



Caribisch Orgaan voor Hervorming en
Ontwikkeling i.o.



Country package Sint Maarten

Implementation agenda 1 January – 31 March
2022

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The Dutch version of the Implementation agenda is the original version.***





On 22 December 2020, Sint Maarten and the Netherlands signed a mutual settlement for implementation of the Country Package for Sint Maarten. Since signing this settlement, the first steps have been taken for the realisation of a whole raft of reforms and investments aimed at enhancing the country's economic and social resilience. The economy of Sint Maarten must be improved in terms of sustainable economic growth and earning capacity. Good governance, solid government finances and social cohesion are vital contributing factors. The result will be an economy and society that is also more resilient in the face of crises with new opportunities for citizens and businesses.

The Country Package includes measures in the following areas: financial management; costs and effectiveness in the public sector; taxation; the financial sector; the economy; healthcare; education and reinforcing the rule of law. The actual agreements contained in these measures have been included in an Implementation agenda. This is the Implementation agenda covering the period from 1 January up to and including 31 March 2022 (Q1).

Overview

This Implementation agenda no longer contains the completed agreements from the Implementation agenda (2021-Q4). The agreements from the Implementation agenda (2021-Q4) that still need to be completed, are still included and new agreements for the upcoming quarter (2022-Q1) have been added. In this way, we provide a clear overview of the agreements for the upcoming quarter. The intended results are numbered consecutively so it is clear steps preceded the current agreements.

S. E. Jacobs BA
*Prime Minister of
Sint Maarten*

drs. R.W. Knops
*State Secretary of
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Theme A:
Financial management



Theme E:
Economic reforms



Theme B:
**Costs and effectiveness
in the public sector**



Theme F:
Healthcare



Theme C:
Taxation



Theme G:
Education



Theme D:
Financial sector



Theme H:
Reinforcing the rule of law



Theme A: Financial management

Goal • managing and bringing into line the financial management and financial supervision based on the need for government to be 'in control'.

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
A.1	Based on existing and/or additional studies, we will determine how the financial column can be reinforced. Under all circumstances, the financial and policy control (both centrally and within the departments) will be examined, together with the audit function, and the position of the Council of Advice and the General Audit Chamber. Based on proposals, decision making and Implementation will take place.	A.1.1	Study into existing financial work processes including under all circumstances the processes procure to pay and order to cash, and an inventory of the relevant systems used. Including fit-gap analysis for A.1.2.	4. Draft study report complete and provided to clients.	1 March 2022	Sint Maarten + the Netherlands	The set-up of the follow-up study has been adjusted to align with the SOAB work, the December holidays and the follow-up trajectory (such as the fit-gap analysis). As a result, the follow-up study started later and is expected to continue longer.
				5. Final study report completed.	March 2022	Sint Maarten + the Netherlands	
		A.1.2	Investigation of possibilities for implementation of new bookkeeping system.	1. Investigation of requirements for new bookkeeping system to be purchased complete.	On schedule A.1.1	Sint Maarten + the Netherlands	The investigation will be included as a fit/gap analysis in the plan of approach for A.1.1.
		A.1.3	Detailed investigation by the Netherlands together with Sint Maarten of the practice of the budgetary process	4. Study report complete and submitted to client. 5. Final study report completed.	1 January 2022	Sint Maarten + the Netherlands	Follow-up steps will be determined on the basis of the outcomes of the detailed investigation of requirements for the bookkeeping system.

(in particular the preparation and drawing up of the budget for the coming year and implementation of the current year (budget amendments): budget process, budget rules, multiyear estimates (regular service and capital service), tasks / responsibilities / authorisations and (most) relevant actors.

January 2022

Sint Maarten + the Netherlands

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
A.1 (continued)		A.1.4	Adoption of overdue financial statements.	2. Publication of financial statements 2017 and 2018.	27 October 2021	Sint Maarten	Review, approval and delivery to the Parliament took longer than expected. During the preparation of the implementation agenda, both financial statements are being processed by the Parliament.
				3a. Submit the financial statement 2019 to the Council of Advice.	31 January 2022	Sint Maarten	The final documents were provided to SOAB later than scheduled and the review process takes longer as well. The review by SOAB is expected to be complete by 15 December. It will be followed by a review by the Netherlands Court of Audit and delivery to the Advisory Council.
				3b. Publication of financial statements 2019.	1 April 2022	Sint Maarten	
				4a. Submit the financial statement 2020 to the Council of Advice.	1 April 2022	Sint Maarten	The final document were provided to SOAB later than scheduled. SOAB cannot start the review until the 2019 financial statement review has been completed. The review by SOAB is expected to be completed by 28 February 2022. It will be followed by a review by the Netherlands Court of Audit and delivery to the Advisory Council.
				4b. Publication of financial statements 2020.	31 May 2022	Sint Maarten	
		A.1.5	Updating the balance sheet by cleaning up account receivables, account payables and assets, among others.	3. Cleaning up balance sheet items completed.	1 September 2022	Sint Maarten	The scope of the clean-up is bigger than expected. Based on the action plan, the processing period is extended from 6 to 9 months.
		A.1.6	Modify legal framework as basis to strengthen financial column.	1. Inventory of national ordinances to strengthen financial column.	1 March 2022	Sint Maarten	
		A.1.7	Independent advice on shortening the processing period of delivering and reviewing the financial statement.	1. Action plan drawn up.	1 February 2022	the Netherlands + Sint Maarten	New activity as a result of the delays in delivery and review of the financial statements.
				2. Action plan adopted.	1 March 2022	the Netherlands + Sint Maarten	

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
A.2	Based on existing and/or additional studies, whether and how the use of reliable statistical information and data for policy development and decision making can be reinforced will be determined. Based on proposals, decision making and implementation will take place.	A.2.1	Performing a peer review at the Department of Statistics	4. Peer review visit completed.	1 February 2022	the Netherlands + Sint Maarten	The deadline has been extended because the preparation took longer than originally scheduled.
				5. Report completed.	1 March 2022	the Netherlands + Sint Maarten	
A.3	Based on existing and/or additional studies, it will be determined whether the subsidy policy, the implementation and the existing subsidy relationships meet the requirements: legitimacy, effectiveness and efficiency. On the basis of the outcomes, adjustments will be made to policy and/or implementation, and repayment of unlawfully awarded subsidies will be demanded taking account of the legal frameworks and legal principles (if proportional).	A.3.0	This will be postponed until the next Implementation agenda.				
A.4	Based on existing and/or additional studies, it will be determined how the procurement function can be reinforced, so that the government can perform the procurement of goods and services in the most efficient and effective manner possible. Centralisation will be considered. Based on proposals, decision making and Implementation will take place.	A.4.0	This will be postponed until the next Implementation agenda.				
A.5	A Disaster Risk Management policy including a Disaster Risk Financing strategy will be drawn up and implemented.	A.5.1	Draw up Disaster Risk Management policy.	4. Vision on Disaster Risk Management drawn up.	1 March 2022	Sint Maarten	Public consultation will take longer than estimated.

Theme B: Costs and effectiveness in the public sector

- Goal**
- increasing the efficiency of the public sector by reducing the public wage bill (in line with the Caribbean average of 10 percent of GDP) and reducing the costs of the public sector in general terms;
 - increasing the quality and effectiveness (including implementation capacity) in the public sector.

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
B.1	The countries are responsible for the continuity of vital processes, including under all circumstances: electricity, oil supply, internet and data services, drinking water supply, flight and aircraft handling, shipping handling, payment transactions, the emergency services and communication between emergency services and medical institutions.	B.1.1 Continuous.				
B.2	Based on an integrated detailed investigation of the (semi) public enterprises and government entities regarding the legitimacy of public shareholdership (do they serve the public interests/objectives?), effectiveness (do they achieve the targets set?) and efficiency, proposals will be developed and implemented. The objective is to reinforce the governance and operational capacity, in order to prevent (future) losses and as a consequence risks for the budget of Sint Maarten. The objective is not to dispose of, or (partly) sell (semi) public enterprises and government entities that serve a public interest.	B.2.2 Performing analysis of government public limited companies [in Dutch: "naamloze vennootschap"].	3. Tender procedure completed.	1 February 2022	Sint Maarten + the Netherlands	
B.3	Based on existing and/or additional studies, the countries will work together towards reinforcing the aviation system at Kingdom level. This could involve close cooperation between organisations and the organisation of uniform work processes in accordance with international safety requirements, while aiming for efficiency and cost reduction.	B.3.1 Agreements reached within the Aviation steering group will be decisive in the implementation of this measure. No separate arrangements are made in the implementation agenda for now.				

B.4	Based on an integrated detailed investigation, proposals will be developed and implemented with a view to improving the quality, effectiveness and implementation capacity of the government organisation, which will also include the effectiveness of the Ministerial staffs.	B.4.2	Detailed investigation will be postponed to a future Implementation agenda.				This measure is linked to the activities under B.8/B.9. The discussion about the implementation of this measure will be initiated this quarter.
		B.4.3	Strengthening legislative functions.	4. Roadmap with actions to strengthen legislative capacity completed.	1 April 2022	Sint Maarten + the Netherlands	
			Strengthening legislative functions.	5. Roadmap to strengthen legislative capacity adopted.	1 May 2022	Sint Maarten + the Netherlands	

Designation	Measure		Implementation activity(ies)	Intended results	Completed	Actor	Explanation
B.5	Based on a study into employment conditions and fringe benefits (including overtime pay, leave settlements, special remuneration and allowances, travel and travel expenses, etc.) proposals will be developed and implemented for possible retrenchment measures.	B.5.3	In addition to the study comparing employment conditions and fringe benefits, a benchmark study is executed to compare the employment conditions from the semi (public) sector to the private sector conditions.	1. Action plan additional benchmark study completed.	1 February 2022	Sint Maarten + the Netherlands	The study into the employment conditions and fringe benefits in the semi (public) industry was completed in the last quarter of 2021. The report caused an additional benchmark analysis in the three Countries.
				2. Action plan additional benchmark study drawn up.	1 March 2022	Sint Maarten + the Netherlands	
				3. Tender for additional benchmark study started.	1 March 2022	the Netherlands + Sint Maarten	
B.6	In the framework of optimum staff deployment, the staff formation, job occupation and actual presence and deployability of employees of government and government organisations will be examined. If staff wrongfully receive wage, depending on the situation, measures will be taken (e.g. halting wage, dismissal process).	B.6.1	Inventory of the staff formation, occupation and actual presence and deployability of employees at the Ministry of Justice.	3. Ministry of Justice job classification manual / workforce plan drawn up.	1 March 2022	Sint Maarten	
				4. National decree concerning general administrative orders for Ministry of Justice job classification manual published.	1 March 2022	Sint Maarten	
		B.6.2	An employee satisfaction survey and exit survey will be performed within the framework of capacity building and retention.	1. Employee satisfaction survey and exit survey completed.	1 April 2022	Sint Maarten + the Netherlands	
				2. Employee satisfaction survey and exit survey drawn up.	1 May 2022	Sint Maarten + the Netherlands	
B.7	An approach will be developed aimed at reducing and managing costs for external insourcing.	B.7.0	This will be postponed until the next Implementation agenda.				

B.8	Based on a detailed investigation of the HR function (policy, HR consultancy, administration and instruments), improvement proposals will be developed and implemented.	B.8.1	Identification of improvement points based on an overview of the existing situation.	4. Findings and recommendations for the roadmap adopted.	Depending on completing additional studies.	Sint Maarten + the Netherlands	Additional studies as a result of the roadmap are performed. Depending on the results, the roadmap will be drawn up.
		B.8.2	Implementing recommendations for identified items for improvement in the roadmap.	1. Action plan for implementation of items for improvement (including financial cover) completed.	1 April 2022	Sint Maarten + the Netherlands	
				2. Action plan for implementation of items for improvement (including financial cover) adopted.	1 May 2022	Sint Maarten + the Netherlands	

Designation	Measure		Implementation activity(ies)	Intended results	Completed	Actor	Explanation
B.9	Based on existing and/or additional studies, a strategic personnel policy will be developed. This will under all circumstances include: a strategic staff plan in relation to the outcome of the detailed investigation under B.4; introduction of performance management system within the civil service; limiting the political influence on staff issues.	B.9.1	Identification of improvement points based on an overview of the existing situation.	4. Findings and recommendations for the roadmap adopted.	Depending on completing additional studies.	Sint Maarten + the Netherlands	Additional studies as a result of the roadmap are performed. Depending on the results, the roadmap will be drawn up.
		B.9.2	Implementing recommendations for identified items for improvement in the roadmap.	1. Action plan for implementation of items for improvement (including financial cover) completed.	1 April 2022	Sint Maarten + the Netherlands	
				2. Action plan for implementation of items for improvement (including financial cover) adopted.	1 May 2022	Sint Maarten + the Netherlands	
B.10	Based on existing and/or additional studies, the needs and costs for housing will be identified and possibilities for cost reduction and improvements will be investigated and, once identified, implemented. The aim is a cost reduction of 20% in 5 years (budget 2020 as reference point) and implemented in the budget for 2025.	B.10.2	Implementation plan for cost reductions and improvements with regard to housing.	2. Implementation plan adopted.	1 April 2022	Sint Maarten	This item requires technical assistance.
B.11	In the framework of efficient government, the possibilities for a digital government environment and digital services will be investigated. Based on a study, proposals will be developed and implemented.	B.11.0	This will be postponed until the next Implementation agenda.				In the framework of the Digital Government project of the World Bank, work is already underway on the digitalisation of government.
B.14	Sint Maarten will satisfy the guidelines of the CFATF in respect	B.14.1	National Risk Assessment (NRA) action plan.	2. NRA action plan completed.	1 March 2022	Sint Maarten + the Netherlands	This item requires technical assistance.

	of tackling fraud and money laundering. An action plan will be drawn up and implemented.			3. NRA action plan adopted.	1 April 2022	Sint Maarten + the Netherlands	
		B.14.2	Implementation of National Risk Assessment (NRA).	1. Progress report first quarter 2022.	1 May 2022	Sint Maarten + the Netherlands	
B.15	To improve the corporate governance of public enterprises, the 'protocol corporate governance (2020)' will be adopted (in law) and recommendations from the taskforce corporate governance (2020) will be implemented.	B.15.2	Execute implementation plan.	4. Progress report 2 submitted, which shows that execution of the implementation plan progresses according to plan.	15 February 2022	Sint Maarten	

Theme C: Taxes

- Goal**
- the re-establishment of a robust system of taxation with a broad basis that contributes to a fair(er) distribution of income, encourages the economy and implementation and control by the Tax and Customs Administration;
 - realising adequately structured tax services.

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
C.1	To increase revenue and to make the system more robust and simple, an integrated detailed investigation will be carried out of the financial system including income tax. The following proposals will be considered: broadening the tax base, shifting from direct to indirect taxation and introduction of VAT/BTW at 12.5 percent in accordance with the proposals from the Fiscal Affairs Department (FAD) of the IMF or ABB, in accordance with the fiscal system for the Caribbean Netherlands. measures aimed at substantial reduction of tax expenditure and contributions/transfers to third parties. Restrict administrative interference / discretionary powers of both government officials and Administrators (concerning tax allowance, 'tax holidays'). On the basis of the detailed investigation and recommendations, proposals will be developed and implemented. Account will be taken of international rules from among others the OECD.	C.1.1	Detailed investigation of the fiscal system with a view to arriving at recommendations for system reform aimed at simplification of the system, reducing administrative interference and broadening the tax base.	3. IMF delivered an advice concerning system reforms. The recommendations are worked out in greater detail (C.1.2). Based on this, additional questions might be put to a research agency.	Proposing additional questions will be scheduled for a next implementation agenda.	Sint Maarten + the Netherlands	In the spring of 2021, the IMF has published a Technical Assistance report with regard to the tax system with recommendations for reforms. The report addresses most of the measure described under C.1. The work group will review whether a (further) simplification step can be proposed. Questions that arise as a result of C.1.2., as well as within the framework of further simplification, will be presented to an independent research agency after C.1.2. has been completed.
		C.1.2	Create directions with regard to reforming the tax system based on the recommendations of the IMF and previous proposals from Sint Maarten.	1. Decision note concerning system formation adopted in the Sint Maarten cabinet. 2. Decision note concerning system formation discussed in the Sint Maarten Parliament.	Mid February 2022 As quickly as possible	Sint Maarten + the Netherlands Sint Maarten	 Goal is Parliament discussion by 1 April 2022 at the latest.

C.2	The Tax and Customs Administration will receive the necessary data from the banking sector, in as much as this is not already received.	C.2.2	Start of information exchange.	1. Start of information sharing.	1 September 2022	Sint Maarten	Intended start date (September 2021) has not been met.
				2. Start of information received.	1 September 2022	Sint Maarten	
C.3	Compliance programmes will be continued/drawn up.	C.3.1	To be included in phase 2 of C.4.				
C.4	On the basis of existing and/or additional studies, whether and how the Tax and Customs Administration can be optimised and modernised, in such a way that tax collection can be carried out effectively and efficiently will be determined. Based on proposals, decision making and implementation will take place.	C.4.1	Phase 1: Implementing several quick reviews into identified bottlenecks and quick wins.	4. Tender put out for investigation assignments regarding: (a) staff capacity investigation and (b) investigation into need for IT support.	1 April 2022	Sint Maarten + the Netherlands	A pilot "work-study programme" is drawn up in more detail with regard to staffing capacity. An application manager was required for a quick review of the IT needs. He has been hired mid November after the Netherlands made a contribution for this.
				3. Cartac study assignment completed.	1 February 2022	Sint Maarten	The prerequisites for portal implementation are not fulfilled adequately. As a result, the assignment is more extensive than expected. Additional advice is required for a motivated decision-forming process.
					4. Study (quick review) into purchase of portal started.	1 March 2022	Sint Maarten + the Netherlands

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
C.4 (continued)		C.4.3	Cleaning up of the CRIB files to repair incorrect name and address details, to correct register relationships between entities and to correct persons wrongfully set to active.			C.4.3 will from now on be included in C.4.4.	
		C.4.4	'Quick win' measures: preparing and performing (a) clean-up of data files (see C.4.3), (b) process backlogs and (c) collect and claim late payments at an accelerated rate.	5. Progress report on the execution of the quick wins, including assessment.	1 March 2022	Sint Maarten	
C.5	A tax scheme for the Netherlands and Sint Maarten will be agreed on, in line with minimum Base Erosion and Profit Shifting (BEPS) conditions, which will also consider preventing possible profit shifting.	C.5.1	Agreed mutual scheme between the Netherlands and Sint Maarten.	1. Official agreement on content and consideration in Council of Ministers of the Kingdom of the Netherlands..	1 July 2022	Sint Maarten	In consultation with the VDI management of the Dutch Ministry of Finance, the deadline has been extended. Sint Maarten will receive technical assistance to implement this measure. This could be hired after a contribution from the Netherlands was awarded.
C.6	Legislation for the signing and coming into effect of the Establishment Agreement World Bank will be adopted and implemented.	C.6.1	Implementation of legislation (tax paragraph) Establishment Agreement World Bank.	3. Legislative concept and Additional Report, together with advice sent to the cabinet for approval/decreed through the Foreign Service.	As quickly as possible	Sint Maarten	

Theme D: Financial sector

- Goal**
- establishing a stable financial sector that is fully able to fulfil its role in support of the real economy;
 - establishing an appropriate means of regulating the financial sector, with adequate supervision and governance of compliance;
 - establishing a watchdog that is able to respond effectively and in good time in the event of problems with financial businesses.

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
D.1	An integrated detailed investigation of the financial sector will be carried out by an external independent party. Based on the outcomes of this detailed investigation, measures will be formulated to address shortcomings.	D.1.1 As quickly as possible, implementing the measures to address shortcomings in response to the recommendations from the IMF with regard to the financial sector of the monetary union Curaçao-Sint Maarten.	2. Progress of the implementation of the recommendations of the IMF will be monitored and adjusted where necessary.	continuous	Sint Maarten	
D.2	An integrated detailed investigation will be carried out into the system of supervision (legislation and regulations, supervisory policy) of the financial market by an external independent party. Based on the outcomes of this detailed investigation, measures will be formulated to address shortcomings.	D.2.1 As quickly as possible, implementing the measures to address shortcomings in response to the recommendations from the IMF with regard to the financial sector of the monetary union Curaçao-Sint Maarten.	2. Progress of the implementation of the recommendations of the IMF will be monitored and adjusted where necessary. During the further execution of the reform programme by the CBCS, the transition to risk-based overview and strengthening enforcement of supervision will be prioritised.	continuous	Sint Maarten	
D.3	An investigation will be carried out into the social costs of a national currency versus dollarization, by an external independent party. Decision on desirable monetary structure. Based on the outcomes of the study, measures will be determined and implementation.	D.3.1 Study into dollarization by IMF.	2. Based on the findings in the IMF report on the advantages and disadvantages of the dollarization, CBCS will, as a first follow-up, analyse how the possible disadvantages related to having your own currency in the country context can best be addressed.	End of 2021	CBCS	

D.4	Known shortcomings in legislation and regulations will be modernised, under all circumstances including introduction of the Deposit Guarantee System (DGS) and modernisation of the resolution framework). Overview of which legislation should be adjusted, followed by adjustment, decision making and implementation of the legislation.	D.4.1	Continuation of action plan CBCS, development of legislation calendar and agreements with WJZ on reinforcing legislative capacity.	2. Implementation of legislation calendar. During the further execution of the reform programme by the CBCS and in line with the IMF recommendations, the modernisations of the resolution framework will be prioritised. Additionally, CBCS will develop a roadmap to address the results of the scheduled asset quality review.	continuous	CBCS + Sint Maarten	
D.5	The governance of the CBCS will be reinforced, in accordance with international best practices, including the separation of the various tasks within the CBCS.	D.5.2	As quickly as possible, implementing the measures to address shortcomings in response to the recommendations from the IMF with regard to the CBCS internal organisation.	1. Monitor recommendations progress as a result of review The complete independence of the CBCS is the main priority in following up on the recommendations from the IMF report.	continuous	CBCS + Sint Maarten	

Theme E: Economic reforms

- Goal**
- establishing a sound, dynamic and resilient economy;
 - establishing a robust and affordable social security system, that applies stimuli at the ideal point.

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
E.1	An integrated analysis of the current labour market policy, legislation and regulations will be carried out on the basis of which the labour market policy will be updated and modernised. Measures such as shorter working hours, part-time employment, short-term contracts, flexible dismissal laws, removal of obstacles to employing foreign workers, illegal employment and tackling youth unemployment will be included in the analysis. Based on the analysis, proposals will be developed and implemented.	E.1.1	Study of current labour market policy and legislation and regulations.	7. Interim study complete.	15 May 2022	Sint Maarten + the Netherlands	Tender procedure completed, study started.
E.2	The informal economy and illegal work will be dealt with. Based on the study into the scale of the informal economy, proposals will be developed and implemented.	E.2.0	This will be postponed until the next Implementation agenda.				The possibilities to achieve the goals of E2 partly or completely combined with E3 are investigated.
E.3	Illegal employment of foreign workers will be dealt with. As study will be carried out into illegal employment of foreign workers. Based on the results and recommendations, proposals will be developed and implemented.	E.3.2	Draw up implementation plans for measures to prevent illegal employment.	8. Plan for additional studies (including gap analysis) complete.	15 March 2022	Sint Maarten + the Netherlands	Gap analysis is no longer a separate component; now included in the additional studies. Plan for additional

							studies drawn up by 15 April 2022.
				9. Agenda for short-term measures complete, including consultation of social partners.	15 March 2022	Sint Maarten + the Netherlands	
E.4	The system of social security will be given an activation function, with the appropriate stimuli, while also ensuring an adequate social catch net. Based on existing and/or additional studies, proposals will be developed and implemented. Viewed in combination with the measures concerning the reform of the labour market.	E.4.1	Study into the system of social security.	6. Tender process completed.	2nd quarter 2022	The Netherlands	European tender process, takes 4-6 months. Process is on schedule, upcoming deadlines are in Q2 2022.
E.5	Sint Maarten will raise the retirement age to 66 (in 2025) unless independent studies show that raising the retirement age to 66 in 2025 is not realistic, and there are alternative proposals with the same budgetary effect. An independent economic institute (appointed by the COHO in consultation with the country) will map out the structural budgetary effects for the affordability of pensions and social security if the retirement age is raised to 66 years in 2025 and were to be further raised by indexing to life expectancy, and will calculate any alternative proposals. The outcomes will be presented to Sint Maarten and the Netherlands, followed in consultation by an assessment of how the study results should be implemented.	E.5.0	This will be postponed until the next Implementation agenda.				

Designation	Measure	Implementation activity(ies)		Intended results	Completed	Actor	Explanation
E.6	<p>Entrepreneurship and the investment climate will be encouraged. In this connection it is essential that the licencing system be optimised, the costs of doing business lowered and bureaucracy (red tape) removed.</p> <p>Based on an integrated detailed investigation of (among others) legislation and regulations, proposals will be developed and implemented.</p>	E.6.1	Study (zero measurement) into entrepreneurship and the investment climate.	5. Final report completed.	14 January 2022	Sint Maarten + the Netherlands	
E.7	Development and implementation of land policy and spatial plan policy.	E.7.1	Develop a roadmap with three pillars: 1. spatial plan policy; 2. ground rent policy; 3. eliminate financial arrears.	1. Roadmap complete.	1 March 2022	Sint Maarten + the Netherlands	Progress depends on technical support
				2. Roadmap established.	1 April 2022	Sint Maarten + the Netherlands	

Theme F: Healthcare

- Goal**
- managing and ensuring continued management of COVID-19;
 - securing the continuity of acute care;
 - the efficient structuring of care and establishing a robust and affordable care system.

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
F.1	To be able to manage COVID-19 and to maintain its manageability, the recommendations from the OMT Caribbean area (24 April 2020 and 3 June 2020) will be implemented, including under all circumstances the following measures: maintaining the level of available IC capacity; Strengthen public health services (such as for source and contact investigation) sufficient stocks of personal protective equipment (PPE); increasing and maintaining test capacity; introducing syndrome surveillance; guaranteeing sufficient air ambulance capacity; purchase of COVID vaccine and implementation of vaccination programme (from moment of vaccine availability).	F.1.1	Continuous.			

F.2	<p>In the framework of efficiency, unnecessary duplications in care provision by the various hospitals and other inefficiencies will be mapped out and cut back, by drawing up and implementing a cooperation plan for regional hospitals in the Caribbean area of the Kingdom and reaching administrative agreements, which under all circumstances will include:</p> <ul style="list-style-type: none"> reducing the number of medical deployments to third countries by increasing the provision of care within the Caribbean area of the Kingdom (topflight specialist healthcare); combined purchase of medication, resources, materials and equipment; regional training and healthcare staff capacity planning (reduce training costs by less training abroad); rationalisation of laboratory care and reduction of the number of laboratories; medical specialists that deliver insured healthcare on the payroll of hospitals (hive-off programme); reinforcing cooperation between first-line care and second-line care; reassessing the method of payment and tariffs for second-line care together with health insurers and Dutch health care authority. 	F.2.1	<p>Early December, a seminar was organised with all stakeholders to address the open items concerning the formal establishment of a cooperative. The outcomes were not yet available when drawing up this implementation agenda. The idea is to submit the result to the people in authority in a ministerial meeting between the four countries.</p>				
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Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
F.3	Based on existing and/or additional studies into efficiency (including financing) and effectiveness of healthcare and the outcomes of measure F.2, proposals will be developed and implemented. Possibilities include reassessing the insurance package and introducing own payments.	F.3.1	Drawing up action plan with the aim of increasing the effectiveness and efficiency of long-term care (General Health Insurance).	4. Tender for the project manager and legislative draftsman, and update of financial model completed.	1 March 2022	Sint Maarten + the Netherlands	Action plan completed and in last phase of adoption process, additional deadlines will follow from action plan. Deadlines also depend on external parties. Tender processed depend on finalising contributions from the Netherlands.
		F.3.2	Drawing up action plan with a view to increasing the sustainability of the healthcare system in the short term, under all circumstances considering the implementation of the needs assessment of healthcare institutions, efficient purchase of medicines and preventive care.	2. Action plan complete.	1 March 2022	the Netherlands + Sint Maarten	
				3. Action plan adopted.	22 March 2022	Sint Maarten + the Netherlands	
				6. ZV/OV wage limits change comes into effect.	As quickly as possible	Sint Maarten	Following RMR decision 18 June 2021. The legislative trajectory could not be speeded up in such a way that publication on 1 January 2022 was possible.

Theme G: Education

- Goal**
- establishing basic quality in education;
 - establishing a solid link between education and the labour market;
 - establishing good transition between systems of education (in European Netherlands and elsewhere).

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
G.1	<p>A group of experts from the four countries / group of educational experts from the four countries is carrying out a detailed investigation of the entire education system, including all public and private stakeholders, including government. The study will under all circumstances cover: educational quality, teaching methods and teaching resources; link between education and the labour market; transition between nursery education, primary education, secondary education and secondary vocational education (mbo) / higher education (ho) / university education (in the European Netherlands and elsewhere); and efficiency of education financing, mitigation of inefficiencies in the system; Strengthen the quality improvement by effective supervision by, amongst others, the inspectorates; collaboration between education and development facilities in the region (and possibly European, the Netherlands).</p> <p>Under all circumstances, the educational inspectorates of the four countries will be involved.</p> <p>Based on the outcomes of the detailed investigation, measures will be developed and implemented.</p>	G.1.1	Detailed investigation into the education system.	5. Final report complete.	July 2022	Sint Maarten + the Netherlands	Follow-up steps will be determined on the basis of the outcomes of the detailed investigation of requirements for the bookkeeping system.

Theme H: Reinforcing the rule of law

- Goal**
- contributing to the reinforcement of the rule of law, by under all circumstances focusing on reinforcing border supervision, the approach to tackling financial and economic crime and improving the detection system.

Designation	Measure		Implementation activity(ies)	Intended results	Completed	Actor	Explanation
H.1	In the interest of the stability of public order and security, until further notice, no cutbacks will be implemented that limit the operational capacity within the most vital sectors under the rule of law (Police, Customs, National Investigation Department, Public Prosecution Service, Courts, Coast Guard, prison service and security services).	H.1.1	Continuous.				
H.2	Based on existing and/or additional studies, whether and how the physical and online gambling sector needs to be reformed will be determined. The aim is to increase the revenue for government. Based on proposals, decision making and implementation will take place.	H.2.2	Implementation of action plan	1. Action plans completed (action 2.4 Action plan).		Sint Maarten	The action plan is in process. The exact contents depend on the technical assistant starting early 2022.
				2. Legislation and policy completed (action 2.5 Action plan).		Sint Maarten	Legislation and policy are in process. The exact contents depend on the technical assistant starting early 2022.

H.9	Countries will work together towards to a harmonised level of protection of personal data within the Kingdom on the basis of a Kingdom Act. An action plan will be developed and implemented.	H.9.1	Implement project phase based on adopted action plan.	4. Draft legislation.	1 July 2022	Sint Maarten + the Netherlands	The deadline for the draft legislation was expected for the January 2022 JVO. It was possible that this deadline would not be met. The draft legislation will be put on the July 2022 JVO agenda, at the latest, or sooner if it is ready.
H.12	The management and supervision of the crime fund will be brought into line. Curaçao and Sint Maarten will follow upon the recommendations from the reports by the Law Enforcement Council. At the latest by 1 April 2021, the countries will have appointed an independent organisation to monitor the fund for compliance with the recommendations and to report on correct functioning of the fund.	H.12.1	Follow up on the recommendations from the reports by the Law Enforcement Council with regard to the crime fund.	5. The 2023 crime fund policy plan has been adopted.	1 April 2022	Sint Maarten	
				6. The Crime fund manual has been adopted.	1 April 2022	Sint Maarten	
				7. The financial administration has been set up.	1 April 2022	Sint Maarten	

H.20	To improve detention conditions, in consultation with the Netherlands, Sint Maarten will implement the agreements reached on improvement measures from 2018, and as necessary will release the necessary funds and include them in the budget.	H.20.1	Implementing improvement measures.	1. Improvement measures implemented.	31 December 2021	Sint Maarten	The Netherlands will provide aid and assistance to finance some improvement measures. These can be completed quickly. It is not sure when actual progress can be made for the other measures. Sint Maarten and the Netherlands will discuss this.
H.21	To satisfy the (international) requirements on detention, before 15 February 2021, Sint Maarten and the Netherlands will issue the assignment to UNOPS to carry out an initial investigation to arrive at a long-term plan for the detention situation on Sint Maarten.	H.21.1	Set up a Trust fund and related arrangement(s) by UNOPS, with the Netherlands as donor and Sint Maarten, with its own contribution to the Trust fund.	1. Trust fund established and additional arrangement(s) signed by UNOPS, SXM and MIKR.		Sint Maarten + the Netherlands	New deadline can only be set when UNOPS provide clarifications. There are currently discussions between Sint Maarten, UNOPS and the Netherlands.



Caribisch Orgaan voor Hervorming en
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Country package **Sint Maarten**

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