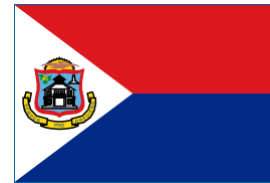




Caribisch Orgaan voor Hervorming en
Ontwikkeling i.o.



Country package **Sint Maarten**

Implementation agenda 1 April – 30 June 2022

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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; cost 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 April up to and including 30 June 2022.

A number of fundamental topics will be focused on in this period. With regard to financial management, a large part of the preparations for the implementation of a modern accounting system and improved financial workflows will be completed

An important phase has begun for the revision of the tax system. The proposed objectives need commitment at a management level. After the Sint Maarten Parliament has been consulted, the proposals will be provided to the stakeholders for consultation.

An ICT support strategy will be developed for the Tax and Customs Administration. In addition, the start of the programme manager for the first phase of the Tax and Customs Administration transformation will be a catalyst for progression on quick wins.

This quarter, arrangements will be made about how the HR role and the strategic personnel policy can be professionalised and how the legislative role can be strengthened. At the same time, preparations will be made to execute an exit survey and an employment satisfaction survey. The first steps towards a modern real estate and land policy will be taken.

The investigation into the entrepreneurial climate and the cost of doing business has resulted in practical recommendations which will be prioritised in this period, so that implementation can be initiated soon. Short-term measures against illegal employment will be drawn up as well.

Preparations for the implementation of the General Health Insurance as of 1 January 2023 have started, and at the same time, short-term measures to improve healthcare have been addressed.

Modernisation of the crime fund is in the implementation phase. This quarter, a lot of the improvements of detention circumstances will be realised as well.

Reading guide

This Implementation agenda no longer contains the completed agreements from the Implementation agenda (2022-Q1). The agreements from the Implementation agenda (2022-Q1) that still need to be completed, are still included and new agreements for the upcoming quarter (2022-Q2) 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.

Ms S. E. Jacobs BA
*Prime minister of
Sint Maarten*

Ms A.C. van Huffelen
*State Secretary of
the Interior and Kingdom Relations*

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 pillar of the organisation 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 submitted to clients.	1 April 2022	Sint Maarten + the Netherlands	A number of topics will be further detailed in consultation with the researchers. As a result, it is expected that the study will be completed 1 month later than scheduled.
			5. Final study report completed.	30 April 2022	Sint Maarten + the Netherlands	
			6. Fit-gap analysis of tender completed.	15 April 2022	Sint Maarten + the Netherlands	
			7. Remaining financial workflows drawn up.	30 June 2022	Sint Maarten + the Netherlands	
			8. Fit-gap analysis completed.	30 June 2022	Sint Maarten + the Netherlands	
			9. Decision-making concerning the implementation of the new accounting system.	31 July 2022	Sint Maarten	
		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 (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/ authorities and (most) relevant actors.	6. Action plan for implementation of budgeting process quick wins adopted.	30 May 2022	Sint Maarten + the Netherlands	
			7. Action plan for implementation of budgeting process structural improvements adopted.	31 July 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.	As quickly as possible	Sint Maarten	Parliament has approved the financial statements, but not its publication.
			3a. Submit the financial statement 2019 to the Council of Advice.	30 April 2022	Sint Maarten	The final documents were provided to SOAB later than scheduled and the review process takes longer as well, among other reasons because of Covid. The review by SOAB has now been completed. 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.	30 June 2022	Sint Maarten		
			4a. Submit the financial statement 2020 to the Council of Advice.	30 June 2022	Sint Maarten	The final documents were provided to SOAB later than scheduled and the review process takes longer as well, among other reasons because of Covid. The review by SOAB is expected to be complete by end of April. 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.	30 September 2022	Sint Maarten	Publication is scheduled for September, because of the summer recess.	
		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	
		A.1.6	Modify legal framework as basis to strengthen financial pillar of the organisation.	2. Follow-up steps as a result of the investigation will be drafted later.			Elaboration can only take place after A.1.1 and A.1.3 have been completed.
A.1.7	Independent advice on shortening the processing period of delivering and reviewing the financial statement.	3. Final study report completed.	30 June 2022	Sint Maarten + the Netherlands			
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 May 2022	Sint Maarten + the Netherlands	Because of Covid, the peer review visit in January could not take place and is now scheduled for April.
			5. Report completed.	1 June 2022	Sint Maarten + the Netherlands		

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
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 April 2022	Sint Maarten	Public consultation started later because of Covid. At the end of March, arrangements will be made for the follow-up, taking into account the actions in this field that take place under the theme of Reconstruction.

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 shareholding (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. It is not an objective to arrive at a decision to dispose of or (partially) sell off (semi) public enterprises and government entities that serve a defined public interest.	B.2.2 Performing analysis of government public limited companies [in Dutch: "naamloze vennootschap"].	4. Final report delivered.	1 October 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	Integrated detailed investigation(s) focusing on risks.	1. Assessment of the approach for the integrated detailed investigation.	1 June 2022	Sint Maarten + the Netherlands	
		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	
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.	2. Action plan additional benchmark study drawn up.	1 April 2022	Sint Maarten + the Netherlands	COHO (in formation) has experienced some delay in drawing up the action plan. The date to adopt the action plan and to start the tender is therefore moved to a later date.
				3. Tender for additional benchmark study started.	1 April 2022	Sint Maarten + the Netherlands	
				4. Additional benchmark study started.	May 2022	Sint Maarten + the Netherlands	

Designation	Measure	Implementation activity(ies)		Intended results	Completed	Actor	Explanation		
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.6.2	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			
	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 [text missing, previous phrase continued as "the situation, measures will be taken (e.g. halting wage, dismissal process)".]	B.6.2	An employee satisfaction survey and exit survey will be performed within the framework of capacity building and retention.	3. Start of employee satisfaction and (regular) exit surveys.	1 June 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	
B.9	Based on existing and/or additional studies, a strategic personnel policy will be developed. This will under all circumstances include: - a strategic personnel schedule in response to the investigation outcomes under B.4; - implementation of a performance management system within the public administration; - restricting the political influence on personnel matters.	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. Roadmap complete.	1 April 2022	Sint Maarten	Technical assistance has started and this has resulted in a modification of the intended results.		
				3. Roadmap adopted.	1 May 2022	Sint Maarten	Technical assistance has started and this has resulted in a modification of the intended results.		
				4. Action plan complete.	1 October 2022	Sint Maarten			
				5. Action plan adopted.	1 November 2022	Sint Maarten			
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.		

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
B.14	Sint Maarten will satisfy the guidelines of the CFATF in respect of tackling fraud and money laundering. An action plan will be drawn up and implemented.	B.14.1	National Risk Assessment (NRA) action plan.	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	
				2. Progress report second quarter 2022.	July 2022	Sint Maarten	
				3. Implementation of phase 1 and 2.1 and 2.2 from action plan complete.	September 2022	Sint Maarten	In accordance with action plan.
		B.14.3	Action plan for preparation of CFATF Mutual Evaluation	1. Preparation of ME action plan adopted.	1 April 2022	Sint Maarten + the Netherlands	
B.14.4	Implementation of preparation Mutual Evaluation assessment.	1. Progress report second quarter 2022.	July 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.	5. Progress report 3 submitted, which shows that execution of the implementation plan progresses according to plan.	15 May 2022	Sint Maarten	

Theme C: Taxation

- 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. - limiting administrative interference/discretionary authorities of both civil servants and administrators (in relation to deductible items, '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.	1 April 2022	Sint Maarten + the Netherlands	The deadline, in consultation, has been changed from mid-February to March 2022. The decision note has been agreed in the workgroup mid-February and will be submitted to the cabinet for discussion.
				2. Decision note concerning system formation discussed in the Sint Maarten Parliament.	As quickly as possible	Sint Maarten	Expected to be discussed in Parliament in May 2022.
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	
				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.				

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
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 review into personnel capacity has resulted in a work-study programme. CARTAC provides support with a sustainability assessment, based on which CARTAC will advise on an IT strategy.
			5. Execute sustainability assessment.	Q2 2022	Sint Maarten + the Netherlands	
			6. Detailing work-study programme and drawing up a proposal.	Q2 2022	Sint Maarten + the Netherlands	
			7. Work-study programme proposal adopted.	Q2 2022	Sint Maarten + the Netherlands	It is important that Sint Maarten commits to the work-study programme, because of the implications for the Tax and Customs Administration staffing in the long term.
		C.4.2 Purchase of online portal for the input of the means of taxation for wage tax, income tax and tax on business turnover.	5. Study (quick review) into purchase of portal completed.	1 May 2022	Sint Maarten + the Netherlands	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.
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.	6. Progress report for second quarter on the execution of the quick wins, including assessment.	July 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	
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/decre 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 implemented.	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 their own currency in the country context can best be overcome.	End of 2022	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. In addition, 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 internal organisations of the CBCS.	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	
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. A 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.	1 November 2022	Sint Maarten + the Netherlands	The working pressure for the Ministry of Public Health, Social Development and Labour is currently very heavy because of other activities under theme E. It has been agreed to move this activity to the autumn.
				9. Agenda for short-term measures complete, including consultation of social partners.	1 May 2022	Sint Maarten + the Netherlands	The deadline has been extended, because more time is necessary to draw up the agenda.
				10. Short-term measures implementation plan complete.	1 September 2022	Sint Maarten + the Netherlands	
				11. Short-term measures implementation plan adopted.	1 October 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.

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
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.			
E.6	Entrepreneurship and the investment climate will be encouraged. In this connection it is essential that the licensing system be optimised, the costs of doing business lowered and bureaucracy (red tape) removed. Based on an integrated detailed investigation of (among others) legislation and regulations, proposals will be developed and implemented.	E.6.1	Study (zero measurement) into entrepreneurship and the investment climate.	6. Overview of project prioritisation from the recommendations as a result of the investigation complete, taking into account feasibility.	1 May 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.	2. Roadmap adopted.	1 April 2022	Sint Maarten + the Netherlands
			Develop an action plan with four pillars: 1. strategy; 2. spatial plan policy; 3. ground rent policy; 4. administrative and financial arrears.	3. Action plan complete	1 October 2022	Sint Maarten + the Netherlands
				4. Action plan adopted.	1 November 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: <ul style="list-style-type: none"> - maintaining the available ICU capacity; - strengthening public health services (among other things for source investigation and contact tracing); - maintaining a stock of sufficient personal protective equipment (PPE); - increasing and maintaining testing capacity; - guaranteeing sufficient air ambulance capacity; - purchasing COVID vaccines and implementing vaccination programme (after vaccines are available). 	F.1.1 Continuous.				
F.2	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: <ul style="list-style-type: none"> – reducing the number of medical transfers to third countries by expanding the range of care on offer within the Caribbean region of the Kingdom (top specialist care); – joint purchasing of medication, resources, materials and equipment; – regional training and capacity planning of healthcare personnel (reduce training costs through less training abroad); – rationalisation of laboratory care and reduction of the number of laboratories; – medical specialists who provide insured care as an employee of hospitals (split-up of a company into viable and non-viable units); – strengthening cooperation between primary and secondary care; – reassessing the method of funding and rates for secondary care together with health insurers and the Dutch health care authority. 	F.2.1 Implementation of agreements from four-country consultations in January 2022.	1. Set up DCHA as legal entity; 2. Open account (by DCHA) in which the countries can deposit their contributions; 3. Draw up, complete and make DCHA project plan operational	30 June 2022	Sint Maarten + the Netherlands	During the four-country consultations in January 2022, a conclusion document was approved at administrative level, which includes agreements on outstanding points with regard to the formal establishment of a cooperative. The Minister of Public Health, Social Development and Labour has signed the conclusion document in January. During the four-country consultations at the end of June 2022, a project plan will be proposed to the country leaders. The DCHA can formally start after the public health administrators of the countries approve the project plan. The formal adoption will follow one month later.

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).	2. Open account (by DCHA) in which the countries can deposit their contributions;	30 April 2022	Sint Maarten	
				3. Draw up, complete and make DCHA project plan operational	30 April 2022	Sint Maarten	
				5. The national decree containing general measures approved by the Minister of Public Health, Social Development and Labour and sent to the Social and Economic Council (action 1.5 from action plan)	30 April 2022	Sint Maarten	
				6. Bottleneck report completed for SZV and Tax and Customs Administration (action 2.a.2 and 2.b.2 of the action plan)	30 April 2022	Sint Maarten	
				7. Bottleneck report about education for employees completed (action 3.2 from action plan)	30 April 2022	Sint Maarten	This action is the responsibility of the Ministry of General Affairs and depends on the required input from the Ministry of Public Health, Social Development and Labour.
				8. Plan for public campaign complete (action 4.1 from action plan).	1 April 2022	Sint Maarten	
		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 April 2022	Sint Maarten	The deadline has been extended, because more time is necessary to draw up the action plan.
				3. Action plan adopted.	1 May 2022	Sint Maarten	
		6. ZV/OV wage limits change comes into effect.	As quickly as possible	Sint Maarten	The proposal to change the ZV/OV wage limits has been submitted to parliament. The implementation date is the first of the month following the publication date.		

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:</p> <ul style="list-style-type: none"> - teaching quality, methods and resources; - connection between education and the labour market; - transfer between kindergarten, primary education, secondary education and senior secondary vocational education/higher education/university education (whether or not in the European Netherlands); - efficiency and effectiveness of education funding, mitigating inefficiencies in the system; - strengthening the quality improvement through effective supervision by, among others, the inspectorates; - cooperation between education and development facilities in the region (and possibly the European Netherlands). <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.	1 October 2022	Sint Maarten + the Netherlands	The final report has encountered some delay. The deadline of the final report has been extended as a result. 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 detention 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	3. Vision document adopted (action 2.2 and 2.3 from action plan).	1 April 2022	Sint Maarten	Technical assistance has resulted in a modification of the intended results. It will start with actions under its own responsibility, while a collaboration with other ministries will be set up at the same time to work on the remaining goals.
				4. Action plans adopted for Objectives 2 (Elevate and control the quality of gaming and gambling) and 4 (Create an effective and efficient regulatory body and framework to safeguard the integrity of the gaming and gambling industry) (action 2.4 from the actions plan).	1 May 2022	Sint Maarten	
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	
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	
				8. An implementation organisation has been established and received introduction training.	1 June 2022	Sint Maarten	
				9. A steering group for fight crime has been established and staffed.	1 August 2022	Sint Maarten	
				10. Evaluation completed and project concluded.	1 September 2022	Sint Maarten	

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
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 August 2022	Sint Maarten	The deadline has been extended in consultation. The new deadline offers a more realistic time path to complete the Improvement measures agreements list.
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 personal contribution to the Trust fund.	1. Trust fund established and additional arrangement(s) signed by UNOPS, SXM and MIKR.		Sint Maarten + the Netherlands	The Netherlands and Sint Maarten has agreed on an action plan to arrive at an agreement with UNOPS. A requirement to conclude an agreement is approval from the SXM National Budget and decision-making on deviations from the tender with regard to the UNOPS programme. Together with the Ministry of Finance, the Ministry of Justice has to speed up this process.



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

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