



Countrypackage **Sint Maarten**

Implementation agenda 1 July – 30 September 2022



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: 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 July up to and including 30 September 2022.

This implementation agenda is a continuation of the arrangements initiated in the previous agenda. The following are important milestones:

An action plan will be drawn up concerning financial management, to improve management of the financial systems. In addition, a financial management roadmap will be drawn up, to create an integrated approach to strengthen the financial department.

An action plan is drawn up for Statistics Netherlands, to implement the peer review recommendations. Additionally, a Financial Stability Plan will be adopted within the framework of Disaster Risk Management.

Parliament will be consulted about the revision of the tax system. In the upcoming months, decisions will also be made about purchasing an online portal for the Tax and Customs Administration. This quarter, arrangements will be made about the implementation of the potential improvements for the HR role and the strategic personnel policy. Simultaneously, an impact scan for the employee satisfaction study will be performed. Initial steps will be taken in the implementation of the prioritised recommendations from the study into the entrepreneurial climate. In addition, a modern real estate and land policy will be developed. Legislation concerning games of chance will be drawn up.

Overview

This Implementation agenda no longer contains the completed agreements from the Implementation agenda 2022-Q2. The agreements from the Implementation agenda 2022-Q2 that still need to be completed, are still included and new agreements for the upcoming quarter 2022-Q3 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 no steps preceded the current agreements.

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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 pillar of the organization 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.	5. Final study report completed.	As quickly as possible	Sint Maarten + the Netherlands	When this implementation agenda was drawn up, the last 'order to cash' work process had been delivered in a draft version, but the content still had to be reviewed by the steering group.
			6. Fit/gap analysis on tender completed.	31 July 2022	Sint Maarten + the Netherlands	Because of the delay in the study concerning financial work processes, the fit/gap analysis tender has also been delayed by approx. 3 months. Additionally, the study showed that optimum use of a new ERP system and the implementation of the intended final situation can have a big impact on the organisation and the current system landscape. Therefore, the study scope will be extended by, among other things, an impact analysis and a cost-benefit analysis.
			7. Remaining financial work processes specified.	31 August 2022	Sint Maarten + the Netherlands	Because of the delay in the study concerning the financial work processes and the holiday period in the meantime, the specification of the remaining work processes is expected to be completed two months later.
			8. Fit/gap analysis completed.	31 October 2022	Sint Maarten + the Netherlands	Because of the delay in the tender (see A.1.1.6), the study will also be completed later. In addition, the study is expected to take one month longer because of the extended scope.
			9. Decision-making concerning implementation of new bookkeeping system.	16 November 2022	Sint Maarten	Because of the delay and the longer throughput time of the study (see A.1.1.8), decision-making will also take place later.
			10. Draw up action plan to improve management of financial systems.	30 September 2022	Sint Maarten + the Netherlands	
			11. Action plan to improve management of financial systems adopted.	31 October 2022	Sint Maarten + the Netherlands	

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
A.1	(continued)	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): budgeting process, budgeting rules, multiyear estimates (ordinary service and capital service), tasks/ responsibilities/ authorities and (most) relevant actors.	6. Action plan for implementation of quick wins for the budgeting process adopted.	30 May 2022	Sint Maarten + the Netherlands	When this implementation agenda was drafted, the action plan was still being created.
				7. Action plan for implementation of structural improvements for the budgeting process adopted.	31 July 2022	Sint Maarten + the Netherlands	
		A.1.4	Adoption of overdue financial statements.	3b. Publication of financial statements 2019.	1 July 2022	Sint Maarten	Financial statements have been submitted to the Advisory Board. Adoption and publication have not taken place yet when this implementation agenda was drafted.
				4a. Submit the financial statement 2020 to the Council of Advice.	1 July 2022	Sint Maarten	When this implementation agenda was drafted, adoption and publication had not taken place yet.
				4b. Publication of financial statements 2020.	30 September 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	
		A.1.6	Modify legal framework as basis to strengthen financial pillar of the organisation.	3. Draw up an action plan to complete the inventory and modification of the legal framework.	15 July 2022	Sint Maarten + the Netherlands	The A.1.1 and A.1.3 studies provide insufficient reference points to complete the inventory. Additional research is required. There is also insufficient legal capacity available.
				4. Action plan to complete the inventory and modification of the legal framework adopted.	1 September 2022	Sint Maarten + the Netherlands	
		A.1.7	Independent advice on shortening the processing period of delivering and reviewing the financial statement.	3. Final study report completed.	31 October 2022	Sint Maarten + the Netherlands	As at the time of drafting this implementation agenda, the study had not been started yet. Because of the availability of the researchers, the study will probably start after the summer holidays. In that case, it is expected the study will be completed by end of October.
		A.1.8	Financial management roadmap.	1. Draw up financial management roadmap.	31 July 2022	Sint Maarten + the Netherlands	The roadmap will focus on an integrated approach to improve the complete financial chain.
				2. Financial management roadmap adopted.	Mid-October 2022	Sint Maarten + the Netherlands	

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	6. Draw up Smart Action Plan	1 October 2022	Sint Maarten	The Smart Action Plan will indicate how the peer review recommendations can be implemented.
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.	5. Situational Analysis Risk Profile Assessment completed	1 August 2022	Sint Maarten	CDEMA (Caribbean Disaster Emergency Management Agency) will perform an assessment, after which follow-up steps can be determined.
				6. Financial Stability Plan drawn up.	1 August 2022	Sint Maarten	
				7. Financial Stability Plan adopted	1 September 2022	Sint Maarten	

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. 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 submitted.	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	Risk-focused integrated detailed investigation(s)	2. Action plan for integrated detailed investigations drawn up.	1 October 2022	Sint Maarten + the Netherlands	Additional capacity is required to implement this measure. Sint Maarten and TWO will align the need and manner in which this will be fulfilled.
				3. Action plan for integrated detailed investigations adopted.	1 November 2022	Sint Maarten + the Netherlands	
		B.4.3	Strengthening legislative functions	6. Detailed investigation of legislative role complete.	1 September 2022	Sint Maarten + the Netherlands	The detailed investigation intends to map the department activities for the upcoming years, so that it can be determined which resources are needed to realise an effective implementation.

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.	4. Additional benchmark study started.	Q3 2022	Sint Maarten + the Netherlands			
				5. Draft report completed and submitted to commissioner by the supplier.	31 October 2022	Sint Maarten + the Netherlands			
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 action plan drawn up.	August 2022	The Netherlands + Sint Maarten			
				2. Employee satisfaction survey and exit survey drawn up.	mid-September 2022	Sint Maarten			
				4. Perform impact scan	Q3 2022	Sint Maarten + the Netherlands	The impact scan provides information about the exact design and the manner of execution of the studies, and insight into the impact on the organisation.		
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.	As quickly as possible	Sint Maarten + the Netherlands	Additional studies as a result of the roadmap have been performed. The roadmap has been submitted to the Council of Ministers for adoption again.		
				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) drawn up.	1 October 2022	Sint Maarten + the Netherlands	Technical assistance is required to implement this measure. The availability thereof is a prerequisite to meet the deadline.
						2. Action plan for implementation of items for improvement (including financial cover) adopted.	1 November 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.	As quickly as possible	Sint Maarten + the Netherlands	Additional studies as a result of the roadmap have been performed. The roadmap has been submitted to the Council of Ministers for adoption again.
		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 October 2022	Sint Maarten + the Netherlands	Technical assistance is required to implement this measure. The availability thereof is a prerequisite to meet the deadline.
				2. Action plan for implementation of items for improvement (including financial cover) adopted.	1 November 2022	Sint Maarten + the Netherlands	
B.10	Based on existing and/or additional studies, the needs and costs for accommodation 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.	4. Action plan drawn up.	1 October 2022	Sint Maarten	The action plan is an addition to the roadmap which has been drawn up. Technical assistance is necessary for the execution of this measure.
				5. Action plan adopted.	1 November 2022	Sint Maarten	Technical assistance is necessary for the execution of this measure.
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 of tackling fraud and money laundering. An action plan will be drawn up and implemented.	B.14.2	Implementation of National Risk Assessment (NRA).	2. NRA execution started	July 2022		
				3. Execution of phases 1 and 2.1 and 2.2 from action plan complete.	1 October 2022	Sint Maarten	A new schedule will be drawn up in consultation with Sint Maarten. This had not been completed yet when this agenda was drawn up.
				4. Progress report third quarter of 2022.	15 October 2022	Sint Maarten	
		B.14.3	Action plan to prepare CFATF Mutual Evaluation	2. Progress report third quarter of 2022.	15 October 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 August 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.	2. Decision note concerning system formation discussed in the Sint Maarten Parliament.	As quickly as possible	Sint Maarten	The decision has been adopted in the Council of Ministers mid-May and will be scheduled for discussion in the Sint Maarten Parliament.
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.				
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.	6. Specification of work-study programme and drawing up a proposal.	Q3 2022	Sint Maarten + the Netherlands	The work-study programmes will be further detailed.
				7. Work-study programme proposal adopted.	Q3 2022	Sint Maarten + the Netherlands	It is important that Sint Maarten commits to the work-study programme because of the implications it will have on the Tax and Customs Administration formation in the long term.
				8. Specification of recommendations from sustainability assessment.	Q3 2022	Sint Maarten + the Netherlands	
		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.	6. Decision-making concerning purchase of portal completed.	Q3 2022	Sint Maarten	The prerequisites for portal implementation are not fulfilled adequately. As a result, the assignment is more extensive than estimated. Additional advice was required for a motivated decision-forming process.

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	7. Third quarter progress report on the execution of the quick wins, including assessment.	31 October 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..	As quickly as possible	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.	4. National Regulation publication.	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 context of countries, can be addressed adequately.	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. 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 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.	8. Final report on study complete.	15 July 2022	Sint Maarten + the Netherlands	In January 2023, the recommendations of (at least) E1, E3 and E4 will be integrated into one social-economic reform agenda.
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 E1, E3 and E4 will be 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.	10. Implementation plan for short-term measures complete.	1 September 2022	Sint Maarten + the Netherlands	Consultation of social partners concerning E3 will take place combined with E1 and E4; the integrated social-economic reform agenda in January 2023.
				11. Implementation plan for short-term measures 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.	7. First interim report (in presentation format) complete.	1 July 2022	Sint Maarten + the Netherlands	
				8. Second interim report (in presentation format) complete.	1 September 2022	Sint Maarten + the Netherlands	
				9. Second interim report (in presentation format) complete.	1 November 2022	Sint Maarten + the Netherlands	
				10. Final report complete.	31 December 2022	Sint Maarten + the Netherlands	In January 2023, the recommendations of (at least) E1, E3 and E4 will be integrated into one social-economic reform agenda.

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.6.2	Implementation of recommendations following the study into the entrepreneurial and investment climate.	1. Action plan for implementation of recommendations drawn up.	1 September 2022	Sint Maarten + the Netherlands	The study into entrepreneurship and the investment climate has resulted in a number of recommendations. The goal of this activity is to map how these recommendations can best be implemented.
				2. Action plan for implementation of recommendations adopted.	1 October 2022	Sint Maarten + the Netherlands	
				3. Perform recommendations 1.1, 1.2 and 1.6 from the study into the entrepreneurial and investment climate.	Q3 and Q4	Sint Maarten + the Netherlands	
E.7	Development and implementation of land policy and spatial plan policy.	E.7.1	Develop an action plan with four pillars: 1. strategy; 2. spatial planning policy; 3. ground rent policy; 4. administrative and financial arrears.	3. Action plan drawn up.	1 October 2022	Sint Maarten + the Netherlands	Drawing up the action plan is an addition to the Roadmap which has been drawn up.
				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 level of available IC capacity; - reinforcing public health services (e.g. in connection with source and contact investigations) - 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	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 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 capacity planning for healthcare personnel (reduce costs of training by reducing the level of 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	Implementation of agreements from four-country consultation in January 2022.	1. Establishment of DCHA (Dutch Caribbean Hospital Alliance) as a legal entity.	1 July 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 VSA signed the concluding 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.
				2. Open account (by DCHA) in which the countries can deposit their contributions.	1 July 2022	Sint Maarten + the Netherlands	
				3. Draw up, complete and make DCHA project plan operational.	1 July 2022	Sint Maarten + the Netherlands	

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 and executing action plan with the aim of increasing the effectiveness and efficiency of long-term care (General Health Insurance).	4. Tender of the assignment to a project manager completed, and assignment started.	As quickly as possible	Sint Maarten	The tender of the assignment was delayed, but it is expected that the assignment will start soon.
				6. Bottleneck report completed for SZV and Tax and Customs Administration (action 2.a.2 and 2.b.2 of the action plan)	15 June 2022	Sint Maarten	
				9. addendum to the GHI action plan complete to submit to CoM and TWO for approval	1 July 2022	Sint Maarten + the Netherlands	Following the go/no go decision for implementation GHI as of 1 January 2023
				10. New version of action plan complete	31 August 2022	Sint Maarten + the Netherlands	Action plan update following the go/no go decision for implementation GHI as of 1 January 2023
				11. Second interim report concerning contribution letter December 2021	1 July 2022	Sint Maarten	
				12. Third interim report concerning contribution letter December 2021	1 October 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 drawn up.	1 June 2022	Sint Maarten	The deadline has been rescheduled, because more time is necessary to drawn up the action plan.
				3. Action plan adopted.	1 July 2022	Sint Maarten	
				6. ZV/OV wage limits change comes into effect.	As quickly as possible	Sint Maarten	The proposal to change the wage limit for disability and accident insurance has been accepted by Parliament. The implementation date is the first day of the month following publication.

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"> - 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); - effectiveness and efficiency of education financing, mitigation of inefficiencies in the system; - reinforcing quality improvement through effective supervision by inspectorates and others; cooperation between educational and development facilities in the region (and possibly 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	Submission of the first report was delayed. This is why the deadline of the final report has been extended. Follow-up steps will be determined on the basis of the outcomes of the detailed investigation of requirements for the bookkeeping system.

Theme H: Reinforcement of 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).	As quickly as possible	Sint Maarten	The vision document has been drawn up, but has not been adopted yet when drawing up this agenda.
				4. Action plans adopted for Goal 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 Action plan).	As quickly as possible	Sint Maarten	The action plans have been drawn up, but have not been adopted yet when drawing up this agenda.
		H.2.3	Writing new legislation concerning games of chance	1. Draft legislation complete	1 October 2022	Sint Maarten	
				2. Draw up TOR for technical assistance	1 July 2022	Sint Maarten	
				3. Draw up underlying legislation	TBD	Sint Maarten	
H.2.4	Implementation of Action Plan - technical inspection / audit of gaming machines	1. A technical audit of gaming machines conducted by GLI, together with SXM. Check actual situation of the machines.	1 January 2023	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 January 2023	Sint Maarten + the Netherlands	A status update will be discussed in the JVO on 29 June 2022. The complexity of the matter, as well as the importance of carefully aligning the situation between the countries, led to some delay in the project planning. The status update note proposes an adapted schedule, which includes that the draft proposal of the Kingdom Act will be submitted in the following JVO (Dec/Jan), including the explanatory memorandum and, if possible, an implementation test.

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation	
H.12	The management and supervision of the crime fund will be brought into line. Curaçao and Sint Maarten will implement 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 September 2022	Sint Maarten	The project experienced a delay at the start, but it is expected that the final deadline will be met.
				6. The Crime fund manual has been adopted.	1 September 2022	Sint Maarten	
				7. The financial administration has been set up.	1 September 2022	Sint Maarten	
				8. An implementing agency has been established and trained.	1 September 2022	Sint Maarten	
				10. Evaluation completed and project closed.	1 September 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. Implementing improvement measures	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 own contribution to the Trust fund.	1. Trust fund established and additional arrangement(s) signed by UNOPS, SXM and MIKR.	1 September 2022	Sint Maarten + the Netherlands	The Netherlands and Sint Maarten agreed on a plan to arrive at an agreement with UNOPS. Requirement to conclude the agreement is approval of the SXM Country budget and decision-making concerning the deviation from the tender concerning the UNOPS trajectory. The Ministry of Justice must speed up this process in collaboration with the Ministry of Finance.



Country package **Sint Maarten**

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