

COVID-19 NPO Stakeholders Survey Report

NPÖwer
WHERE SINT MAARTEN NON-PROFITS CONNECT

St. Maarten, May-June 2020



FORESEE FOUNDATION

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ABBREVIATIONS AND ACRONYMS

CBO	Community Based Organization
CoC	Chamber of Commerce
CSO	Civil Society Organization
NGO	Non-Governmental Organization
NPO	Non-for-Profit Organization
SFC	Samenwerkende Fondsen Cariben
S MDF	St. Maarten Development Fund

Civil society is widely understood as the space outside the family, market and state (WEF, 2013) and, therefore, often called the third sector after the public and private sector.

Civil society signifies a wide range of organized and organic groups called **Civic Society Organizations (CSOs)**. They can be defined to include all non-market and non-state organizations outside of the family in which people organize themselves to pursue shared interests in the public domain. Examples include **community-based organizations (CBOs)**, environmental groups, women’s rights groups, education organizations, faith-based and health-related organizations, labour unions, co-operatives, professional associations and cultural organizations. CSOs are governed and directed by citizens or constituency members, without significant government-controlled participation or representation.

Many people refer to Non-Government Organizations (‘NGOs’) and their role in international aid and development cooperation. NGOs are usually **non-profit organizations (NPOs)** and are part of civil society. NGOs and NPOs are just two synonyms for CSOs and are often used interchangeably. The acronym CSO already has 39 synonyms, according to Power Thesaurus.

This report has chosen to use the terms “CSO,” “NGO” and “NPO” on a local level, moving away from a discussion on terminology.

ABSTRACT

In May 2020, a survey was carried out on St. Maarten during the COVID-19 crisis, which yielded 96 responses -- a substantial representation of the currently active non-profit sector on the Dutch part of the island. Analyzing and interpreting the data from these surveys resulted in creating this report. The report serves to share the findings on the current state of affairs for NGOs on St. Maarten, as well as acknowledging the critical role they play in our civil society. These findings don't only reflect the experiences during the COVID-19 lock-down but include the aftermath, where St. Maarten, just like the rest of the world, will feel the effects of the pandemic for a long time to come.

During the COVID-19 pandemic lock-down on Sint Maarten, NGOs at the forefront of immediate aid were actively involved in supporting and aiding the communities on multiple levels. The organizations dealing with vulnerable groups such as senior citizens, children, persons with health-related issues, undocumented immigrants and those taking care of animals had to find creative ways to continue their services or were even forced to cease operations temporarily.

Operational expenses such as the payment of salaries, rent and utilities have now become the main issue for the majority of civil society organizations. This indicates that funding is the most significant challenge NGOs are facing. As the pandemic is experienced worldwide, it is expected that funding will most likely become more challenging to access, making it nearly impossible to ensure sustainable financial resources, especially concerning long term activities.

In the last section of this report, the NPOwer team makes recommendations that focus on the essential components for NGOs during and after this pandemic. These components include NGOs re-thinking their business model, diversifying income, limiting expenses, increasing/ restructuring volunteerism, and building new alliances with other NGOs. This section also encourages the government to support NGOs by facilitating support in tax compliance, regulations and policies, as well as re-evaluating the role of active civil society organizations as an integral sector of St. Maarten.

INTRODUCTION

Background/rationale

Over the past three years, St. Maarten has slowly been recovering from hurricanes Irma and Maria, only to be struck by the world's most recent phenomenon – the COVID-19 pandemic. During and after times of crisis, many consider the service organizations (NPOs/NGOs/CSOs) to be the lifeblood of St. Maarten's society, assisting the most marginalized in our communities. In difficult times, these marginalized groups are often left increasingly more vulnerable. Vital resources such as water, food, housing, job security, financial stability, and not to mention technology, particularly as it concerns education, become nearly impossible to attain for these vulnerable members of the community. This leaves a looming sense of anxiety, fear and insecurity amongst these groups.

Non-Profit Organizations (NPOs) are now at risk of downsizing or closure due to their distinct dependency on two resources -- funding and volunteers.

Objectives

Keeping the interest of NPOs at the center of NPOwer's work, the project sets off on a journey to capture the experience of how NGOs are faring during the COVID-19 crisis. By extension, we hope to:

- Assess the current state-of-affairs of Sint Maarten's non-profit organizations
- Attain insight and understanding of the effects that COVID-19 may have on the ability of the non-profit sector to remain functioning and operational.
- Ascertain how potential changes will influence St. Maarten's society.
- Share the findings of the survey with the St. Maarten Government, funders and other national and international stakeholders.
- Advise stakeholders based on the outcome of this survey.

NPOwer hopes that the information generated from this report proves to be beneficial & insightful. Concerned stakeholders and entities are invited to use this information in connection to plan for future initiatives and projects as it concerns NPO's. Not only can this information be useful for our current situation, but it can also be taken into consideration when safeguarding against other disasters or phenomena we experience as persons living on an island together.

METHOD

The NPOwer COVID-19 survey is administered by the NPOwer Project, an initiative of the 4C Foundation. Although initiated by the NPOwer team, various institutions and organizations were involved with its creation. The following organizations contributed questions to the survey, establishing a more holistic approach in the research -- St. Maarten Development Fund, Samenwerkende Fondsen Cariben, Prins Bernard Culture Fund, SHTA, Chamber of Commerce and the Ministries of ECYS & VSA.

The questionnaire's goal is to capture information provided by the various active NPOs that participated. The survey is cross-sectional in its design, insofar as it allows for feedback during a specific time (the COVID-19 crisis "lock-down").

The survey focuses on six key areas. Organizations are asked to respond on;

- a) General background information about the organization;
- b) Services and Activities that the organization conducts;
- c) The target group that the organization serves;
- d) Staffing and volunteer overview of the organization;
- e) Financial and other resources of the organization;
- f) Outlook perspectives.

Within the six key areas, participants respond to specific themes related to ways in which service delivery has changed (if at all). The Vulnerability of the target groups served, changes (if any) in staffing and volunteer capacity, changes (if any) in the function of financial and other resources, concerns and recommendations for the future.

Questions are formulated in an open and closed format. For several multiple-choice questions, multiple options were provided and could be chosen simultaneously. A copy of the survey can be found in ANNEX 1.

The online survey was publicized and delivered to 275 NPOs via email, social media and press releases. Information concerning the 275 NPO's had been collected by the NPOwer Project over the last 16 months before this report was written. The compilation of the 275 organizations includes education institutions (daycares and afterschool programs, school boards representing primary and secondary education), sports associations, art and culture organizations, institutions of faith and worship in addition to the other social service foundations and those committed to particular social causes.

Forty completed surveys were returned within the first five days of survey dispersal. After a week, the project team followed up by calling 100 organizations to encourage feedback. After another week, results yielded a total of 96 participants' responses. This represents 35% of all captured NPOs (96/275 = 35%). However, based on activity observation, this group of responders represents a majority of active NPOs. For an overview of all respondents, see ANNEX 2.

RESULTS

a. Participating NGOs

To provide an accurate depiction of the range of organizations and foundations involved in supporting the community, the participants were asked to provide general information about their foundation.

The majority of organizations (90%) that participated in completing the survey are registered with the Chamber of Commerce (COCI).

% of organisations registered with the chamber of Commerce (COCI)

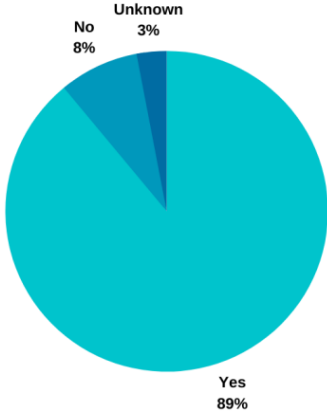


Table 1

Year in which registration and fees were paid for the last time:

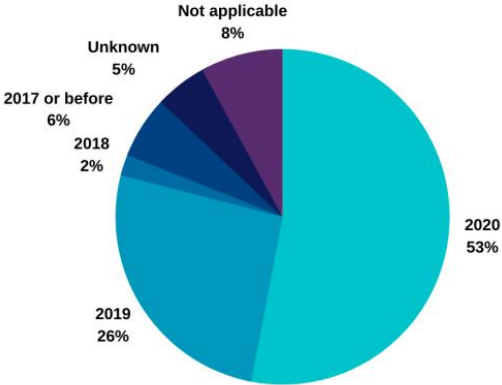


Table 2

More than 50% of participants have kept current with their 2020 registration fees, while 26% reported that the last time they paid their dues were in 2019. Only 8% reported their last COCI payments being before 2019 (2% and 6% in 2017 and 2018 respectively). The data depicts that organizations are currently keeping up with their annual membership fees to COCI. Up to date, COCI membership payments are one of the criteria allowing organizations the opportunity to access local and international

A vast majority of participants reported that they operate as a small or medium-sized organization. This was based on staff numbers, the number of beneficiaries, contact frequency and annual turnover.

	SMALL	MEDIUM	LARGE
Number of clients/beneficiaries	<50	> 50 and < 100	>100
Employment (paid staff)	< 5	> 5 and < 10	> 10
Frequency of contact, activities and services per week	< 1	> 1 and < 5	> 5
Annual turnover (operational and other) expenses	< \$ 50,000	> \$50,00 and < \$500,000	> \$ 500,000

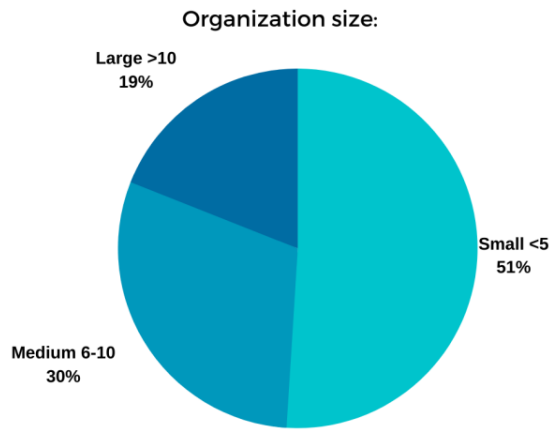
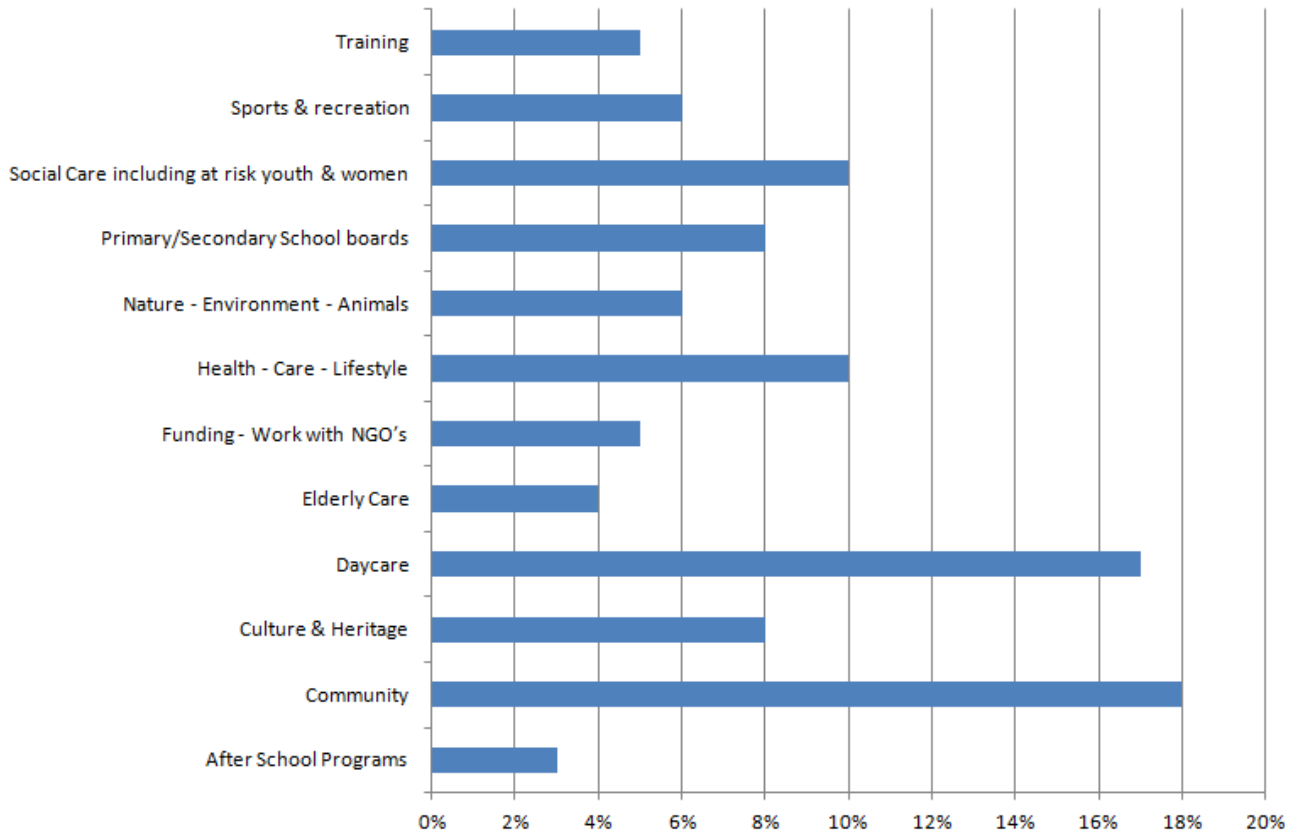


Table 3

The organizations can be organized per theme, target group or service. This often gives an overlap in answers. The largest sectors represent services connected to education and community aid, totaling nearly 50% of the total responses (School(Board)s/daycares/after school programs/training and

Type of Non-Profit Organizations



community services).

Table 4

It should be noted that several organizations can be included in different sectors, e.g. a health care organization can also offer services to the elderly in the community. In table 4 (page 7), organizations are grouped according to the most relevant service. The five foundations focused on funding/charity are not included in this graph as they give support in all areas.

b) Services and Activities that the organizations conduct

Many organizations reported that they regularly (not in periods of crisis) provide varied support to their clientele, while others reported a more focused or narrow delivery of services. These services range from advocacy and social support to community engagement activities, nature and environment and animal welfare; education; health; sports; poverty alleviation, housing assistance, gender issues, arts and culture. This illustrates the full range of community needs that NPOs address.

Table 5 shows the total percentage of organizations that offer services in the different sectors, which results in a higher percentage as respondents could select several options.

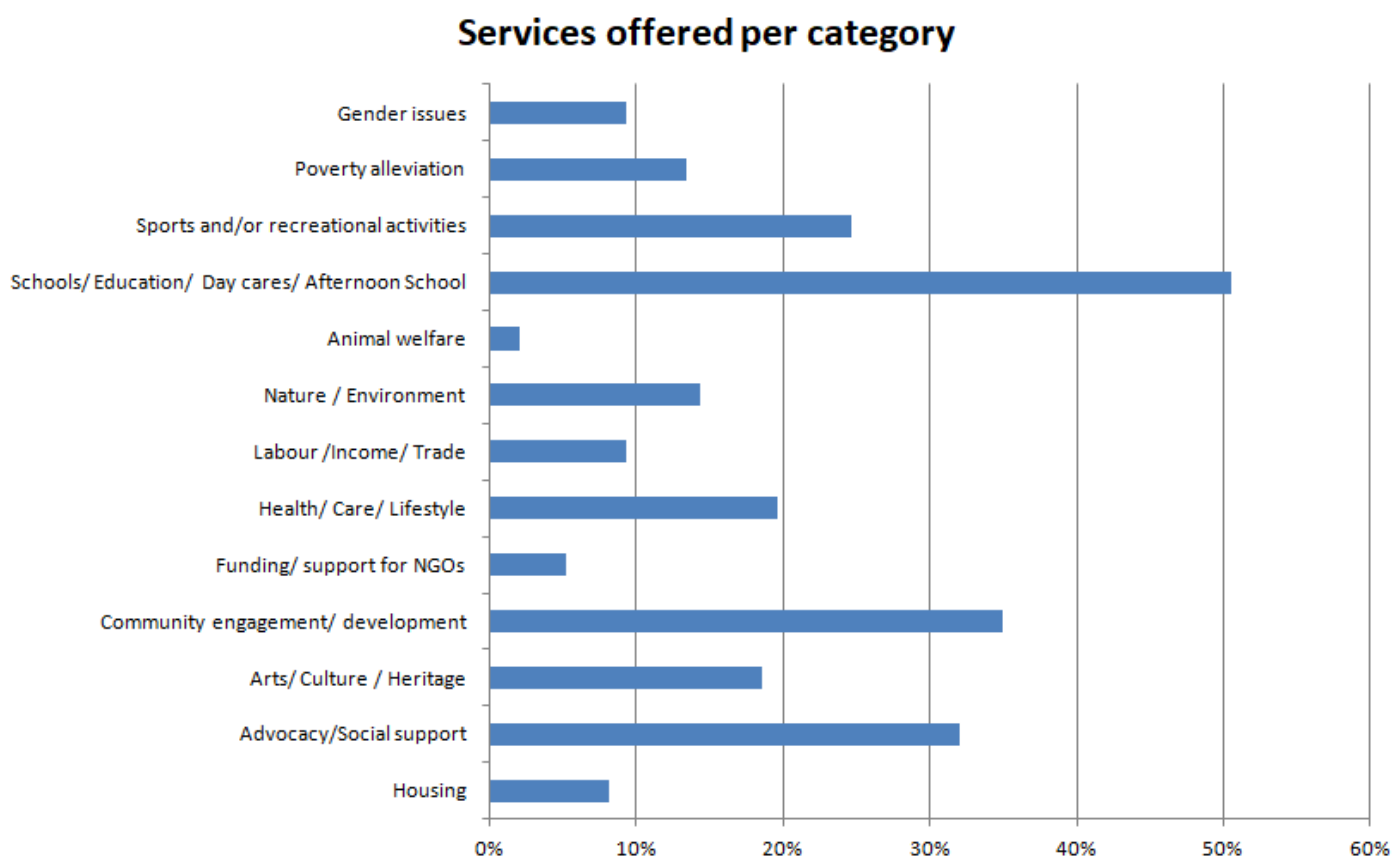


Table 5

Survey participants were asked to respond about changes in the delivery of their services if any. A significant proportion (almost 38%) of the NPOs reported that they were not providing services at all, while 31% stated that they were still providing services, but with limitations. Other participants (27%) reported that they altered or changed how they were providing support, and a small portion (5%) reported that they were even busier than before the crisis. This last group included the NPOs that have a mandate to provide relief in times of crisis. One funding agency that participated in the survey was requested by the government to assist in relief activities. Regularly this local agency is involved with both funding the operations of an NGO and funding short term projects of NGOs. Other organizations from the group that reported being busier during the crisis took the initiative. They joined in providing vulnerable groups with immediate needs (distribution of food, water and other essential items).

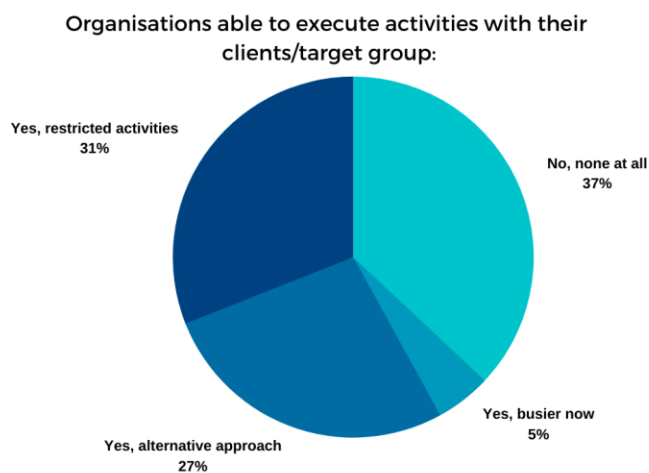


Table 6

Instead of regular face-to-face contact, organizations that were motivated to stay in touch with their clientele did so through other, more creative methods. These organizations relied on practices that adhered to social distancing measures such as online contact (E-mails, Zoom, Facetime, WhatsApp and other social media applications), as well as communication through the phone. Some organizations, most notably organizations that provide educational services, reported that many of their clientele had difficulty accessing homework and other educational materials. Another issue that arose was the inability to participate in online learning because some home environments were not equipped with Wi-Fi or the quality of the Wi-Fi was unstable. One participant from an educational NPO added that they were able to partner with a local media house that offered to provide their internet access at no charge. This ensured that the beneficiaries of that NPO were able to download educational material for their children. Many of the educational institutions reported that their students were not able to access IT devices (laptop/tablet/ desktop computer), Wi-Fi or data. One participant commented that this was a dominant experience for the majority of the students that attended their institution.

Other organizations changed their focus for some time. They opted to engage in activities that played a more supportive role to other NPOs (support to NPOs that provide relief). An advisory role to the government, or an advocacy role for their clients to assist in meeting immediate needs (i.e. food, water, toiletries, housing, and financial assistance). Many recognize that the economic and social support

infrastructure of St. Maarten has many limitations. Therefore, help from various organizations during the COVID-19 crisis (and other crises experienced before) provide much-needed backing to formal government structures.

Some organizations initiated awareness campaigns for the segments of the Sint Maarten population that could not access general information due to language barriers. This was particularly important during the pandemic because the information dispersed by the government concerning safety and precautionary measures, as well as other vital information, was not readily accessible to many immigrant populations for whom English is not the first language. In an interview conducted with a representative of one of the neighbourhood councils, it became clear that this person was in charge of translating messages dispersed from government informational services, from English to Spanish or Creole. These messages were then communicated through neighbourhood group chats.

Other organizations utilized their time during “lockdown” to regroup and reorganize, in preparation and anticipation of the crisis being over and social distancing protocols being relaxed. In addition to regrouping and reorganizing, some participants reported that in preparation to open, they engaged in precautionary measures in anticipation of their clients' return. These measures included but were not limited to sanitizing, cleaning and fumigation of workspaces.

Drawing from the types of services and activities of which NPOs are involved, it is observed that the NPOs meet a wide range of essential community needs. When social distancing measures were enforced as part of the “lockdown” period, it was anticipated that the delivery of these services and supports would be impacted. With over 60% of NPOs reporting that they were still providing service, albeit for some in different ways than what they were usually accustomed to, NPOs played an essential and significant role in meeting the needs of the vulnerable members of the community.

c) The target group that the organization serves (the beneficiaries);

From the data collected, it was reported that a significant number of organizations on the island cater to a wide range of ages. In contrast, a few said providing to specific age groups. The groups that were identified included seniors, infants & young children, teenagers and adults.

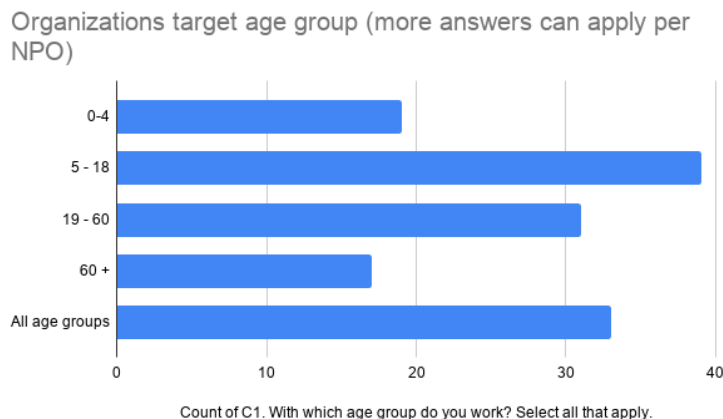


Table 7

A large percentage of NPO's provide service to a wide range of ages. Nearly 40% of all participating NPOs reported working with ages that span between five and 18 years old, while almost 35% reported working with individuals from zero to 60+. This may show that NPOs, if specialized in delivering a particular service, attempt to do this by providing the service across different age groups. It may also be indicative of the limited funding available, whereby the NGO/NPO offers service without any age cut-off. To provide a more precise understanding, more research could be done on this particular subject. Two age groups with a distinct focus, where service is offered by NPOs/NGOs, were that of ages 0 to 4 and that of 60+. Nearly 20% of participants offered assistance to the age group 0 to 4. These services were mostly day-cares, thus education and early stimulation. While more than 15% catered to persons who are 60+, services for the latter group were more varied than the former, composing of advocacy (pension) service, recreation and socialization; health care service (residential care and others); and relief support (meal provision). The NPOwer team suggests that more research could be done to investigate the needs of the various age groups to alleviate any gaps in demand.

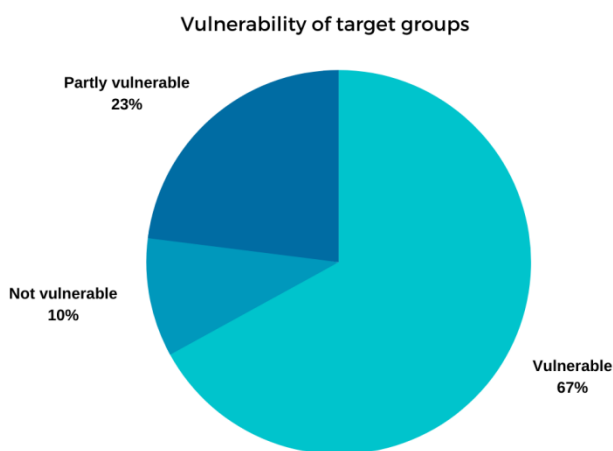


Table 8

Over 65% of participants identified their target group as vulnerable, while only 10% concluded that their clientele was not. The remaining reported their clientele as “somewhat/partly vulnerable.” Participants who identified their clients as vulnerable also provided a rationale as to why this was. The participants that considered their clientele vulnerable worked with the following groups or for the following social causes: gender issues and gender-based violence; the natural environment; animal welfare; education; low-income housing; community/neighbourhoods; education; mental health; addictions; children and youth that are at risk; persons with illness; seniors.

Several organizations that work with persons in crisis (housing, abuse, mental health, food relief, gender issues and gender-based violence) reported that amongst their clientele, they also serve undocumented persons. This shows that NPOs/NGOs try to be as inclusive as possible in their delivery of service to all members of our society. It becomes difficult, however, when NPOs mainly provide a type of service to predominantly undocumented clientele or clientele with English as their second language. For example, one educational institution reported working with mostly undocumented families who speak English as a second language. This organization reported not being subsidized by the government or any of the funders. Whether such institutions can access funding through the aforementioned means is unclear, but what is questionable, upon more investigation is, if children of undocumented or documented persons who have English as their second language can access a similar quality of education as those who attend public educational institutions that are subsidized. If they are not, the

question then becomes what the impact is on society as a whole? The NPOwer project also recommends that more research is done in this area to get a clearer idea of the entire picture so that the gaps in education can be addressed.

Organizations that provided activities like recreation, education and self-empowerment to marginalized groups such as women, children, seniors and immigrants reported that their clientele was now more susceptible to abuse during this time because of the “stay-at-home” mandate that was enforced during the worst of the pandemic. Already difficult home situations are made more problematic as social distancing efforts are practiced, and mental and emotional health are concerns.

The experience of job loss and sheltering inside to an already financially and emotionally stressed household leads to adverse effects for the already vulnerable. Lack of internet access was also reported as the main issue that created more vulnerability to already compromised persons. This is undeniably true when we take the school going children from lower-income households into account.

Animal welfare foundations commented that because of the financial stress that the community experienced during the crisis, pet owners focused on their own immediate needs and set aside those of their pets. Providing food and shelter for pets become less of a priority. Stray animals are also being neglected further due to fewer scraps of food being readily available as movement and activity by people were halted or lessened. Just like the animal welfare foundations, the environmental conservation organizations depict the natural environment as the area that is paid attention to the least as immediate human needs take precedence during a crisis.

An interesting finding, however, was that during the time of lock-down, the importance of growing locally produced food by citizens increased and large groups supporting home-growing was formed on various social media platforms. It was observed that within a 2-week period (during the lock-down) membership of two of St. Maarten planting/farming clubs grew exponentially, possibly indicating awareness and an interest in addressing the issue of food security and sustainability on the island. This emergence shows excellent potential as an activity to promote a sense of community, strengthening ties in a fragmented society.

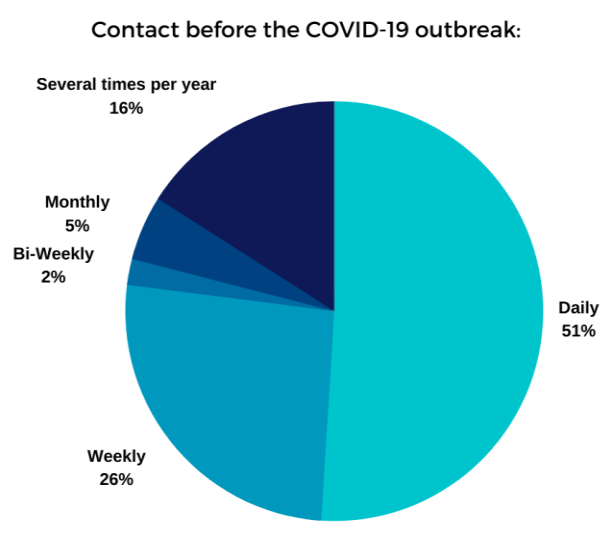


Table 9

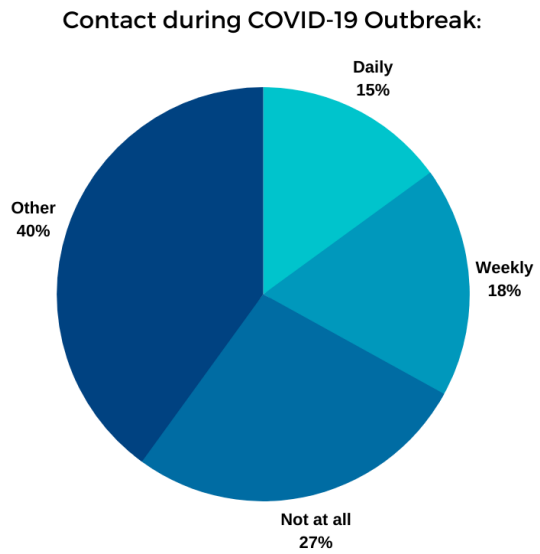


Table 10

Participants were asked to provide feedback concerning their frequency of client contact. This was done to gain insight concerning client vulnerability. More specifically, it was done to learn how clients fared with lesser amounts of contact or no face-to-face contact during the COVID crisis and lock-down. Participants were asked to provide a comparison of pre-COVID contact and contact with clients during the lock-down phase. Participants could choose between daily; weekly; bi-monthly; monthly; several times a year; other; not at all.

Organizations were also asked if they observed any changes with their (vulnerable) clients when and if the frequency in contact also changed. Pre COVID-19 crisis 51% of participants reported contacting clients daily; 26% reported weekly visits; 2% indicated bi-weekly contact; 5% said monthly connection, and 16% stated that they would connect with clients several times a year. Comparatively, during lock-down and with social distancing measures in place, 15% of participants indicated that they connected with clients daily; 18% reported weekly contact; 27% indicated they were not visiting with clients anymore; 40% stated that they kept in touch through alternative methods such as by phone or online. One of the alternative methods of contact for many organizations was the use of online platforms for meetings, events and even classes for students. Alternative methods of communication also included changing the safety protocols for meeting with clients and contacting them on a less frequent basis. Many organizations looked at their clients on a case-by-case basis to see which ones needed to be visited face-to-face and which could be handled via the phone or online.

d) Staffing

Employment

70% of all NPOs reported having a staff of five persons or less, whereas one-third of organizations reported having no staff at all. In addition, half of the employees work on a part-time basis. Therefore, this confirms the previous finding that the vast majority of all NPOs are small organizations with limited paid human resources. At the time of the lockdown, 64% indicated that the crisis had not affected employment within their organization. Contrastingly, 36% say that the pandemic has and will have an impact on employment within their organization, which further impacts the already limited support they receive.

Amount of staff members employed per organisation before the COVID-19 crisis

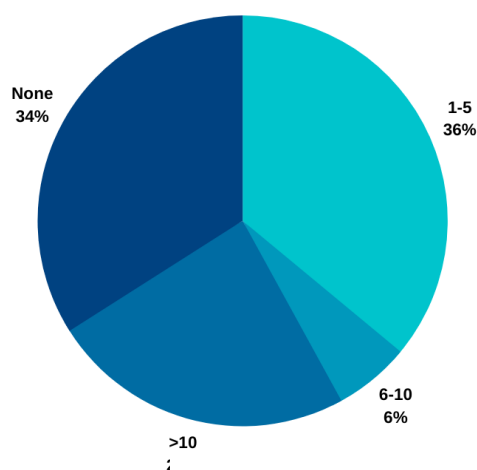
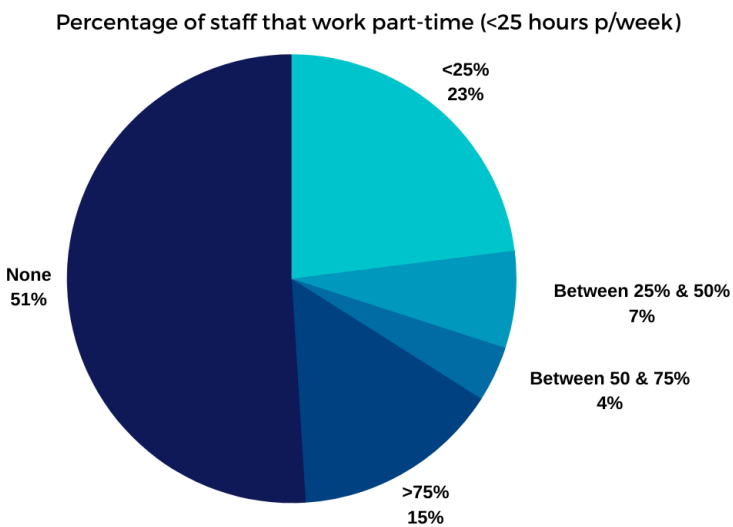


Table 11

Part-time work (table 12) is not very common on St. Maarten. The relatively large percentage (49%) of part-timers in the NGO sector can most probably be explained because of limited financial resources.



Due to the pandemic, several NGOs indicated that they had to further cut back on salary expenses for both part-timers and full-timers. This was more apparent under the medium and large-sized organizations that have more staff and, as a result, are more vulnerable to staffing issues. It is expected that more full-time positions will be turned into part-time positions or even volunteer work as budget cuts and shortages will force organizations to come with alternative solutions. The duration of the lockdown and the recovery of the economy will affect employment in the NGO sector as well.

Respondents further shared their concerns which are summarized below:

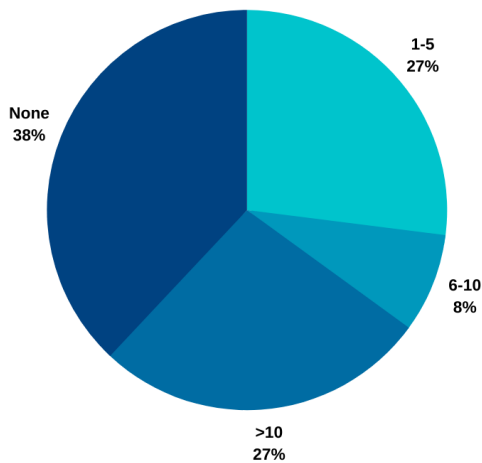
- Foundations need safety gear and safety protocols to be able to work safely & comfortably.
- Organizations that were encouraged to apply for the government stimulus package are having issues receiving this funding. They reported that if they have any outstanding payments with SZV or the Receivers office, they will not be eligible for the assistance.
- Staff members with underlying conditions might not return to service for the upcoming school year because of health risks.
- Some organizations reported requiring more staff due to the pandemic and the amount of work that results from it but commented that they have issues being able to find funding to do this.
- Some organizations reported trying to work online, which means they can keep their employees, but some only on a part-time basis.
- Training will need to be given to employees about following new guidelines for the safety of themselves and their clients.
- Some organizations reported not experiencing any difficulties and will be able to resume their normal activities once lockdown has ended.
- There might be more need for substitute or temporary workers in case of illnesses and the inability to come to work.

Volunteers_

Worldwide volunteers contribute significantly to civil society. This observation is no different In St. Maarten. The NGO landscape is vast and is dependent on the type of services and activities needed. Two-thirds of all NPOs work with volunteers (table 13).

According to the previous paragraph on employment, the high number of volunteers can be explained by a lack of funding to support full-time employees. Volunteers are needed for many activities and services where no funds are available to hire staff.

Amount of VOLUNTEERS assisting organisations before COVID-19



Amount of VOLUNTEERS assisting organisations today (since the crisis started)

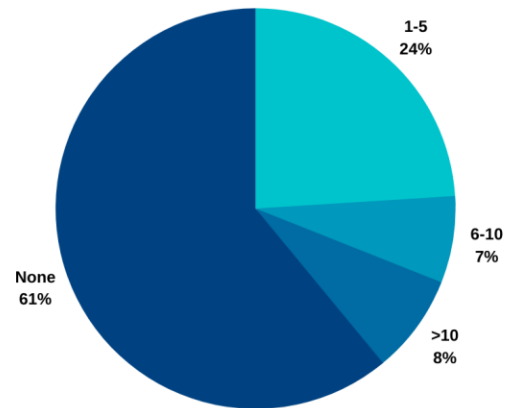


Table 14 shows the number of volunteers after the COVID-19 outbreak. The majority of organizations had a decrease in volunteer engagement.

Reasons why organizations depended less on volunteers during the lockdown:

- No activities were carried out.
- Some organizations work with seasonal volunteers (tourists), now there aren't any visitors to assist in their work.
- Some volunteers are vulnerable age groups (seniors) and cannot leave their homes.
- Volunteers now only assist on an as-needed basis.
- Some organizations gave their volunteers a stipend. They can no longer afford the same.

The lockdown has been a hindrance for organizations because volunteers that would help with fieldwork projects, before COVID-19, could not leave their homes to help assist these organizations. Some volunteers were able to get waivers to help these organizations if they were still willing and able to go outside. Although organizations indicate that there is less need for volunteers now, they also show possibly needing additional volunteers in the future. This is caused mainly due to the limited funding where employment will be reduced.

Some organizations needed more volunteers due to increase inactivity. This applied to the organizations that were and are on the frontline of emergency aid.

e) Financials and other resources

Income

Organizations receive funding from a variety of sources. The table below shows how organizations financed their services before the COVID-19 outbreak. Most organizations received funding from more than one source. The table does not provide information about income levels but shows the percentage of organizations that receive funding from the different sources.

Income Sources NGOs

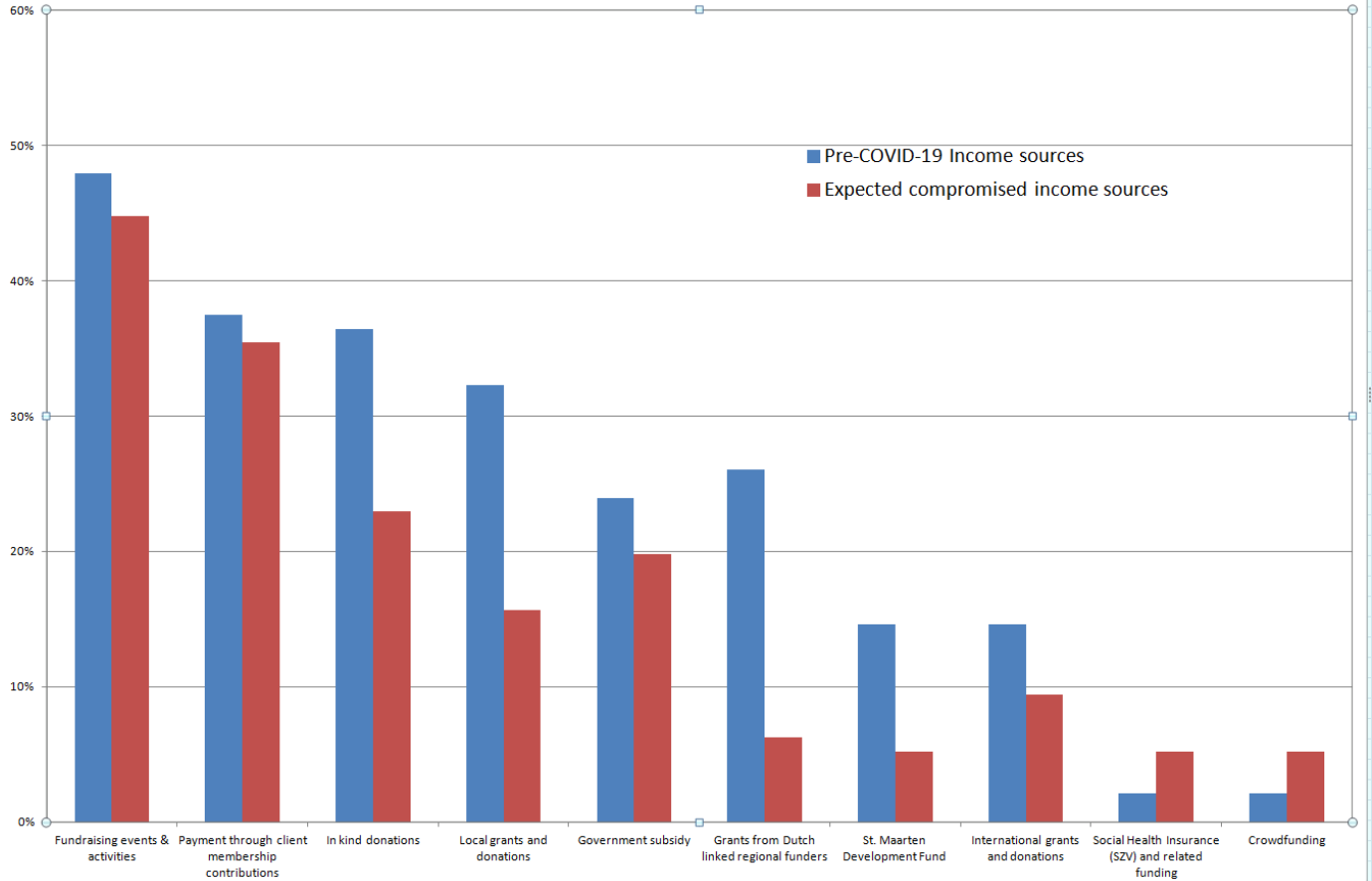


Table 15

The most significant forms of income for NPOs are linked to fundraising activities, membership contributions, and local donations (in-kind and financial). Government subsidy also contributes to a significant 24 %, together with Dutch linked funders such as Samenwerkende Fondsen and Prins Bernard Culture Fund. However, when looking at what organizations expect in terms of future income, there is a substantial concern that future income from fundraisings, membership fees, local donations and government subsidy will become compromised.

Organizations are less worried about future funding from St. Maarten Development Fund and grants from Dutch Linked organizations such as Samenwerkende Fondsen. Both entities contribute considerably to NGOs, whereas the recipients feel more confident about their future funding compared to the first five resources in the table above.

Nearly half of the organizations rely on fundraising events & activities throughout the year. Because of the lockdown currently in place and the extra safety precautions, these events and activities have been postponed or cancelled for the coming months. This will impact these organizations financially and will make it difficult for them to perform their work.

Payment through client membership contribution is also one of the most significant forms of income for many of the organizations. Due to the pandemic, many members of the community have lost their jobs and may be struggling to meet their costs and, as a result, may not be able to contribute to organizations anymore.

Expectations on if the COVID-19 crisis will affect Organisations' current income for the upcoming year

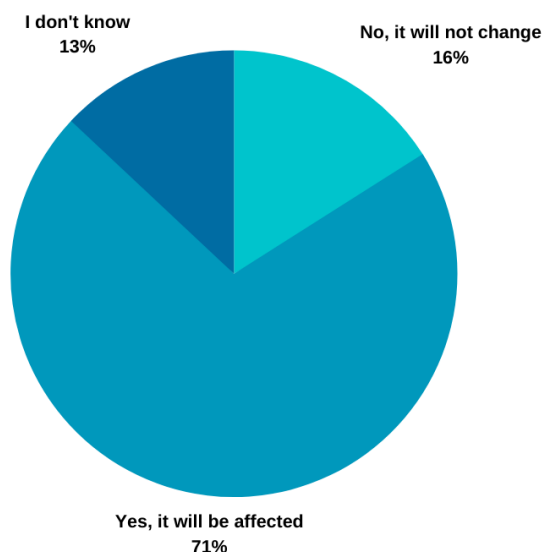


Table 16

71 % percent of all NPOs expect their income to be negatively affected, whereas 13% indicates that it is too early to make this prediction.

Expenses

On the next page, an overview is given on the three largest expense categories for NPOs. These are salaries for staff, direct expenditures to execute its activities, followed by costs of rent and utilities. These same cost categories may be the most likely to be compromised due to budget cuts and a decrease in income according to the respondents.

In their comments, several NPOs expressed their fear of having to close their organization as they cannot rely on funding compared to before COVID-19 and are still recovering from Hurricane Irma. This applies specifically to organizations that do not receive operational funding through the government, SZV or the St. Maarten Development Fund.

These organizations foresee extra expenses to prepare better for online schooling and sanitation of their premises.

Based on these numbers, respondents are expressing concerns about the financial aid and stability for the NPO sector, which is mainly dependent on the private sector. NPOs are worried that they will not be able to pay out salaries, purchase materials needed to execute their activities, lose their location and, in the worst-case scenario, fear to have to close their organization permanently.

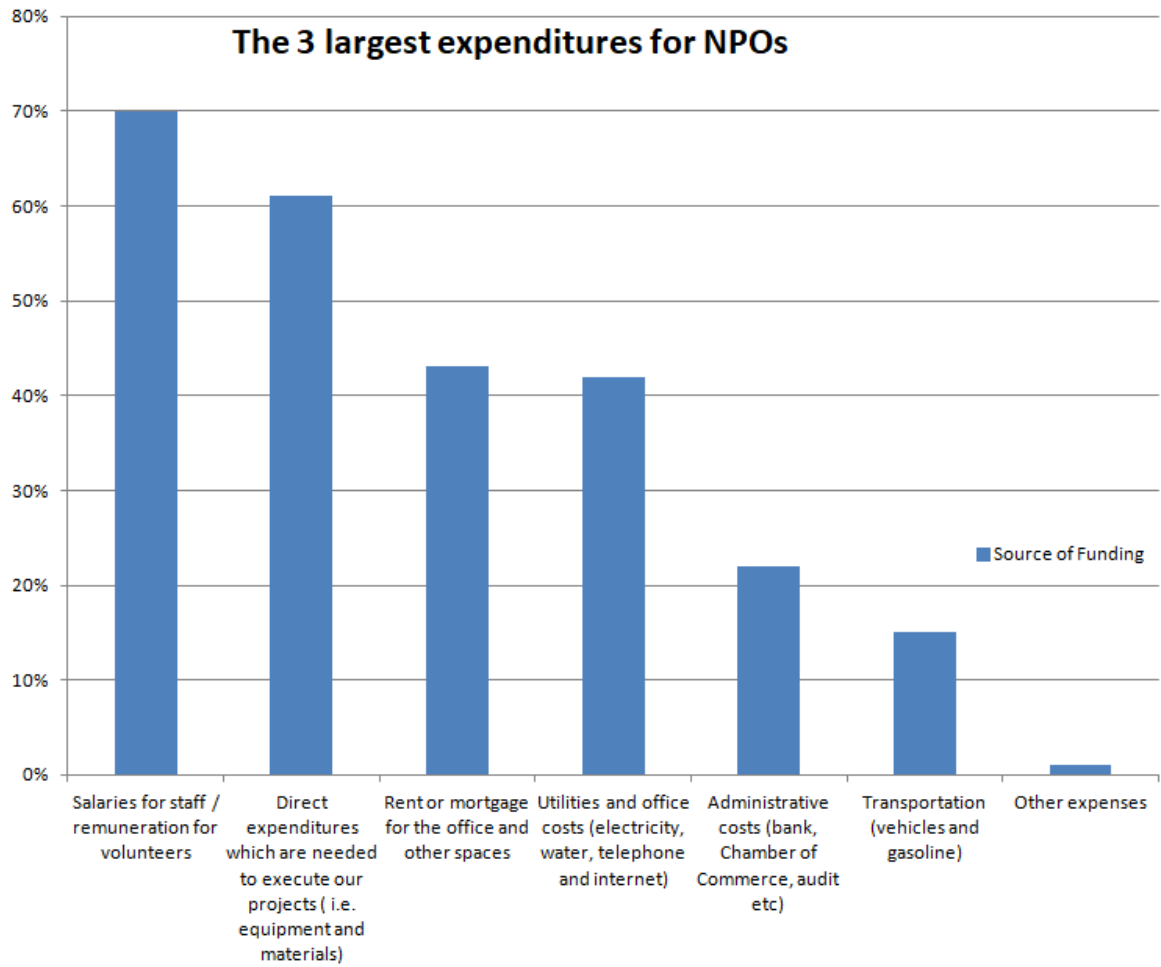


Table 17

THE IMPACT OF THE COVID-19 PANDEMIC

Impact for children, education and training

NPO's that work with children in an educational capacity reported that they were extremely concerned about their students. Children benefit significantly from one-on-one contact, particularly if they suffer from a learning disability or struggle with the language of instruction. Unable to attend school over a long period, children miss out on the social interaction with other children and the stimulation that the school environment provides for them. Parents are not always able to meet the educational needs of children, especially not when they are home and have minimal to no access to formal education. Online learning can be a difficult challenge for younger children because their cognitive ability to grasp online teaching may be insignificant and this requires their caretakers to be more involved with education at home. Many parents or supplementary caregivers must work and cannot always be there to provide the educational attention that their children might need.

Not only does the pandemic influence the mental wellbeing of children, but their physical health is impacted as well. Children were/are not able to go to school or other activities throughout the day. Staying in one place does not provide students with the capability to be as physically active as they would be in a school or program environment. Because of safety protocols where outdoor exercise was limited to the parameters of one's residence, coupled with the possible inconsistent involvement from parents or caretakers to encourage physical activity, children can become sedentary, thus impacting their health negatively. This issue is also exacerbated by parents that are not able to work from home. Nutritional impacts are also a concern; schools are often places where children from low-income households would receive food. During the lockdown and due to the closure of schools for the remainder of the year, this is no longer a possibility. Some schools even provide hygiene products, which children were also not able to access because of the safety protocols to stay at home.

Impact on vulnerable groups (seniors; children; women; immigrants; persons were living on or below the poverty line; persons living with (physical and/or mental) disabilities).

Vulnerable groups in societies become increasingly more at risk to life circumstances in times of crisis. During emergencies, resources become difficult or impossible to access for some of these groups. Natural disasters, or in this case, a global pandemic, affect lower-income or migrant communities the most, and it makes these groups more susceptible to hardships during and after these phenomena. Feedback from the survey illustrated that limited or no delivery of service to vulnerable groups compromised their physical and emotional safety, financial security and nutritional needs. Due to the social distancing measures put in place by the government, NPOs and other caretakers were unable or had difficulty reaching seniors and persons living with physical and mental illness. The island experienced a complete lockdown, which meant that various social programs were put on hold. Initiatives that were set in place to reconstruct roofs and homes (after the destruction of hurricane Irma) for low-income families came to a standstill, and it is still uncertain if the project will be completed before the end of this hurricane season. This leaves these groups feeling insecure about their sheltering situation if St. Maarten should experience a major hurricane this season. Newly established transportation programs executed by one or more senior NPOs also came to a halt. Still, they changed direction in its goal from the transportation of clients to transport of medical supplies and food to seniors. Some participants who are involved with medical testing and treatment (immune-

compromised) were not able to perform their usual tasks for testing. With these types of services having to stop, individuals run risks of compromising themselves and others in their community.

Participants who serve children, women, and seniors reported that their clients complained about a lack of social contact. For many of these groups, a social connection can be vital for the wellbeing of their physical and mental health. Organizations catering to seniors reported that their clients suffered from limited social contact and social engagement with friends, family and the community at large. Organizations protecting persons experiencing abuse expressed that the lockdown period created an ideal situation for abusive situations to exacerbate with little to no help to be accessed by victims. Many of these victims are women and children who have little to no means of protecting themselves. Organizations working with clients living with a mental or physical disability stated that day-clients were not able to attend programs due to lack of transportation, and they were concerned that these clients were more vulnerable at home to abuse.

Organizations catering to those living with a mental illness or addiction also reported on the stress that the isolation period had on their clients. They commented, "We lost contact with some of our clients who are psychiatric clients and/or homeless, we cannot find them, or they do not want to come to the phone." Physical contact was not allowed during lock-down, so there was no real ongoing ambulant service for addiction or mental health care. The fear is that more citizens will become homeless and/or jobless, which will increase clients to be supervised by these services. Organizations involved in facilitating psycho-education workshops to clients, such as aggression replacement training, are concerned about their clients with aggression problems, which poses a threat to the community. Emotional support through counselling and therapy was lacking, and this is an essential component for the recovery and emotional management for clients.

Organizations involved in delivering services to sheltered clients such as homeless, victims of abuse, children in foster care, etc., reported that for their in-house clients, not much has changed. Clients received services per usual, such as care-staff, which was available on-premises. Some shelters expressed that they were seeking alternatives to house clients who were in crisis, such as in cases with victims of abuse. Additionally, clients reported missing their families visiting and being afraid of possibly contracting the virus from workers or nurses.

Impact on the natural environment and animal welfare

Animal welfare foundations reported a substantial increase in neglected and abandoned pets. One NPO working to provide care for stray animals commented "During this time, there was more dumping of pets, causing more work but with fewer finances." Due to the financial stress experienced by families during this crisis, some pets suffered considerably. The participant expressed that animal needs are deemed as less critical than competing expenses like food, rent, children and human dependents. Organizations also reported that individuals would contact them to provide food and medication for pets at home.

Participants working with the natural environment reported not being able to conduct fieldwork and restricted their activities to remote work, such as social media and preparation of educational outreach materials. Participants reported being concerned about the environment because there was an assumption that people would be focused on other pressing issues during this pandemic. These organizations expect that people will possibly pollute the environment more frequently and without

consequence. It was observed that persons were negligent in their disposal of safety gear such as gloves, masks, and wipes during the pandemic.

During the lockdown, it was apparent how important food security is. Consequently, this sheds light on the importance of establishing gardens and composting bins in individual homes and neighbourhoods. With the sudden appearance of online kitchen garden clubs, many in the community became interested in the potential of their yard to grow food. We observed that persons also appreciated the mental and physical health benefits that gardening, and farming brought. Participants reported that people are looking forward to reducing their reliance on imported goods.

Community Impact

The community or neighbourhood councils have been a welcomed structure and has been identified as a necessary framework from which we can better organize and support the people in our society. Through the community/neighbourhood councils, we can better disperse information, provide community education, and persons can receive assistance, especially in times of crisis. Community councils can also potentially be the coagulant for social cohesion within their communities as well as between different cities. These structures have a birds-eye view on what is happening in their respective communities, and so the information provided by these structures is quite valuable. Three councils responded to the survey while we had contact information for and delivered the survey to 10 councils.

The research could not identify trends while investigating the data that was provided. Further investigation is advised as these structures have an essential role in civil society.

Impact on employment and volunteerism

The response observed during the height of the lockdown from volunteers shows exciting results. While there was a significant decrease (from 61% to 38%) in volunteerism when the data compare pre COVID to "lock-down," some organizations experienced a stable reception of volunteers, particularly those organizations that reported 1 -5 and 6-10 volunteer capacity. The higher than ten volunteers group experienced a significant decrease (from 27% pre-COVID to 8%) during lock-down). This could be due to the enforced social distancing regulations that designated no more than five persons in a particular area. Relief organizations experienced a spike in volunteers as people showed motivation to support their community. This is indicative of the resilience of the St. Maarten NPO's and individuals of the St. Maarten community.

However, the lockdown still posed a hindrance for volunteering. Some organizations stopped their volunteer-run projects, which impacted their clientele negatively. Not all volunteers were able to receive waivers or permits to be on the road. One animal welfare organization commented that they were only able to obtain eight permits to feed and take care of stray and farm animals during lock-down. Some organizations reported being concerned for the safety of their volunteers and only worked with volunteers when this was needed. Organizations that we're able to pay their volunteers a stipend reported not being able to do so anymore, causing a decline in volunteer numbers.

There is an anticipated rise in the need for more part-time employees and volunteers to off-set foundational overhead costs. Organizations also identified the need for safety and protective equipment on-site of their premises combined with proper safety training to ensure a safe/healthy working environment for their employees and volunteers. With volunteerism on the rise, to capture the importance of volunteers, further research needs to be done.

CONCLUSIONS AND CONSIDERATIONS

The NPOwer project team extensively reviewed all the data collected from the 96 organizations that participated in this survey. From the data and interviews collected, the project team extracted valuable information on the current status of these organizations and using that information. They were able to draw conclusions and share considerations with these organizations, the public sector of Sint Maarten and other related stakeholders. NPOwer makes no claims of interpreting all issues and concerns possible that could result from extracting data from this small cross-sectional investigation executed during the lock-down phase of the COVID-19 crisis. The survey provides the opportunity to broadly observe what NPO's, and indirectly, their clients/beneficiaries are experiencing during this time. The broad spectrum of data delivered was analyzed and then summarized, only focusing on particular aspects, as the survey provided a wealth of information that could not all be included. NPOwer suggests further studies be executed if specific themes of issues arise for the reader of which he/she/they want to learn more about. Concerns, recommendations and descriptions of activities currently executed can be found in ANNEX 3.

1. Participating NGOs:

One of the positive findings from this survey was exceptionally high and up to date the number of registrations at the Chamber of Commerce. Over 80% of all the organizations that took part in this survey have regularly kept up to date with their registration fees for the Chamber of Commerce. In addition, the significant response rate of 96 organizations gives a relatively accurate representation of the NGO sector on Sint Maarten. Most of these organizations also benefit from the active involvement of their board members, directors and members of their organizations.

Considerations

- Revisit and simplify the registration procedures for the annual CoC registrations, which would, in turn, build a more accurate database for CoC.
- More collaboration of the government & the Private sector with NGOs and more support provided to the NGO sector. This would include keeping in better contact with the NGO sector as a whole to ensure that all of their needs are met, and they can continue doing their vital work for the communities on Sint Maarten.
- More responsibility taken by some NGOs, ensuring their administration is up to date, allowing them to continue accessing funding to be able to support their beneficiaries.
- Strengthen the capacity of the NPO sector by facilitating professional development workshops and opportunities. Training programs and workshops should be geared to assist NGOs in strengthening their skills in the following areas: budgeting and financing, governance, volunteerism, project management, marketing, grant writing, etc.

Extra remarks:

- Community councils were not well represented within this survey, although they are a crucial part in bringing communities together. They often represent their communities as part of the democratic process when vital decisions are made regarding their respective communities. They can give a voice to citizens in their respective neighbourhoods and encourage participation, as well as continue to guide the members of their community.
- Daycare centers are exceptionally well represented within this research. This can be explained due to the challenging situation these organizations are being forced into. These daycares are not subsidized by the government or SMDF and almost entirely depend on parental fees.

2. Services offered:

From the data, we can conclude that NPOs on Sint Maarten offer a wide variety of services. This data shows that the communities on Sint Maarten are in considerable need of the support that these NPO's offer. All NPOs have their way of contributing to building a healthier society for Sint Maarten.

Since Sint Maarten became an independent country within the Kingdom of the Netherlands (and even before this), it has become increasingly apparent how much the community relies on NPOs for support. Not only do NPOs provide immediate relief during disasters, but they also offer a wide range of support, activities, relief and other crucial help to the communities in regular times. NPOs provide recreational activities, sports, culture and heritage activities for the population at large. In addition, they provide entertainment and invest in facilities for building social cohesion and social-emotional wellbeing.

Considerations

- During times of crisis, the focus tends to be geared towards relief for the most basic needs of people; this includes shelter, nutrition and health. However, services catering to other socio-economic needs of the local community should not be overlooked. With limited travel possible momentarily, St. Maarten's population is increasingly engaging more in local natural and cultural activities. This can be observed with the establishment of more hiking trails, home gardening platforms, creative arts classes, and cultural and entertainment events. These activities are taking place either in physical public spaces or even through online platforms, with community members sharing knowledge and ideas on various subjects. There may be great potential for economic development in these areas to create a more sustainable circular economy. NPOs working in the areas of sports and recreation, agriculture, arts, culture, and heritage could invest more time in creating opportunities that can contribute to a diversified product for local customers and the tourism industry after the lockdown. NPO's could consider marketing these types of activities to St. Maarten residents, encouraging more interaction and education within these sectors.

3. Education and training.

Education & Training institutions are both aimed towards learning new skills and gaining more knowledge throughout a person's lifetime. A large section of the NPO sector is focused on education and training, serving thousands of persons from all age groups with a far majority serving ages 0 to 18 years. Educational & Training institutions represented by school boards are subsidized by the government. Other organizations that do not receive subsidies from the government include daycare centers, youth and employment programs, after school programs, and organizations that offer 2nd chance programs geared either towards general or vocational courses. All these organizations have been profoundly affected by the COVID-19 pandemic, as explained previously.

There are many small to medium-sized organizations that are not subsidized by the government and do not receive operational funding from another source. The COVID-19 virus has significantly impacted these organizations. Their primary source of income are fees collected from parents/clients/members and fundraisers/activities. These organizations have more staff members and higher overhead costs than most NGOs. This applies specifically to the daycare centers that serve 1,000 children between the age of 0-4. This group consists of about 27 NGOs, of which 16 participated in this survey. The circumstances for these organizations are very challenging and deserve attention and support from the government.

Considerations

- Urgent solutions need to be found in subsidizing or giving financial support/relief to daycare centers that cater to the youngest group 0-4 years, approx. 1000 children.
- For the compulsory school age, education is subsidized. However, more attention should be given to undocumented children (who lack access and cannot be integrated into the school system without extra support such as ESL). Additional support should also be given to children with special needs at any age.
- During the last few years, several initiatives have started offering short skill-based training courses. Although there is still uncertainty in what a post-COVID-19 world will look like, there is a need to continue short courses and also explore programs in different career fields such as agriculture, climate change-related careers, ICT & technology (social media/ e-commerce/ coding-programming), community development, arts & culture.
- Entrepreneurship programs could be a beneficial asset to members of the community to develop small and medium-sized businesses. NPOwer recommends Investing more in technological structures needed for online learning. This will be extensively discussed in point 9.

4. NPOs' Finances

Based on the findings of this survey, funding remains the largest challenge that affects all aspects of these organizations. Funding is highly dependent on the public and private sectors. The private sector largely contributes to the NGO sector but is now also challenged by the COVID-19 pandemic.

Considerations:

- Based on the report, the NPOwer project team recommends that organizations explore alternative methods for generating income and consider exploring creative ways to cut or share costs. Several NGOs shared valuable insights, some of which are shared below:
 - Possible alternative resources for generating an income:
 - ✓ Search abroad for international grants geared towards theme-based funding such as the European Union with projects such as Erasmus Plus, UNESCO, UNICEF, global Technology related grants, etc.
 - ✓ Explore social entrepreneurship possibilities. Some St. Maarten NPOs are already taking steps in this direction by selling client made products and offering services in their specialized field. Turnover caused by these activities can generate income, which can be used for financing operational and program costs.
 - ✓ Improve and/or implement crowdfunding and e-commerce initiatives. This requires the involvement of government and financial institutions in facilitating the online payment infrastructure.
 - ✓ Use NPOs assets more productively/efficiently by generating income through renting out of spaces when facilities are not occupied by clients.
 - Examples of possible cost-cutting expenses:
 - ✓ Consider the costs of programs and services offered and evaluate if the type and frequency of these services can be creatively adjusted.
 - ✓ Evaluate the work hours of staff and consider, within the scope of work, if part-timers and/or volunteers can (temporarily) fill the gaps.
 - ✓ Communicate with peer NPOs if costs can be minimized by sharing staff, facilities and amenities.
 - ✓ Consider the operational costs in terms of office space and other spaces, where online working from home or other flexible meeting/working facilities is gaining much interest worldwide.

- NPOwer urges that amendments should be made for the outdated laws that govern tax legislation/procedures to cut time and human resources cost currently needed for NPOs' submittal of tax forms. NPOwer also urges the government to assist NPOs with subsidies, especially for daycares, because they provide a vital service to a large group of beneficiaries. The NPOwer project team also encourages more research to be done on this target group.

5. Volunteerism

Volunteering can alter self-perceptions, allowing people to build confidence and self-esteem, and it is a way to learn new skills. Volunteering can also affirm one's social identity, which is essential when other roles have diminished (e.g. after retirement, losing a partner, children growing up, etc. (*The Centre for Evidence-Based Medicine, April 2020*).

Volunteering may promote physical and mental well-being and helps people feel like a part of a community. Volunteerism is part of building stronger community bonds and creates a more involved civil society. Volunteers also assist in temporarily solving NGO staff shortages.

Volunteerism is on the rise in St. Maarten and will most probably grow as unemployment rises.

Considerations:

- Although there are many proven benefits to volunteering, careful consideration must be made to ensure volunteers are not used as a replacement for skilled and paid work.
- To meet the expectations of both the volunteers and the organizations, a volunteering platform that can match the 'supply and demand' chain would be beneficial, whereby NGOs can access volunteers based on their skillsets and needs.
- NGOs working with volunteers need to be very flexible because volunteers have many different reasons for volunteering. Recruitment, rewarding and retaining volunteers is a crucial aspect for many NPOs. Information sessions and workshops will benefit the NPOs and possibly may result in more active volunteerism.

6. Role of government:

Finances within the government are limited, especially now that the economy has been compromised during/after the COVID-19 pandemic. Still, there are other ways the government can support and facilitate NPOs, creating a more inclusive role for them.

Considerations:

- Encourage the Chamber of Commerce and the Tax office in facilitating active NGOs by easing up on bureaucratic procedures, which take too much time for community organizations and keep them from doing their business of "providing altruistic services."
- Get NGOs to become more involved with projects and programs, not only in emergencies. Include and contract NGOs for specific programs instead of having the government executing these themselves. NGOs often have closer contacts with the communities and often have more expertise in particular target groups. Simply said, there need to be more fruitful partnerships and dialogue between the government and NGOs.
- The government is advised to acknowledge NPOs as structural stakeholders. After hurricane Irma, the government invited NGOs to share updates and promised to ask the Non-Profit sector to share their opinions and ideas regularly. In doing so, the government can continue to keep themselves informed on developments, projects, programs and activities. Because the NPO sector represents such a large part of our civil society, covering the majority of St. Maarten's

ministries, with a focus on VSA, ECYS, VROMI, Justice and TEATT, it will help all stakeholders to strengthen these bonds.

- NGOs should be represented in formal committee structures like SER and other councils, groups and committees.
- The government can assist in supporting and training NPOs in creating social distancing and hygiene guidelines. For some sectors like education and health, this has already been organized, but for others like sports, culture/arts, etc., some more guidance is needed. The government can take the lead in facilitating and can ask the larger NPOs to support the smaller ones.
- Involve NPOs through their umbrella organizations (nature/environment, daycare centers, sports, art guild, funding agencies, etc.) in policymaking/ advocacy and expertise.
- Facilitate NGOs by giving them free space, e.g. giving free access to meeting rooms in the government building during evenings and weekends.
- Ease international donation options by facilitating PayPal, crowdfunding and other e-commerce paying platforms.

7. Culture, Arts, Heritage & Sports and recreational activities

Organizations that offer arts, cultural, sports and recreational activities to clients have experienced a significant loss in client contributions due to the forced closure of the island. Many of these organizations rely on face-to-face contact to be able to continue their work with clients and are often on their own without much support.

For years cultural organizations, including professionals in the art industry, struggle to survive and are challenged even more now.

The sports organizations specifically have to find alternative methods to continue motivating their clients to stay active and healthy. Persons are more afraid to take part in contact sports because they do not want to contract the COVID-19 virus that is spreading worldwide. The lockdown has worried many NGOs within this sector because the temporary sedentary lifestyle resulted in weight gain for many who missed out on regular exercise.

Considerations:

- Promote and acknowledge the importance of Culture, Arts, Heritage, sports and recreation as a basic need for the wellbeing and social cohesion of St. Maarten.
- Brainstorm as a government what kind of role culture, sports, arts and recreational activities could play for locals and possibly as a tourism product for visitors.
- Continue establishing an online presence for awareness, fitness & health classes so that clients can work out from their homes.
- Start alternative sports and recreational activities that do not rely on close contact. For example, instead of playing football or volleyball, take clients out for a hike outdoors, so they still get their physical activity, but they do not have to touch other clients.
- Collaborate with other organizations that already have experience in these alternative methods.

8. Nature - Environment - Animal Welfare

Environmental NGOs and Animal Welfare NGOs usually face the same difficulties. Frequently these types of organizations are overlooked because they are not always seen as necessities or “important.” Many fear that the COVID-19 Pandemic has set back their work. For environmental organizations, the issue of single-use products polluting the natural environment has now worsened due to fear of using items more than once. Some of the work the environmental organizations do are often in the field and are now postponed for a few months. Other than this, they can work online. Animal shelters are now

full of animals or have more street animals to take care of because those who left the island left behind their pets, and those who cannot take care of themselves have had to let go of their pets as well.

Considerations:

- Continue building more online platforms for Environmental NGOs to spread awareness on pollution, protection & preservation of habitats and animals alike.
- Continue building more online platforms to share information on animal care, pollution, its costs and why it is important to spay/neuter your pets. Promote a circular economy by moving into the direction of a more natural and environmentally friendly community.
- Collaborate with the government to get funding (if possible) to spay and neuter street animals, so they do not procreate.
- Community education is encouraged about the treatment of animals and the environment, and more support (financially or otherwise) should be shown by the government.

9. Digital Technology

The pandemic has shown the critical importance of technology and the internet. Those with fast broadband connections have been able to keep working, studying, be entertained, and stayed connected to family and friends. However, greater reliance on digital technology risks creating higher and deeper inequalities for the unconnected (“the digital divide”), as well as increasing the dangers of digital misuse.

With working from home and e-learning becoming the new normal for many, internet traffic is putting high pressure on the available St. Maarten IT infrastructure. Solutions need to be found in specific digitalizing processes to enable the effective digital transformation of our community, which in turn will be very beneficial for the NPO sector.

Considerations:

- The chamber of commerce, the government and telecommunication businesses are needed to implement digital inclusion, serving all NPOs and the people of St. Maarten.
- Promote the widespread adoption of local e-commerce activities and digital payments infrastructure to support NPOs’ fundraising and social entrepreneurship activities.
- Implement ongoing training and (digital) skills development for NPOs in all sectors.
- Allow and develop work from home/remote working structures and protocols where applicable and possible.
- Consider building an archive for online digital education resources related to St. Maarten curricula (FBE, CXC and other educational systems)

10. Vulnerable groups

The political (governance and economic) system, effective delivery of social service and access to these supportive services are two of how one might determine how society may fare, not just in times of crisis but also in times where the community is not experiencing an emergency. A significant portion of social service provided to vulnerable groups is provided by NGOs, which serves an essential purpose in society. It would be in the best interest of the government and the social service sector to fortify the structures of the various NGOs on the island to provide better services for our society.

Considerations:

- Make efforts to identify vulnerable groups formally

- An assessment of the needs of the community should be administered concerning the gaps in services for vulnerable groups, and collaborative efforts (between the government and NGOs) need to be made to alleviate those gaps.
- Formal policies should be created in parliament to protect and support vulnerable groups.
- Provide NGO's with more funding and training on how to identify and serve vulnerable groups.

11. Collaboration

For the past couple of years and especially after hurricane Irma, a collaboration between NGOs has increased through platforms, activities, and joint projects. Local and International NGOs, Government, service clubs and the private sector have made considerable progress in rebuilding St. Maarten by combined efforts in different areas.

The first steps have been made, but a lot more can be done to use all available resources optimally.

Considerations:

- NGOs should continue to expand and collaborate by finding new innovative ways to share resources. For example, sharing of staff members, sharing facilities, using each other's expertise, and shared use of transportation methods. There would need to be a lot of clear communication and creativity, but it might be a necessity for many to stay afloat with their organizations.
- The public sector can be more inclusive and involve the NGO community in matters related to their fields of expertise and commitment.
- Within the NPO sector, the further development of specific platforms and an overall NPO platform with stakeholders per industry will most probably be beneficial to strengthen additional connections and collaboration avoiding overlaps and miscommunications.
- International and local collaboration is also needed from a funding perspective. Funding through donations and grants is limited; those who donate need to be well informed on the type of organizations St. Maarten has and the kind of services these organizations offer. Although funders generally set their criteria and prioritize or select their beneficiaries, they can most likely appreciate transparency when it relates to the landscape of the civil society organizations.

12. Future outlook

In the first chapters of this document, the NPOwer project shared the data and insights of 96 respondents representing the majority of the active NPOs on Sint Maarten. These organizations represent thousands of beneficiaries, and many of these beneficiaries have been identified as vulnerable. The NPO sector, which serves susceptible populations, is, ironically itself susceptible. These organizations depend mostly on the public & private sector for funding and on the community-minded to fulfill volunteer roles.

The NPOwer project was touched by the resilience of the NPO sector. The opinions and ideas of each organization were strong, and the passion they have is very symbolic of what St. Maarten represents. Many of these Non-Profits work voluntarily and beyond duty despite the many challenges. Additionally, St. Maarten, as a country within the Dutch Kingdom, is very vulnerable, being a Small Island Development State (SDIS). Sint Maarten is often exposed to many economic, social, natural and political risks within a rich multicultural and historically challenged context.

Despite all these challenges on many different levels, these 96 NPOs that responded to the survey, together with many others, share the same passion and drive for a better and more caring St. Maarten.

The NPOwer project would like to sincerely thank the Civil Society sector for its strong commitment and is looking forward to opening a dialogue with all other stakeholders to address all these challenges.

We cannot change St. Maarten in one day, and we believe that small changes have already been happening for the betterment of society, and this is in part thanks to the 'third sector,' namely civil society. With more support of NPOs, the NPOwer project believes that more significant changes are bound to come.

ANNEX 1

COVID-19 Non-Profit Organizations Assessment Survey

Dear NPO board/Manager,

St. Maarten, like the rest of the world, is in the middle of the COVID-19 crisis and is affected at various fronts. Our civic society organizations/ non-profit sector has a long history of supporting our community in impossible ways, ranging from creative activities to caring services. As times are challenging with lots of insecurities concerning employment, the financial position of the government, and the instability and uncertainty of businesses, and people in general, the non-profit sector will be highly involved in whatever lies ahead for our society's future. Therefore, NPOwer is of the strong opinion that we do a robust and thorough assessment of where our NPO sector stands, and let our united voices be heard.

This comprehensive NGO stakeholders survey serves the following purposes:

- Assess the current state-of-affairs of our non-profit organizations
- Attain insight and understanding about the effects that COVID-19 may have on the functioning of operations of the non-profit sector
- Ascertain how proposed changes will influence St. Maarten society.
- Share the findings of the survey with the St. Maarten Government, funders and other national and international stakeholders.
- Advise stakeholders based on the outcome of this survey.

The survey was a conjoined effort that includes perspectives from various stakeholders and community partners, and so the community looks forward to your 15-minute commitment in responding to the survey. Please have a person that is involved in the day-to-day operations of your organization to complete this confidential survey. A joint effort or approach is also encouraged for completion. The names of organizations and persons will not be disclosed in our final reporting and dissemination of the results.

Thank you,

Team NPOwer

What is your contact email address? _____

SECTION A. YOUR ORGANIZATION

A1. What is the name of your Non-Profit Organization (NPO)? (96 responses)

A2. What is/is the name of the person(s) filling out this survey? (one or two persons per survey)

- A3. What is/are your role(s) within your organization?
- a) Board Member/ Board of Directors (43)
 - b) Director (managing, executive/operations etc) (55)
 - c) Employee (9)
 - d) Volunteer (7)
 - e) Other (1)

- A4. Is your organization currently registered with the St. Maarten Chamber of Commerce (SMCC)?
- a) Yes (85)
 - b) No (8)
 - c) Don't know (3)

- A5. My organization's registration and fees (inactive unkept account with COCI may cause issues when acquiring funding) are paid for the last time in
- a) 2020 (51)
 - b) 2019 (25)
 - c) 2018 (2)
 - d) 2017 or before (6)
 - e) Don't know (5)
 - f) Not applicable as my organization is not registered at the Chamber of Commerce (7)

- A6. In terms of size, which applies best to your organization?

	SMALL	MEDIUM	LARGE
Number of clients/beneficiaries	<50	> 50 and < 100	>100
Employment (paid staff)	< 5	> 5 and < 10	> 10
Frequency of contact, activities and services per week	< 1	> 1 and < 5	> 5
Annual turnover (operational and other) expenses	< \$ 50,000	> \$50,00 and < \$500,000	> \$ 500,000

- a) Small (49)
- b) Medium (29)
- c) Large (18)

SECTION B. SERVICES AND ACTIVITIES

- B1. In which category does your organization offer services? Please select all that apply.

- a) Housing (8)
- b) Advocacy/Social Support (31)
- c) Arts/Culture/Heritage (18)
- d) Community Engagement/ Development (34)
- e) Funding/Support to NGOs (5)
- f) Health/Care/Lifestyle (19)
- g) Labour/Income/Trade (9)
- h) Nature/Environment (14)
- i) Animal Welfare (2)
- j) Schools/Education/Daycares/Afternoon School (48)
- k) Sports and/or recreational activities (24)
- l) Poverty Alleviation (13)
- m) Gender issues (9)

B2. Are you currently (during the COVID-19 outbreak) executing activities with your clients /target group?

- a) No. None at all (35)
- b) Yes, with limited activities (30)
- c) Yes, we are even busier than before (5)
- d) Yes, we are still executing activities, however, have changed our ways of operation (30)

B3. Can you please elaborate on your answers in A2? If you are running activities during this time, we would like to hear from you about how you are doing this? Have you modified the ways in which you execute activities due to limited personal contact? We would also like to hear if things have stayed the same, and if so, why?

SECTION C. YOUR TARGET GROUP

C1. With which age group do you work. Select all that apply.

- a) 0 – 4 years (babies/toddlers) (20)
- b) 5 -18 years (children) (39)
- c) 19 – 60 years (adults) (31)
- d) 60 + years (seniors) (17)
- e) all age groups (33)

C2. Can you specify your target group indicated above? Select all that apply.

- f) Girls (<18) (30)
- g) Women (>18) (19)
- h) Boys (<18) (31)
- i) Men (>18) (16)
- j) Differently abled persons (12)
- k) Displaced persons (homeless, refugees) (8)
- l) Undocumented persons (not having a SXM residence permit or the Dutch Nationality) (10)
- m) Not relevant as this was already answered previously (33)
- n) Other (25)

C3. Do you consider your target group/work field to be vulnerable?

- a) Yes (64)
- b) No (10)
- c) Somewhat (22)

C4. Explain your answer given in C3.

C5. Before the COVID-19 outbreak, how often did you meet or were you in contact with your clients?

- a) Daily (49)
- b) Weekly (25)
- c) Bi-weekly (2)
- d) Monthly (5)
- e) Several times per year (<10> (15)

C6. Since the self-quarantine and social distancing measures were put into place by the Government of St. Maarten, how often have did you meet or were you in contact with your clients?

- a) Not at all (26)
- b) Daily (14)
- c) Weekly (15)
- d) Other (41)

C7. Please explain your answer if answer C6 differs from C5

C8. Communication with your target group might have changed considerably since the COVID-19 outbreak. Which communication channels are you using with your clients and stakeholders more often now than before the crisis? Number them in order of priority.

- a) Telephone (including WhatsApp) (77)
- b) Email (41)
- c) Facebook (45)
- d) Video conferencing with 'Zoom' and/or 'Skype', etc. (41)
- e) Face-to-face (19)
- f) None (3)

C9. In your observation, how has the COVID-19 crisis affected your target group/ work field?

When answering this question, please reflect on the interruption of activities and your client's limited access to the outside world and the implications for your client's well-being, mental and physical health, and effects on your client's home situation. Let us know your clients' stories.

SECTION D. STAFFING

D1. How many **staff members** were employed with your organization before the COVID-19 crisis?

- a) None (34)
- b) 1- 5 (34)
- c) 6- 10 (6)
- d) > 10 (23)

D2. What percentage of your staff are part-timers (<25 hours)?

- a) None (49)
- b) <25% (22)
- c) Between 25 and 50% (7)
- d) Between 50 and 75% (4)
- e) >75% (14)

D3. Has the COVID-19 crisis affected employment within your organization?

- a) No (61)
- b) Yes (35)

D3a. If you answered 'Yes' in the previous question, please explain.

D4. How many **volunteers** were assisting your organization before the COVID-19 crisis?

- a) None (36)
- b) 1- 5 (26)
- c) 6- 10 (8)
- d) > 10 (26)

D5. How many volunteers are assisting your organization today (since the crisis started)?

- a) None (58)
- b) 1- 5 (23)
- c) 6- 10 (7)
- d) > 10 (8)

D6. If answer D5 differs from D4, please explain.

D7. In your organization what do you foresee in terms of staffing needs, both employees and volunteers for the next six (6) months?

SECTION E. FINANCIALS AND OTHER RESOURCES

A number of NPOs indicated that they were struggling financially before the COVID-19 crisis (potentially post-Irma related or other). The below questions will help us to ascertain the current financial situation for NPOs in general and can assist with the sharing of concerns and best practices among NPOs. The information can also lead to problems being assessed in anticipation of potential further struggle.

E1. How has your organization been financially supported during the last three years (i.e. grants, private funders, membership contribution). Please be as detailed as possible and check all that apply. Multiple answers possible.

- a) Government subsidy (23)
- b) St. Maarten Development Fund (SMDF) (14)
- c) Payment through client membership (36)
- d) Social health insurance (SZV) and related funding (2)
- e) Local grants and donations (i.e., Rotary and Lion Clubs, SHTA, SMTA, IMA, Island Gems, Be the Change, Foresee, private donations and others) (31)
- f) Grants from Dutch linked regional funders (i.e. Prins Bernard Cultuur Fonds (PBCF), Samenwerkende Fondsen Cariben (SFC) and others (25)
- g) Crowdfunding (2)
- h) In-kind donations (35)
- i) International grants and donations (e.g. UNESCO, UNICEF, Red Cross, private international donors) (15)
- j) Fundraising events and activities (46)
- k) Other (personal contributions, no funding, course income etc.) (5)

E2. Do you expect that the COVID-19 crisis will affect your organization's current income for the upcoming year?

- a) No (then skip question E3 and go to E4) (15)
- b) Yes (68)
- c) I don't know (13)

E3. Which financial resource do you expect to become compromised for your organization in the upcoming months? Multiple answers possible.

- a) Government subsidy (19)
- b) St. Maarten Development Fund (SMDF) (5)
- c) Payment through client membership (34)
- d) Social health insurance (SZV) and related funding (9)
- c) Local grants and donations (i.e., Rotary and Lion Clubs, SHTA, SMTA, IMA, Island Gems, Be the Change, Foresee, private donations and others) (14)
- d) Grants from Dutch linked regional funders (i.e. Prins Bernard Cultuur Fonds (PBCF), Samenwerkende Fondsen Cariben (SFC) and others (5)
- e) Crowdfunding (5)
- e) In-kind donations (22)
- f) International grants and donations (e.g. UNESCO, UNICEF, Red Cross, private international donors) (9)
- g) Fundraising events and activities (43)
- h) None (9)

E4. What are normally the three (3) largest expenses in your organization? Click 3 check boxes.

- a) Salaries for staff/ remuneration for volunteers (67)
- b) Rent or mortgage for the office and other spaces (41)
- c) Transportation (vehicles and gasoline) (14)
- d) Administrative costs (Bank, Chamber of Commerce, audit etc) (21)
- e) Utilities and office costs (electricity, water, telephone, internet) (40)
- f) Direct expenditures which are needed to execute your projects (i.e. equipment and materials) (59)

g) Others (1)

E5. What expenses do you expect to become compromised for your organization in the upcoming months? Click three check boxes.

- a) Salaries for staff/ remuneration for volunteers (50)
- b) Rent or mortgage for the office and other spaces (33)
- c) Transportation (vehicles and gasoline) (15)
- d) Administrative costs (Bank, Chamber of Commerce, audit etc) (22)
- e) Utilities and office costs (electricity, water, telephone, internet) (31)
- f) Direct expenditures which are needed to execute your projects (i.e. equipment and materials) (47)
- g) Others (16)

E6. Do you have additional remarks related to this financials and other resources section?

SECTION F. GENERAL

F1. Can you describe your concerns resulting from the COVID-19 Crisis? Kindly prioritize by starting with the most important concerns.

F2. Given the challenging local and international situation, what do you see as possible alternatives in regard to the type and scope of the services that you offer? Support your answer with examples.

F3. What do you see as possible alternatives in regard to office and other space, e.g. are you considering to decrease expenses by working towards a joint office space or having flexible work spaces, rent larger rooms per hour instead of maintaining your own facility or renting out your facility, etc.? Support your answer with examples

F4. What do you see as possible alternatives in regard to staffing, e.g. are you considering changes in the number of employees and volunteers? Support your answer with examples

F5. What do you see as possible alternatives in regard to collaboration with other organizations, e.g. are you considering working together with other organizations to sustain and/or adapt your services? Support your answer with examples

THANK YOU!!!

Thank you for filling out this survey. NPOwer really appreciates the effort as we look forward to getting the results back to our NPO community as soon as possible. As explained in the introduction we will compile the responses received and arrange a report and share this with you. Names of the organization will not be mentioned as NPOwer is mainly interested in compiling data to provide perspective of the anticipated changes as a result of the COVID-19 crisis.

Thank you again.

ANNEX 2 - Participating NPOs in Survey

721 Kids FOundation
ADRA Sint Maarten
Alexander's Early Stimulation & Development Foundation
All Children's Education Foundation Schoolboard
Animal Defenders Sint Maarten
Artcraftcafe foundation
Be the Change Foundation
Because of Prayer Miracle Centre Foundation (kidney found)
Behind the Beyond Community Theatre
Belvedere Community Foundation
Beyond Kultura Events Foundation
Bishop Ellis Foundation
Brighter Child Daycare
Carib Swim Team Association
Children's World Daycare and Playschool Foundation
CIFSEF
Down Syndrome St. Maarten & Caribbean Foundation
Downstreet Business and Community Council Association
Dr.J. foundation
Dutch Quarter Community Council
Educare Foundation
Elektraljets Foundation
Elevating Lives Foundation
Environmental Protection in the Caribbean (EPIC) Foundation
Excellence Learning Academy
Filipino Community of SXM
Flames united Sports Club
Foresee Foundation
Foundation Catholic Education St. Maarten
Foundation Methodist Agogic Centre
Freegan Food Foundation
Fun N' Learn Kids Preschool Foundation
Grace International Baptist Church
Green SXM
Greenbox
Helping Hands Foundation
Home Away from Home Taking Care of the Golden Age Foundation
Ideal preschool and green learning academy
Institute for Language Research and Development--United
Academy
Island Gems Charity Foundation
Island Outreach Initiative
K1 Britannia Foundation
Kids world united daycare foundation
Kidz at Sea Foundation
Les Fruits de Mer
Let the children come pre primary foundation
Little Dreamerz

Little Goslings Day Care Center
Lucia Learning Center
Mental Health Foundation
Miss Ingrid Home Care Foundation
National Institute of Arts
National Institute for Professional Advancement
National Sports Institute
Nature Foundation St. Maarten
No Kidding with Our Kids Foundation
Our Creations, St. Maarten Arts & Crafts Foundation
Player Development
Positive Foundation
Prominent Women
Red Cross
RISC Takers Football Club
Safe Haven Foundation
Samenwerkende Fondsen Cariben
Stichting Protestant Christelijk Onderwijs B.E.
SIMARC Sint Maarten Archaeological Center Foundation
Simpsonbay Sports, Cultural and recreational al Foundation
Sint Maarten Institute for Public Policy Studies
Sint Maarten Lions Club
Sint Maarten Training Foundation
St Maarten National Basketball Association
St Maarten Seniors and Pensioners Association
St. Maarten AIDS Foundation
St. Maarten Alzheimer Foundation
St. Maarten Development Fund (SMDF)
St. Maarten Hospitality and Trade Association
St. Maarten Housing Development Foundation
St. Maarten Senior Citizen Recreational Foundation
St. Maarten Seventh-day Adventist School
St. Maarten/St. Martin Alliance for Equality (SAFE SxM)
St. Peters Emergency Operations Group
St. Maarten Carnival Development Foundation
Stichting Expertise Centrum Ervaringsgericht Onderwijs St. Maarten
Stichting Justitiele Inrichtingen Bovenwinden
Sunbeam School Foundation d.b.a.L Care bears centre
SVOBE
The Alpha & Omega Projects Foundation
The Charlotte Brookson Academy of the Performance Arts
Foundation
The Good News Baptist Church
The Wildflower Institute
Uima Foundation
United Filipinos of SXM Association
Voice of The Youth St. Maarten
Waste2Work Foundation
White and Yellow Cross Care Foundation
WIEMS Windw Islands Emergency Medical Services

ANNEX 3

Concerns and considerations; remarks by NPOs

Most significant concerns due to the pandemic

Main Concerns for all organizations:

1. Closure of organization/foundation/school etc.
2. Financial aid/stability (How will they be able to get funding/income) - Including Payment of salaries, Rent, and utilities
3. Safety of employees and clients once things re-open
4. Losing clients due to safety concerns and unemployment issues.
5. Increased criminal activity
6. Academic Regression and Learning Loss for students
7. Well-being of clients not able to return to these foundations.
8. Safe transport for clients/students
9. Difficulties with online contact/learning due to bad internet connections or financial strains.
10. Effects on the private sector that trickle down to the nonprofit sector.
11. More dumping of pets, causing more work but with less finances.
12. Losing the locations (not being able to pay rent)
13. The “unknown” factor - not knowing what is going to happen in the next year.
14. Not being able to host events & activities due to social-distancing protocols
15. Not being able to provide the services to those who need them
16. Not being able to purchase the right materials.
17. Hunger/starvation of beneficiaries who will now not receive their food baskets like before.
18. Neglect of vulnerable groups in the community (seniors, women + Children) - These groups will become more vulnerable with less access to help.
19. Need for more volunteers instead of full-time employees.
20. Registering seniors and vulnerable persons. Access to assistance for these persons.
21. NGOs will get an even more important role in our community while funding will become more challenging, locally and internationally.
22. Decrease in Mental and physical health for everyone. (Including increase of untreated or uninformed sexually transmitted diseases)

Services and activities offered

After School programs	Daycare Centers	Primary/Secondary/Vocational Education
<ul style="list-style-type: none"> - Work on a contingency plan for reopening of programs in collaboration with the locations where these programs are held. This plan will include teaching of proper hygiene protocols, social distancing within the program, different kinds of activities etc. - Teaching them the importance of sustainability, protecting the environment (for example waste management) 	<ul style="list-style-type: none"> - Parents will need to go back to work, and children need to be cared for in a safe and healthy environment. This means that many daycares will have to figure out the best way to keep health and safety protocols for their students. This will be a challenge because kids, especially at this age, do not understand social distancing rules. 	<ul style="list-style-type: none"> - Provide remote/ online learning as long as it is required. Offer more opportunities for distant learning/ Online Registration / Larger rooms for classes/ Adjustments to social gatherings (assembly & recess periods). They were making online learning more accessible to students and more reliable (making sure that everyone can use the internet and a computer at home). Teachers will

<ul style="list-style-type: none"> - Planting of vegetables, fruit trees/plants/herbs - Teaching them more about healthy lifestyles (mentally, spiritually, & physically) - Using staff as support staff. - Giving services for online homework while schools may not be able to host all students at the same time. (some organizations have facilities these kids can use to do their work, like a computer lab) 	<ul style="list-style-type: none"> - The target group is very young (kids ages 0-4 yrs), for them, online classes are not an option, and they need to be at the daycare to be cared for. - Many daycares are afraid they are faced with closure. Less children will be attending Day Care due to loss of job by parents or fear of health risks. - Financial aid - One alternative for preschools is to seek assistance/ funding for the centers, or they might not survive long enough to seek or try other alternatives. 	<p>now need to become more creative in their teaching.</p> <ul style="list-style-type: none"> - Assist school boards/school with IT devices for students and training of staff in digital online learning - Physical classes will need to be limited and need only be given when necessary (exams, specific necessity). - Close monitoring of hygiene practices, observance of any signs of illness. Strict rules when anyone is ill. Everyone must adhere to social distancing and wearing facemasks. - Possible online training courses. (provided that classes cannot resume) - Some services will be needed more than ever because parents will be looking for more alternatives to assist their children academically. This could mean that training facilities will become increasingly busier.
Community:	Social Care (including at risk youth & women)	Health - Care - Lifestyle
<ul style="list-style-type: none"> - Given the challenges of social distancing, organizations would have to utilize the internet to host several virtual events. e.g virtual mentoring. - Encouraging members to give monetary donations to organizations who are continuously doing relief and activities to community - Rely more on the assistance of members of the organization. - Promote agriculture and backyard gardening - Promoting Psycho-social coping skills" - Keeping the community informed through online platforms with guidance and assistance. - Before covid19 focus was put more on providing a safe community, now the focus has shifted towards feeding the community. Many organizations are now working on the distribution of food and hygiene products for the communities. Organizations already donating food and hygiene products to communities before COVID-19 have now increased their output. - Focus for many organizations will be set on providing relief and emergency services to the island via distribution, coordination of emergency logistics, etc. 	<ul style="list-style-type: none"> - Organizations are currently in the process of putting a plan of action together, with concrete details on how to move forward, while still providing essential care to this vulnerable group. - Online gatherings and more social support activities. Implementing the use of technology, phone, ZOOM, WhatsApp, etc. to offer distance counseling to maintain contact. - Once the lockdown is lifted, shelters will be able to designate a section within their shelter for quarantine purposes. - Organizations have appealed to the World Bank Trust Fund for Financial assistance as well as other funders to ensure they can continue to advocate for these vulnerable groups. - Victim assistance. - More collaboration with government departments and institutions such as those under Justice, Education, Public Health, and possibly the labor department. 	<ul style="list-style-type: none"> - There aren't many alternatives these organizations see possible. Patients that need help will still need to come to clinics/hospitals etc. - The Mental Health needs will increase, and more focus will need to be put on making sure there is enough mental health awareness and that people are ensured it is normal to feel different during these difficult times. Developing caregivers and advocacy / awareness in the community. - Switching to more online services with awareness.

<ul style="list-style-type: none"> - Moving back from recovery mode and into response mode. Many have made changes to the Irma recovery projects in order to finance some COVID-19 activities. - When lockdown is lifted, many will carry on with the most essential activities such as roof repair and vocational training. - Some will have to scale back as all projects do have financial cost associated. 		
Culture, Arts & Heritage	Nature, Environment & Animal welfare	Sports and recreation
<ul style="list-style-type: none"> - Work with the Tourism industry to promote heritage issues. - Online work/classes instead of face-to-face. - Transforming educational tools in ways that make them more versatile. Sharing more content online or developing and printing physical books that could be distributed. - Funding sources will have to be actively pursued. Staff salaries remain a concern regardless of any alternatives to be implemented. 	<ul style="list-style-type: none"> - Finding more creative ways to get funds instead of hosting events. - For the training there is no good alternative. - Improve on online / social media activity (i.e.; DIY videos, awareness campaigns, informational posts, etc.) - Increasing & promoting locally made and grown products. 	<ul style="list-style-type: none"> - Some do not see any alternatives, once opened things will go back to normal but possibly with extra safety and health protocols. For example: Testing kits to test players and volunteers regularly and temperature testing for everyone entering the building or adapting the sport protocol set by the NOC/NSF coming from the SMSOF, with the usage of sport facilities. - Making training videos available online for clients/beneficiaries so they can practice at home. - Many organizations hope to get financial relief or support. For Example: GEBE bills can be deducted, bringing down the price of rent, bringing salaries down by a %, etc.
Elderly Care	Funding for NGOs	
<ul style="list-style-type: none"> - Doing work and care online. COVID 19 has brought about the challenge of technology for the elderly which makes it more difficult for this specific group to continue their contact online. - Elderly can now order goods from local stores via WhatsApp and have them delivered. This is safer for them than going to the stores. - Visits from family and friends via zoom. - The social aspect will be very challenging, some elderly only have their friends at the organizations and it is hard for them to keep contact online. Trips that they usually took to get outdoors and do something active to stay healthy are now postponed or cancelled. - Hopefully these facilities can open with extreme safety measures to ensure that they can still get their much needed social, physical and mental activity. 	<ul style="list-style-type: none"> - strengthen online payment options now that CX Pay has been introduced to SXM OFFICIALLY via WIB - More collaboration among NGOs needed, cutting overhead costs for NGOs, more information sharing on funding opportunities for NGOs - Changing procedures to be able to assist faster and easier and hopefully be of assistance to those most in need. 	

Office and executive spaces

After School programs	Daycare Centers	Primary/Secondary/Vocational Education
<ul style="list-style-type: none"> - Different tactics in collaboration will be used. Some are able to collaborate with the School boards and will not have to pay rent/utilities because they offer a service that is conducive to child development. Some will work together with other afternoon school care programs. Exploring different ways of moving forwards with the program according to the new way of life. - Some are renting out their locations to make extra funds to support the programs. 	<ul style="list-style-type: none"> - This is not applicable to all organizations, as some have rental contracts for longer periods. Some are also worried that renting out their facility might be challenging as the building is set up to offer spaces for specific target groups. - Some are facing closure and do not think they could share their spaces but are open to the idea of collaborating if possible. - For some it is impossible to move or to share spaces due to the type of target group and the size of this group. It can be difficult for many to find locations that are fitting for all. - ALL DAYCARES: Reducing staff or hours will be necessary for daycares because of lower attendance rates, equaling in lower income for these organizations. Possibly contracts will not be renewed due to insufficient funds. 	<ul style="list-style-type: none"> - Safety measures must be put in place for all offices/workspaces. Sharing will be possible if everyone follows strict health and safety protocols. Organizations might need to redesign their office space to accommodate the new guidelines being prepared. - Some organizations already share their locations and collaborate for different events/activities. - Many do not see new alternatives than using their own location or the location they already use because it is set up specifically for their target groups. - Most training programs rent offices or other spaces to be able to do their activities already. Some are now considering renting out the spaces they have to others to stay financially afloat. -
Community:	Social Care (including at risk youth & women)	Health - Care - Lifestyle
<ul style="list-style-type: none"> - Some do not see any changes happening in this area and will keep working in their own spaces because of necessity. - Some organizations will rent out their facilities/spaces when possible - Some already do not have their own meeting spaces but use a room at community center when it is available and hope for a cheaper price. Some work from home. - When using their own spaces or other spaces, staff and volunteers will work in shifts in the building to ensure safety and health protocols are kept. 	<ul style="list-style-type: none"> - Some organizations have asked for a decrease in rent and utilities to be able to keep their space and hold their meetings, activities, etc. - Given the type of service/program this target group offers, it will be difficult to join in with other facilities. Many offer residential care for at risk youths in a home type setting. - Some will be able to keep their current location and cannot share due to the reasons mentioned above. - Organizations in this group cannot rent out their facility because they work with very vulnerable target groups. - Many are working remotely if possible and go out into the field when necessary, meaning they do not need shared spaces with other organizations. - Some do consider sharing spaces if it is possible to divide the time safely and efficiently. 	<ul style="list-style-type: none"> - For many organizations in this sector it is difficult to share a location because of confidentiality or health implications. Organizations working with persons with addiction or mental health issues need to keep their patients safe from the public. Others working with persons with severe health issues cannot be mixed with other patients with other health issues. - Some do not own a space yet but would like to have one to use. There are a few organizations that feel like collaboration could be a possibility if it means lowering costs and being able to continue their work. - Organizations in this sector will need to scale down on all activities and groups. This will be done by utilizing all available time and spaces.

Culture, Arts & Heritage	Nature, Environment & Animal welfare	Sports and recreation
<ul style="list-style-type: none"> - Many organizations in this sector are afraid of losing their location and would love to work in collaboration with other organizations to share a space for all of them Example: the proposed National Heritage Center, as a cooperation between the Library, Museum, Archives, and SIMARC, at one public facility. (Or using classrooms at local schools or spaces at community centers) - Some organizations are hoping to go back to their own location but also are open to collaborations in spaces/facilities. - Some are afraid of sharing spaces due to the pandemic and the health risks this provides. They want to keep a strict protocol and are not sure they can do this while sharing a public space. - An alternative would be to rent out their own location to other organizations. 	<ul style="list-style-type: none"> - Many of these organizations work from home or in the field and do not specifically need an office space. - Some organizations don't have enough space for their own staff and cannot share the space with others because they work full time which makes sharing difficult in shifts. 	<ul style="list-style-type: none"> - Organizations have already started planning on working together to share spaces. - Many organizations do not need a permanent space and only rent spaces on a need-to-use basis. - For some sharing is not an option because of safety/health risks. - Most organizations already have very little staff members and do not need to change this for now. - Some organizations will need to cut down on some staff members - Organizations that still need their staff but have limited financial income will need to cut salary or workdays. - Volunteers will no longer be able to receive a stipend. -
Elderly Care	Funding for NGOs	
<ul style="list-style-type: none"> - Most organizations in this target group cannot share spaces or make adjustments. - Some organizations are willing to collaborate or share spaces but would need to work out all the issues that come with first. 	<ul style="list-style-type: none"> - Many organizations are already using the minimal expenses and using home locations or shared locations when needed. Sharing spaces is always an option for this target group, although ensuring social distancing and hygiene remains paramount. 	

Staffing

After School programs	Daycare Centers	Orimary/Secondary/Vocational Education
<ul style="list-style-type: none"> - Because these organizations work with groups of kids, they cannot lose their employees. Some will have to scale down a little or work with less hours or lower salaries. Some would prefer to keep their most dedicated employees to be able to pay them their full salary. 		<ul style="list-style-type: none"> - Some organizations will have to scale down and not rehire persons for available positions. - Some organizations don't see any changes happening - If the number of students decreases schools will have to scale down on the amount of teachers they hire or give less hours per teacher.

Community:	Social Care (including at risk youth & women)	Health - Care - Lifestyle
<ul style="list-style-type: none"> - Most of these organizations already work mainly with volunteers and will have to continue doing so for the coming months. These organizations intend to increase their amount of volunteers by offering beneficial training and providing rewarding projects. - Less interns due to the traveling restrictions etc. - Due to the pandemic, some community-based organizations are in need of more staff than before because of the increasing demand of help needed by community members. - No changes for some. 	<ul style="list-style-type: none"> - Implementation of fewer working hours and a freeze on a new employment. - Increase the number of volunteers if possible - Scheduling around staff that receive a fixed income, opposed to our staff that have a 'no work, no pay' labor agreement. - Dismissal of all volunteers as well as contract employees - Shared spaces would also offer the possibility of other shared resources such as employees and volunteers 	<ul style="list-style-type: none"> - Most of these organizations do not see any changes in this area happening. - More volunteers will be utilized if possible.
Culture, Arts & Heritage	Nature, Environment & Animal welfare	Sports and recreation
<ul style="list-style-type: none"> - Many of these organizations are already volunteer based and can sometimes pay their volunteers with fees made by giving classes or hosting events. This will be harder given the current situation. - Many do not see any changes happening for their organization. 	<ul style="list-style-type: none"> - Reducing office and field staff hours as there is less work happening in the field. - Reducing the amount of interns - More volunteer assistance in the field. 	<ul style="list-style-type: none"> - Increase the amount of volunteers or find new volunteers because others have left the island. - Sharing employees & volunteers with other organizations. - Decreasing staff members / hours or shutting down completely
Elderly Care	Funding for NGOs	
<ul style="list-style-type: none"> - Most organizations in this sector do not see many changes happening because they either already work with only volunteers or need to keep the staff they have because they already work in a small group. 	<ul style="list-style-type: none"> - It is expected that some organizations will get staffing problems due to limited funding. The role of volunteers might increase due to limited financial resources, but also because unemployment numbers will rise. 	

Collaboration with other NGOs

After School programs	Daycare Centers	Primary/Secondary/Vocational Education
<ul style="list-style-type: none"> - These organizations already collaborate with schools and other organizations and are definitely open to more collaborations when necessary. 	<ul style="list-style-type: none"> - Open to collaborations but mainly with other daycares or schools. - Some say it is not possible to collaborate due to the age groups. 	<ul style="list-style-type: none"> - Due to the shortage of qualified teachers on the island, there is a possibility for joint teaching with teachers from other schools. But the School Boards will have to come up with agreements to accommodate this option. All school boards have come together and created a group called the SEMC. If a teacher is needed for a particular subject this can be communicated to the SEMC group hoping that another school board has a teacher in service that has hours available. - There is the opportunity to do zoom classes with students from other schools as well (those using the same teaching method). With the proper equipment, a library of digital teaching module can be made, which can be shared or used whenever possible. - Most of these organizations already work together in collaboration with each other or other types of

		organizations. Those who did not do this before are planning on doing this now to support what is most needed in the community now.
Community:	Social Care (including at risk youth & women)	Health - Care - Lifestyle
<ul style="list-style-type: none"> - These organizations already collaborate with other organizations and are definitely open to more collaborations when necessary. - Online collaborations would be a new idea for some organizations. 	<ul style="list-style-type: none"> - More sharing of knowledge and resources - Most of these organizations already work together in collaboration with each other or other types of organizations. Those who did not do this before are planning on doing this now to support what is most needed in the community now. 	<ul style="list-style-type: none"> - These organizations already collaborate with other organizations and are definitely open to more collaborations when necessary.
Culture, Arts & Heritage	Nature, Environment & Animal welfare	Sports and recreation
<ul style="list-style-type: none"> - These organizations already collaborate with other organizations and are definitely open to more collaborations when necessary. 	<ul style="list-style-type: none"> - These organizations already collaborate with other organizations and are definitely open to more collaborations when necessary. - Sharing cars, expenses and locations would be optimal for these organizations. 	<ul style="list-style-type: none"> - Most of these organizations already work together in collaboration with each other or other types of organizations. Those who did not do this before are planning on doing this now to support what is most needed in the community now. - Safety and health regulations/protocols will have to be put in place in order for these organizations to work with others.
Elderly Care	Funding for NGOs	
<ul style="list-style-type: none"> - Open to collaborations with other organizations safely and with proper protocols. 	<ul style="list-style-type: none"> - These organizations already collaborate with other organizations and are open to more collaborations when necessary. 	