have 22 seamstresses produce face masks. The project has as aim, the provision of locally made ace masks to be retailed at a cost of ANG. 5.00 each based on the provision that two masks are purchased of which one is given free of charge to a vulnerable member of the community.

SMDF was approached by Emergency Service Function 7 to seek volunteers. SMDF was successful in securing the services of 65 volunteers to assist with various activities managed by Government Social services.

Towards the latter part of April, the Government of St. Maarten requested the services of SMDF for the administration of the Unemployment and Income Support programs, both components of the St. Maarten Stimulus Relief Project. SMDF has received the commitment letter for the administration of some ANG. 7.6 Million guilders therewith. SMDF will receive ANG. 47,380 for administration and accounting services.

The funding commitment or subsidy from the Government of St. Maarten has not been affected by COVID 19. In accordance to the 2020 fund disbursement schedule, only the July disbursement is still due.



Youth Development

Alpha & Omega Projects Foundation
Belvedere Community Foundation
No Kidding with Our Kids Foundation
Sint Maarten AIDS Foundation
Stichting Ervaringsgericht Onderwijs
Voice of the Youth Foundation

Alpha & Omega Projects Foundation - Afterschool Program

In 2019, enrollment numbers began to increase for Alpha and Omega Projects Foundation, compared to previous years. Throughout the year, the foundation maintained an average enrollment of 29 children in its after-school activity program.

	Objectives	Results Expected
1.	To offer educational assistance by guidance and tutoring while in a safe environment.	<p>To provide guidance & tutoring to allow successful results in school. To provide education in the use of computers on a weekly basis.</p> <p>To provide tutoring in Dutch, English and French daily with French twice weekly. Development of Math skills.</p>
2.	To encourage positive social and moral behavior in our children while exposing them to the arts of music, sports and dance.	<p>To offer swimming or soccer choices. To provide healthy meals.</p> <p>To provide development in social skills.</p> <p>To develop the use of at least one musical instrument, dance & arts & craft.</p>
3.	To teach and encourage through agriculture the importance of planting your own foods which leads to healthier diets.	



Belvedere Community Foundation - Afterschool Program

During the course of the calendar year 2019, Belvedere Community Foundation saw a noticeable fluctuation in its enrollment. At the start of the year, there were approximately 65 children in the program. This number declined as low as 52 children in June. In August when the school year reopened, the program welcomed 60 children. Throughout the latter part of the year, enrollment fluctuated between 52 and 59 children.

When asked about the low enrollment numbers, the foundation indicated that many parents had become more cost averse post hurricane Irma and found the afterschool program to be an unnecessary luxury expense.

	Objectives	Results expected
1.	Increase and development of reading and literacy comprehension. That students can complete their homework with minimal input. That students increase their potential in school, increasing their participation and thus building self-confidence.	To provide 180 youths with a daily meal for the year 2019 and increase and develop their social & life skills, sportsmanship. To develop and increase the reading skills of 80 youths as well as their completion of homework assignments with minimal input.
2.	To increase and equip students with computer typing skills and the use of computers and applications with an aim to ready them for higher education	To develop 70 youths in computer knowledge.
3.	Develop and increase social & life skills and sportsmanship. Develop and increase teamwork through networking	

No Kidding with our Kids Foundation - Afterschool Program

In its grant request for the year 2019, No Kidding With Our Kids Foundation indicated that would host between 150 and 175 children. While peak enrollment realized was approximately 116 students. The program continued its focus on developing the children's social skills and healthy lifestyle.

	Objectives	Results expected
1.	To increase the social development of the child, physical and social skills, to discover the world outside of home and family, to develop self-esteem and their assertiveness.	All participants are academically developed and made aware of their culture. Their social emotional development increased as well as their sports and recreational development. To be handed enough tools to become healthy, responsible, thoughtful adolescent, an enrichment for the community.
2.	Increasing health, hygiene and physical development.	
3.	Increasing participation in various activities.	Throughout the year, children participated in various physical activities such as football, swimming, arts and crafts, and theatre amongst others.



St. Maarten AIDS Foundation - Girl Power & Real Talk

In 2019, the foundation retained a full time Program Coordinator to manage the Girl Power and Real Talk programs as well as oversee the foundation's Youth Wing. This has proved to be very beneficial as the foundation was able to develop and introduce its Booster program for older secondary school students.

The Booster Program, which is given to 16- and 17-year girls and boy, addresses age appropriate issues related to sexual health and preparing the kids for transitioning into independence and adulthood.

Through its programs, the foundation provided educational sessions to 498 students.

	Objectives	Results expected
1.	More knowledgeable, skilled and empowered teens who recognize potential pitfalls of short-term decisions and who can make their own decisions to stay healthy.	Together, Girl Power and Real Talk provided much needed knowledge for approximately 530 secondary students on St. Maarten.
2.	Fewer incidence of teenage pregnancy.	As data for such is limited, it is difficult to confirm if this was achieved.
3.	Fewer incidence of STIs, including HIV.	As data for such is limited, it is difficult to confirm if this was achieved.

Stichting Expertisecentrum Ervarings Gericht Onderwijs

SECEO's program at the Sister Regina School in Simpson Bay continued to be enjoyed by the youth participants. In 2019, the program continued with its activities at Sister Magda, St. Dominic and St. Joseph, catering to some 300 elementary school children at five (5) primary schools. With the foundation executing activities at various locations, SMDF stressed the importance of accurate reporting and financial management to maximize resources and service provision in a cost-efficient manner.

	Objectives	Results Expected
1.	Development of a positive self-image.	To allow the children to openly dialogue with peers and instructors supported self-confidence building and a more positive self-image built.
2.	Prevention of dropouts.	To ensure that majority of participants in the program successfully continue in their academic ventures.
3.	To increase parental involvement and connect positively.	To facilitate healthy positive dialogue between students and their parents, hosting counseling sessions when necessary

Voice of the Youth Sint Maarten Foundation - Youth Brigade

Voice of the Youth Foundation's unique program continued throughout 2019, with approximately 50 active members. The year included a steady schedule of weekly training activities as well as the foundation's special training events such as its Survival Summer Camp. Additionally, the foundation also provided support to major events such as the St. Maarten Day Parade to supplement the VKS and Police.

	Objectives	Results Expected
1.	To present physical, mental, cognitive and social education for all members in order to promote self-confidence, self-esteem and higher level of thinking skills.	The program's activities for 2019 include meeting 4 times weekly with brigade members and offering support services during these activities. Forty (40) new members were recruited at the end of 2018 and 80 members are expected to have First aid and AED training. Training in general knowledge & skills to be provided to all members
2.	To promote a sense of responsibility and discipline of the members, so they may function as role models and reliable sources of inspiration for other youngsters regarding the challenges of adolescents.	To develop 60 members into leaders, brigadiers, trainers & mentors through leadership training and to provide 80 members training in security, swimming and exercise, mountain climbing and 5 training camps.
3.	To provide its members the opportunity for a second chance at learning, so they may become productive citizens of this community.	To reward 30 members for good performance at the end of 2019. To insure all 80 members. To provide guided tours of the Fire department, Coast guard and Voluntary Corps of St. Maarten. To participate in social and educational event with foster homes.

Social Care

C.O.M.E. Center Foundation

Dr. J. Foundation – Turning Point

I Can Foundation

K1 Britannia Foundation

Key To Freedom Foundation

New Start For Children Foundation

Ujima Foundation – Therapeutic Residential Facility

Ujima Foundation – Day Treatment Program

C.O.M.E. Center Foundation

In 2019, COME Center's continued its post-Irma type activities, alongside its original literacy and senior outreach programs. In addition to the two previously mentioned programs, the foundation also continued its general feed program activities, providing small meals to those in need, regardless of age. Across its program, the foundation cared for approximately 85 persons across various age groups.

In July, 2019 the foundation held a graduation for 36 of its literacy participants. This graduation was attended by SMDF.

	Objectives	Results expected
1.	The participants will be able to function better in daily life such as reading newspapers, filling out forms.	Reading at a better level
2.	To provide a place where seniors can meet each other and the less fortunate will be able to enjoy a warm meal.	To spend quality time with others and receive healthy meals
3.	To have a setting where primary school children can receive assistance with their homework.	To enhance the life of the participants

Dr. J. Foundation – Skills Training at Turning Point

A pilot program that began at the end of 2016, Dr. J. Foundation's Skills Training and Turning Point continued into 2019 with seven (7) resident participants. At the start of the year, the foundation was without a carpentry teacher. As such, the main programs were Computer Literacy and Arts and Crafts. At the start of the year, there were six (6) men in the facility participating in these classes. In the second half of the year, the foundation retained its Carpentry teacher and that class was held consistently, adding a much anticipated component of the program.

At the end of 2019, the foundation informed SMDF that it would be suspending the program while it sought a new location and did its own assessment of how the program could be adjusted and expanded to cater to a wider target group, outside of the Turning Point Rehabilitation Facility.

	Objectives	Results expected
1.	To have trained at least 15 residents with carpentry skills, tools as well as computer skills and knowledge and basic exposure to various skills in the making of arts and craft	The 15 residents would have developed basic carpentry skills and will be able to find employment in carpentry related industries and produce arts & crafts for sale for an income.
2.	To empower the trainees with carpentry tools and computer skills to foster self-reliance and or preparedness for the job market	The residents would develop basic computer skills and be better equipped for the job market
3.	To facilitate change, not only in lifestyle, but with destructive behaviors and negative habits as well as decrease the chances of relapsing back to drugs and alcohol usage	
4.	To successfully and positively re-integrate 15 ex substance abusers into the community equipped with tools and skills for employment or self-reliance	

I Can Foundation

While I Can Foundation's foster care activities remained much of the same in 2019, the Foundations founder and Director passed away in July, 2019.

The Board of the Foundation has had great difficulty in management continuation of the foster home, resulting in the intervention by the Court of Guardianship and the division of Justice (SJIB) with oversight responsibility of the foster kids. In addition, a judge interviewed some of the kids and issued a stern warning via SJIB.

SJIB took the firm decision to not assign additional children to the I Can foster home and further, assign the remaining children (6) to their parental/ foster homes for the December holidays following closure of schools.

During the month of January 2020 and following a meeting attended by SJIB, the Court of Guardianship and SMDF management it was concluded that it was not desired to continue with the operation of the foster homes based on lack of management, problems with the heirs of the property where the foster home was located and the lack of confidence by SJIB in the management ability of the Board.

	Objectives	Results expected
1.	Their educational needs have been met and children will learn life skills.	Healthier and more knowledgeable children due to educational and provision of after school activities.
2.	The children's development aspect will receive attention. The children's basic needs will be met.	Children will be prepared and equipped with skills to face the future.
3.	To insure an environment of regularity and continuity, giving the children a sense of safety.	The children will be more open to express their emotions with improved communication skills due to regular counseling sessions.

Key to Freedom Foundation - Open Rehabilitation Home

During the course of 2019 SMDF continued to provide more direct financial support, removing the administrative strain from the program's Director. SMDF funded the rent and the utility (water and electric) consumption.

During 2019, the foundation appointed new board members. SMDF commissioned a study of the operations by a renowned psychologist and her team of social workers. The conclusions were shared with the board with the aim of assisting the board to make short, medium- and long-term goals for the foundation. SMDF maintains that the foundation should not be a "full time half way house" but more an organization that returns men to the community to allow others to enter. The Director has not been able to achieve this goal.

	Objectives	Results expected
1.	Make the outreach facility better equipped to provide intervention and rehabilitation for 20 clients at a time.	
2.	To enhance the capacity, continuity and consistency of the operations	

K1 Britannia Foundation - Volunteer Program

K1 Britannia continued to develop its activities in 2019. While the organization's initial goals focused on expanding its Volunteer Program locally amongst communities and secondary schools, it also dedicated a significant portion of its resources towards developing K1 Direct, its Disaster Response unit. In August 2019, the foundation's Disaster Response unit was activated and dispatched to the Bahamas to support relief efforts after the passing of hurricane Dorian.

	Objectives	Results expected
1.	Giving everyone a chance to give back to the community in a way they enjoy, based on areas on interest and availability. This for the local and international community	To develop interest in volunteerism at MPC, Dominic school and SXM Academy high schools. Aim will be to have 100 plus students for community service hours or class assignments/ credits. To have 1-2 volunteer fairs geared towards high school students
2.	Providing organizations and foundations with much needed volunteers so they can achieve their charitable goals, thereby bettering the island. To connect the need with the help and to be a source of reliable/ dependable volunteers.	Continuation to mobilize volunteers for foster care programs with aim to assist in educational, emotional and extracurricular support for foster children on St. Maarten.
3.	Bringing help and change to social focus groups such students, young offenders, foster kids, the elderly and teenagers.	Development of a mentorship program aimed towards foster youth to increase number of mentors to 50.
		Further development of the second chance program for young offenders to gain skills and receive guidance from mentors/ volunteers. A maritime training course, construction apprenticeship and a GED program will be launched and continued.
		Development of a disaster relief & crisis team titled K1 Disaster relief & crisis team (K1 Direct)
		Matching of 30-50 tourists to volunteer while on vacation to local organizations
		Executing at least 5 community projects such as clean ups, campaigns or mass care projects including SXM Doet.
		To collaborate with national and international organizations such as Telem, AUC, the Governors Cabinet towards group activities to encourage

		skill based volunteering/ pro bono work amongst non-profits
		Reaching 600 plus kids through the Christmas Angels program



New Start For Children Foundation - Foster home for children:

The year 2019 was an active one for New Start for Children Foundation. Throughout the year, the foster home reached its maximum capacity with 20 children in the home at one point. With a full house, the Benjamins and the additional caretakers were able to ensure that the children in their care were well taken care of.

In January 2020, the sad news reached SMDF of the passing of the co-founder of the New Start for Children, Mr. Edward Benjamin.

	Objectives	Results expected
1.	Optimization of the functioning of Foster Homes.	With the right amount of staff members and well-structured days and activities, the foster home ran optimally without any major disruptions.
2.	A direct and positive impact on the lives of primarily children growing up in from Foster Homes.	Children in the home received support and attention needed for their social development.
3.	Contributing to well-rounded children and future adults of St. Maarten society, that without this project subsidy, will not reach their full potential, with all negative consequences of such.	To ensure that the children in the home can be successful in their lives, the foundation ensured that the children were challenged academically, attended educational events and received additional tutoring and homework assistance when needed.

Ujima Foundation – Therapeutic Home

Ujima Foundation's Therapeutic Home continued the year 2019 in its usual orderly manner. During the year, the foundation's boys' home accommodated an average of seven (7) boys each month. In the year's cohort, six boys finished the program in full. One of the foundation's main challenges was keeping parents engaged with the program. While the individual counseling sessions with the boys themselves went well, the foundation often reported that parents would be absent for family sessions. This proved challenging and the foundation hopes to increase family participation in the future.

	Objectives	Results expected
1.	The resident is able to return to his home and into society as psychologically healthy and emotionally stable individuals.	Treating 15-20 boys with psychological guidance and therapeutic structure to maintain a positive sense of purpose and belonging. Provision of counseling with measurements through daily reports by the staff of the center.
2.	The resident will have a sense of purpose and direction in their lives and become a productive citizen in society.	Teachers will see an improvement on the students academic performance and improved grades and report cards.
3.	The parents would have learned additional parenting skills to continue to guide their child and improve the family dynamics after leaving the program.	Improvement in behavior and attitude of the residents as seen by teachers and a decrease in aggression and non-compliant behavior in the classrooms measured by the improvements noted on the behavior checklist.
		Improved parental skills by parents resulting in an improved family dynamics through follow up sessions and feedback from parents
		Improvement in the emotional and behavioral status of the residents who completed the program through follow up sessions with the boys in the aftercare follow up program and continued assessment of the behavior checklist.

Ujima Foundation - Day Treatment Program:

Ujima Foundation's Day Treatment Program went uninterrupted in 2019. The foundation's specialized afterschool activity program catered to 17 boys during the course of the year. There was a consistency in the program's execution and there was reported improvement in behaviors and academic performance. In the fourth quarter, the program relocated to a temporary facility as its previous location was damaged. In 2020, the foundation will be moving for a school facility. The hope is that with larger and more comfortable housing, the program will be able to accommodate more boys as the need remains high.

	Objectives	Results expected
1.	To provide a therapeutic structured afterschool program for 12 "at risk boys" who have been identified as difficult to manage in their classroom settings and in the regular afterschool programs due to their out of controlled behavior and emotional struggles.	To provide psychological guidance and structure in a day treatment program for 16-20 boys to maintain a positive sense of purpose and belonging. To provide individual counseling sessions to reduce aggressive behavior
2.	To provide psychological screening and treatment intervention (behavior management) for the identified troubled youth as well as provide family counseling and parenting sessions for the parents of these at-risk youths	Teachers will be able to see an improvement in academic performance. Improvement in attitude and behavior as seen by teachers as noted in the behavior checklists.
3.	To fill the need for a day treatment program for our troubled youths and offer a continuum care for the residents who will be discharged from the Ujima Therapeutic Residential Program.	

Senior Care & Support

Helping Hands Foundation
Home Away from Home Foundation
Senior Citizens Recreational Foundation

Helping Hands Foundation - Helping Hands in Action

With its expanded fleet of buses, Helping Hands Foundation continued its services to its elderly clients. The foundation continued transporting clients to medical appointments such as dialysis treatments and doctors' appointments. Additionally, the foundation ventured more deeply into its public Elderly Transportation Service (ETS) whereby the foundation's buses drive through various neighborhoods on a fixed schedule. These buses can be used by all seniors at a discounted rate.

	Objectives	Results expected
1.	Transportation: moving the elderly from their home to their destination and back home giving them more independence.	To provide 600-650 trips per month six days per week. The Foundation will report on a monthly basis to reach or exceed this goal. The bus transportation will avoid the long waiting times for therapy and dialysis patients transported.
2.	Socialization: getting the elderly to be in contact with other elderly.	
3.	Reduction of loneliness and wanting to live longer.	
4.	Interaction and communication with one another and enjoying flash backs of their youthful days.	



Home Away From Home Foundation - Senior Care & Support

Throughout 2019, Home Away From Home maintained its activities, providing outreach activities and meals programs to its elderly members. In 2019, the foundation held its three times weekly get together's and served over 120 persons.

Additionally, in November 2019, NAGICO Insurances hosted a special Thanksgiving event for the seniors of the Home Away From Home Foundation. Prior to the Thanksgiving event, SMDF Program and Development Manager organized a tour of the program for NAGICO representatives who were impressed with the program's structure and the enthusiasm of the participants. Seeing the involvement of the participants and spending time with the seniors themselves, NAGICO chose to host a special event that was very much appreciated by the elderly participants.

	Objectives	Results expected
1.	Alleviate the loneliness that many seniors experience when they are stuck at home with no one around them, resulting in depression and withdrawal syndrome	To maintain the project which has been running for years without interruption. Executing each event in accordance to the schedule.
2.	The seniors has a reason to get up each day knowing that a group of seniors are all gathering weekly to socialize and enjoy spending time together	Ensuring that the seniors attend as planned. Hosting events that seniors would be willing to participate in and enjoy. Executing all planned events prior to year end ending with the annual Christmas party.
3.	Working with the disabled incorporating them with the many activities at the center and with the special outing activities.	

Senior Citizens Recreational Foundation

Senior Citizens Recreational Foundation found its footing in 2019 after some previous challenges. In mid-2019, the foundation came under the purview of new Board Members after having loss some of its board members. With the foundation's governance matters resolved, SMDF maintained its relationship with the foundation throughout 2019. During the year, the foundation opened its doors and welcomed approximately 50 seniors weekly.

	Objectives	Results expected
1.	We would have reached many more seniors as well as the shut-ins in a stress free setting.	In 2017, the Senior Citizens Recreational Foundation welcomed an average of 46 seniors to its gatherings.
2.	The group would enjoy many hot meals/drink and would be able to socialize and meet many other seniors at the center.	All seniors at the program received free meals at the twice weekly gatherings.
3.	Working with the disabled incorporating them with the many activities at the center and with the special outing activities.	The NGO has maintained its focus on including persons with disabilities into its activities and program.

Poverty Alleviation

Bishop Ellis Foundation
Maximizing Pupils Chances Foundation

Bishop Ellis Foundation - Food Bank for the Poor and Needy

Throughout 2019, Bishop Ellis Foundation continued its efforts to provide food goods to those in need. The foundation's food baskets reached over 270 persons throughout St. Maarten meeting one of life's most basic needs.

There were no interruptions to the program during this year.

	Objectives	Results Expected
1.	Enabling people to find nourishment and nutrition in their lives in challenging situations.	With the foundation providing food baskets for over 100 families, it is directly providing nourishment and nutrition and removing the worries of hunger.
2.	Allowing people to focus on finding employment since basic food needs would have been met.	While it is true that removing the stress of malnutrition allows persons to focus on other aspects of their lives such as employment, there is no formal reporting of such from Bishop Ellis Foundation.
3.	To help build self-esteem and dignity in situations that could seem hopeless.	Through informal counseling and support, the foundation's volunteers worked to encourage food basket recipients to live fulfilled lives.

Maximizing Pupils Chances Foundation - Healthy Breakfast Program at Milton Peters College

In 2019, Maximizing Pupils Chances saw positive changes to its organizational structure. With two of the foundation's incorporating Board Members no longer serving, the foundation was in a state of flux until new persons took the helm. Having a new board put in place improved communication with the client and accountability.

Throughout the period, the foundation provided breakfast meals, no questions asked, to an average of 45 students daily.

	Objectives	Results expected
1.	Students are fed.	Throughout 2019, Maximizing Pupils Chances provided meals for approximately 90 children daily.
2.	Students can see what is written on the board and can follow classes (because they are not hungry anymore).	The immediate distraction caused by hunger was eliminated through the provision of meals.
3.	Success rate at school increases.	As students were not left hungry throughout the school day, the chances of better academic performance increased.

Gender Support

Safe Haven Foundation
Prominent Women Foundation

Safe Haven Foundation

Throughout 2019, Safe Haven Foundation continued the foundation's domestic violence shelter activities without interruption. During this same time, the foundation also developed valuable strategic partnerships with a number of stakeholders within the Justice chain. Additionally, the foundation also held its Domestic Violence Awareness Week activities, co-funded by SMDF. The activities were well attended and sparked further dialogue about the dangers of domestic

Closing out the year 2019, Safe Haven had a change in leadership with the Director resigning from the position, this left the foundation's board assuming daily management.

	Objectives	Results expected
1.	Safe and empowered domestic violence victims	Significant improvement seen. The foundation provides valuable data on women and families who enter the shelter as well as data on women who make use of other support services.
2.	Educated and empathetic community committed to eradicating domestic violence	Various initiatives by the Director included extensive consultations with members of the Public Prosecutor's Office and Police Force. Efforts also began to develop a protocol for the handling of domestic violence cases.
3.	Better informed and executed policy on domestic violence	To date, this has not taken place as all stakeholders involved in this process have not agreed on a definition.

Prominent Women Foundation

Prominent Women Foundation received its first grant from SMDF in 2019. This grant was allocated towards the foundation's Empowerment and Skills Improvement program. Throughout the preparatory process, SMDF assisted the foundation with advertising and promotion to reach target beneficiaries.

In the second half of 2019, Prominent Women began its pilot program with twelve (12) participating women. At the start of the program, three (3) women shared that they had enrolled at the end of the program period, two (2) women gained employment, making a significant impact in her life.

Though this was a pilot project, SMDF looks forward to supporting such empowerment and skills training programs for vulnerable persons.

	Objectives	Results expected
1.	A greater sense of self-awareness (strength, skills and weaknesses)	80% of participants will be employed 100% would have increased their computer skills
2.	Improved employability skills.	80% would have increased their employability.
3.	Basic entrepreneur skills.	85 % would have increased their reading/writing skills

