



# Country package **Sint Maarten**

**Implementation agenda** 1 January – 31 March 2023



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 economy and society must also become more resilient to 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 January up to and including 31 March 2023.

In the past quarter, a 'Theory of Change' (ToC) was drawn up for almost every theme, with the aim of better linking the measures within the Country Package to each other and to the intended end goal. At the same time, this also serves to properly visualise the cohesion with the development vision of Sint Maarten. The ToCs are further elaborated in roadmaps, which show the phasing towards the end goal, and the position of the action plans within this.

With regard to financial management, the financial work processes are being redesigned. In addition, a start will be made with the implementation of the basic structure of the new financial system.

This quarter, we will start with the implementation of points for improvement with regard to the HR Roadmap that has been drawn up. Also, the employee satisfaction survey and the exit survey with regard to *capacity building* and *capacity retention* will be carried out.

The action plan for promoting entrepreneurship and the investment climate will be adopted and implementation will start. Clear criteria for licenses and permits will also be drawn up.

The formulation of a comprehensive socio-economic reform agenda, combining labour market and social security recommendations, is under way.

The introduction of a general health insurance system will enter a crucial phase as the legislative process for the new system is started.

In December 2022, the project agreement for a preliminary investigation into a long-term plan for the detention situation on Sint Maarten will also be signed with UNOPS. Activities for this will start in February 2023.

### **Overview**

This Implementation agenda no longer contains the completed agreements from the Implementation agenda 2022-Q4. The agreements from the Implementation agenda 2022-Q4 that still need to be completed, are still included and new agreements for the upcoming quarter (2023-Q1) have been added. In this way, we provide a clear overview of the agreements for the upcoming quarter. The intended results are numbered consecutively so it is clear 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'.

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 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.	9. Decision-making concerning implementation of new accounting system.	16 December 2022	Sint Maarten	At the time of drawing up this implementation agenda, the decision-making process had yet to take place according to plan. It is expected that this will take place on time, but for the sake of completeness, the activity will still be included in the implementation agenda.
		12. The results of the fit/gap analysis, the impact analysis, the prepared project initiation document and the administrative decision-making are formalised by means of an update of the previously drawn up action plan.	17 February 2023	Sint Maarten + the Netherlands	New activity based on results of fit/gap analysis (A.1.1.8) and depending on decision making under A.1.1.9. The current financial system will be replaced and the financial work processes will be redesigned to improve financial management.
		13. Completion of the preparation phase and start of the implementation phase of the basic design of the new financial system.	1 April 2023	Sint Maarten + the Netherlands	New activity based on results of fit/gap analysis (A.1.1.8) and depending on decision making under A.1.1.9. The current financial system will be replaced and the financial work processes will be redesigned to improve financial management.
		14. Go live basic design new financial system.	1 January 2024	Sint Maarten + the Netherlands	New activity based on results of fit/gap analysis (A.1.1.8) and depending on decision making under A.1.1.9. The current financial system will be replaced and the financial work processes will be redesigned to improve financial management.
	A.1.5 Updating the balance sheet by cleaning up account receivables, account payables and assets, among others.	4. Sustainably guaranteeing the results of clean-up by making agreements, drawing up process descriptions and giving instructions, so that new 'contamination' is prevented as much as possible.	31 January 2023	Sint Maarten	Concerns a follow-up to the clean-up of the balance sheet items, in anticipation of the implementation of the new financial work processes.
	A.1.6 Modify legal framework as basis to strengthen financial pillar.	5. Tender bottleneck analysis of financial regulations completed.	28 February 2023	Sint Maarten + the Netherlands	New activity resulting from the action plan to improve financial regulation, where necessary, in such a way that it supports the necessary improvements in financial management.

Measure		Implementation activity(ies)		Intended results	Completed	Actor	Explanation
A.1	(continued)	A.1.7	Independent advice on shortening the processing period of delivering and reviewing the financial statement.	4. Further improvement and formalisation of the schedule and agreements between the Ministry of Finance and SOAB, included in the audit plan.	31 January 2023	Sint Maarten	A lot of experience has already been gained in drawing up and auditing the annual accounts when working on the backlog. Steps have also been taken to shorten the lead time. The State Audit Service will provide technical assistance to the Ministry of Finance and SOAB in order to make the next improvement and to anchor this in the organisation. This means that the study (A.1.7.3) is cancelled, but this new, more practical approach is better suited to the current situation and is expected to lead to the desired results more quickly.
		A.1.8	Financial Management Roadmap.	4. Establish action plan for implementation of quick wins Procure to Pay, Order to Cash and Payroll financial work processes.	28 February 2023	Sint Maarten + the Netherlands	New activity based on the recommendations from the analysis of the financial work processes, the experiences from the clean-up process and the process to shorten the lead time of the delivery and the audit of the annual accounts.
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	7. Smart Action Plan adopted.	1 February 2023	Sint Maarten	Delivery of the Smart Action Plan was delayed by two months. Once the plan is adopted, follow-up actions will be determined.
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.3.2	This will be postponed until the next Implementation agenda.				The improvement of the financial work process subsidies is already being included in the implementation of the new financial system. In addition, the bottleneck analysis of the financial regulations will also look at subsidy legislation.
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.				The improvement of the procurement financial work process (procure to pay) is already included in the implementation of the new financial system. In addition, the bottleneck analysis of the financial regulations will also look at the procurement legislation.
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.	6. Financial Stability Plan drawn up.	1 March 2023	Sint Maarten	Work still needs to be done on the draft legislation for the Financial Stability Plan. The deadline has therefore been postponed.
				7. Financial Stability Plan adopted	1 April 2023	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.

Measure		Implementation activity(ies)		Intended results	Completed	Actor	Explanation
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 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"]	5. Sint Maarten policy response adopted administratively.	16 December 2022	Sint Maarten	At the time of drawing up this implementation agenda, the policy response had yet to be adopted as planned. It is expected that this will take place on time, but for the sake of completeness, the activity will still be included in the implementation agenda.
				6. Action plan concerning implementation of recommendations drawn up.	30 April 2023	Sint Maarten + the Netherlands	Concerns a new activity resulting from the recommendations of the audit carried out. The action plan depends on the policy response that has yet to be adopted (B.2.2.5).
				7. Action plan concerning implementation of recommendations adopted.	30 June 2023	Sint Maarten + the Netherlands	Concerns a new activity resulting from the recommendations of the audit carried out. The action plan depends on the policy response that has yet to be adopted (B.2.2.5).
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)	3. Action plan for integrated detailed investigations adopted.	By Q1	Sint Maarten + the Netherlands	The end date has been postponed because the preparation for drawing up the Action Plan is taking longer than expected.
				4. Analysis started.	1 February 2023	Sint Maarten + the Netherlands	The screening is carried out by an external auditor. The exact starting date partly depends on the term within which the auditor(s) can be deployed.
		B.4.3	Strengthening legislative functions	6. Detailed investigation of legislative role complete.	1 March 2023	Sint Maarten + the Netherlands	The date has been adjusted to the approved Action Plan.
				8. Report on legislative function review delivered.	1 April 2023	Sint Maarten + the Netherlands	The screening will take place in January and February.
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 austerity 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.	6. Final report delivered by supplier to client.	31 January 2023	Sint Maarten + the Netherlands	
				7. Publication of audit report including opinion.	1 March 2023	Sint Maarten + the Netherlands	

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.	2. Employee satisfaction survey and exit survey adopted.	5 January 2023	Sint Maarten	The Action Plan was completed at the end of November and will soon be coordinated internally within Sint Maarten.
				6. Conduct MTO and Exit Survey	Up to and including Q1 2023	Sint Maarten + the Netherlands	The exit survey has now started. The MTO will begin early Q1.
				7. Deliver employee satisfaction survey and exit survey reports by supplier.	31 March 2023	Auditor (Effactory)	
				8. Organising interpretation sessions and formulating recommendations based on the report(s) of the MTO and the exit survey. The project team submits the recommendations to the Council of Ministers for decision-making.	31 May 2023	Sint Maarten + the Netherlands	Technical support necessary for formulating the recommendations.
				9. Decision-making on recommendations distilled from the MTO reporting.	1 July 2023	Sint Maarten	
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.				This subject will be included in B4 government review.
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.8.2	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 March 2023	Sint Maarten + the Netherlands	Technical assistance is necessary for drawing up the action plan. Sint Maarten and the Netherlands will appoint technical assistance as soon as possible to support the implementation of these measures (B.8 and B.9).
				2. Action plan for implementation of items for improvement (including financial cover) adopted.	mid-March 2023	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 staff plan in relation to the outcome of the detailed investigation under B.4; - introduction of a performance management system within the civil service; - limiting the political influence on staff issues.	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 March 2023.	Sint Maarten + the Netherlands	Technical assistance is necessary for drawing up the action plan. Sint Maarten and the Netherlands will appoint technical assistance as soon as possible to support the implementation of these measures (B.8 and B.9).
				2. Action plan for implementation of items for improvement (including financial cover) adopted.	Mid-March 2023.	Sint Maarten + the Netherlands	

Measure		Implementation activity(ies)		Intended results	Completed	Actor	Explanation
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.	4. Action plan drawn up.	1 March 2023	Sint Maarten	The action plan is being worked on. Progress is proceeding according to plan.
				5. Action plan adopted.	1 April 2023	Sint Maarten	Once the plan has been drawn up, it can be submitted for approval.
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	Implementation Plan of Approach Revamping the IT department	2. Total Cost of Ownership report delivered	31 March 2023	Sint Maarten	The Total Cost of Ownership report maps out the financial consequences of decentralising ICT tasks and responsibilities that belong to the central ICT department.
				3. Delivery of the first progress report	31 March 2023	Sint Maarten	The progress report provides insight into how the TWO support is used.
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).	3. Execution of phases 1 and 2.1 and 2.2 from action plan completed.	By Q1	Sint Maarten	A new schedule is being worked on in consultation with Sint Maarten. This was not yet completed when this agenda was drawn up.
				5. Fourth quarter 2022 progress report.	15 January 2023	Sint Maarten	
		B.14.3	Action plan concerning preparation for CFATF Mutual Evaluation	3. Fourth quarter 2022 progress report.	15 January 2023	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.	6. Progress report 5 submitted, which shows that execution of the implementation plan progresses according to plan.	15 February 2023	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.

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.1.2	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 memorandum was adopted in mid-May in the Council of Ministers and is awaiting consideration in the Parliament of Sint Maarten. This was first planned for November 2022, but has now tentatively been postponed to the second week of January 2023.
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.	2. Start of information received.	As quickly as possible	Sint Maarten	Sint Maarten makes an inventory of the steps needed to enable sharing of information on a reciprocal basis. Subsequently, the identified follow-up steps are included in the implementation agenda.
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. Elaboration of work-study programme and preparation of a proposal.	31 March 2023	Sint Maarten + the Netherlands	The contours of a learn-work trajectory have been defined. It turns out to be more complex than anticipated to make use of existing courses. The Tax and Customs Administration of Sint Maarten and the SBAB are intensifying their existing cooperation and extending it in the direction of existing training courses of the SBAB in which employees of the Tax and Customs Administration will participate next year.
				7. Work-study programme adopted.	30 April 2023	Sint Maarten + the Netherlands	After the learn-work path has been defined, it is important that the staffing and budget at the Tax and Customs Administration are adjusted.
		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.	7. Purchase portal tender completed.	31 July 2023	Sint Maarten	

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.	8. Fourth quarter progress report on the implementation of the quick wins, including reflection.	31 January 2023	Sint Maarten	
				9. First quarter 2023 progress report on the implementation of the quick wins, including reflection.	30 April 2023	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	In November 2022, negotiations on proposed BRNS changes will take place at an official level between Sint Maarten and the Netherlands. Depending on its progress, it can be placed on the agenda of the Council of Ministers of the Kingdom.
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 Ordinance publication.	As quickly as possible	Sint Maarten	The required legislation has been passed by Parliament and will be sent to the Governor for ratification.

# 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.

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 dollarisation, 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.	Q1 2023	CBCS	CBCS has prepared a position paper and is working on a more in-depth analysis of how best to overcome the potential disadvantages associated with having a currency in the country context. The position paper is expected to be completed at the start of Q1.
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.

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. 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.	9. An addendum to the action plans of E1, E3 and E4 has been adopted by Sint Maarten and the Netherlands, stating that the findings of these studies will lead to an integrated socio-economic reform agenda in January/February 2023.	1 January 2023	Sint Maarten + the Netherlands	From January 2023, the recommendations of (at least) E.1, E.3 and E.4 will be integrated into a single socio-economic reform agenda.
		E.1.2	Integral socio-economic reform agenda (see also measures E3 and E4)	1. Commissioned a draft “memorandum” for an integral socio-economic reform agenda	1 February 2023	Sint Maarten	The aim of an integrated agenda is to present a coherent and balanced set of socio-economic policy recommendations.
				2. Memorandum on integral socio-economic reform agenda ready.	1 April 2023	Sint Maarten	
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 of achieving the objectives of E.2 in full or in part in combination with E.1, E.3 and E.4 are being examined.
E.3	Illegal employment of foreign workers will be dealt with. As study will be carried out into illegal employment of foreign workers. Based on the results and recommendations, proposals will be developed and implemented.	E.3.2	Draw up implementation plans for measures to prevent illegal employment.	11. Short-term measures implementation plan adopted.	1 January 2023	Sint Maarten + the Netherlands	The formal adoption of the implementation plan was delayed, which is why the date has been postponed.
		E.3.3	Implement implementation plans for measures against illegal employment.	5. Attn measure 4: administrative enforcement legislation will be revised so that fines can be imposed in the event of illegal employment. An assignment to review the administrative enforcement legislation has been put out to tender.	1 May 2023	Sint Maarten	In accordance with Roadmap short term measures E.3.
				4. Attn measure 3: Update of regulation of temporary employment agencies is necessary to prevent abuse. Assignment data collection on temporary employment agencies drawn up; Assignment for overview of legislation with regard to temporary employment agencies drawn up.	1 May 2023	Sint Maarten	In accordance with Roadmap short term measures E.3.
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.4.2	Integral socio-economic reform agenda (see also measures E3 and E4)				From January 2023, the recommendations of (at least) E1, E3 and E4 will be integrated into a single socio-economic reform agenda. The associated activities are documented under E.1.

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 licencing system be optimised, the costs of doing business lowered and bureaucracy (red tape) removed.	E.6.2	Implementation recommendations as a result of research into the entrepreneurship and investment climate.	2. Action plan concerning implementation of recommendations adopted.	31 January 2023	Sint Maarten + the Netherlands	
				3. Implement recommendations 1.1, 1.2, 1.6 and 1.10 from the entrepreneurship and investment climate study.	1 March 2023	Sint Maarten + the Netherlands	These recommendations relate to defining permit objectives, establishing criteria for obtaining licenses, and determining permit issuers' mandates. In addition, it will be examined whether the existing moratoria are still necessary. The deadline has been adjusted due to capacity shortages within the ministry. We are calling on technical assistance to meet the adjusted deadlines.
				4. Implement recommendations 3.1, 3.3 and 3.4 from the entrepreneurship and investment climate study.	1 June 2023	Sint Maarten + the Netherlands	These recommendations relate to information about starting a business and the provision of online education programs about tax and business administration. The deadline has been adjusted due to capacity shortages within the ministry. We are calling on technical assistance to meet the adjusted deadlines.
				5. Execute other priorities (1.3, 1.7, 1.8, 1.9 and 5.1)	1 January 2024	Sint Maarten + the Netherlands	These recommendations focus on removing unnecessary licenses, adjusting annual license fees, shifting ex ante controls to ex post requirements for certain sectors, creating a lex silencio positivo for permits and drafting a competition law.
E.7	Development and implementation of land policy and spatial policy.	E.7.1	Developing an Action Plan with four pillars: 1. Creating a spatial economic strategy, 2. Land allocation policy including land inventory, 3. Land price policy, 4. Eliminate financial arrears and imperfections in the administration	3. Action plan drawn up.	1 March 2023	Sint Maarten + the Netherlands	Stakeholder sessions will take place on Sint Maarten in January to establish the strategic framework and further shape the plan.
				4. Action plan adopted.	1 May 2023	Sint Maarten + the Netherlands	See notes to E.7.1.3.

# 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.

Measure		Implementation activity(ies)		Intended results	Completed	Actor	Explanation
F.1	To be able to manage COVID-19 and to maintain its manageability, the recommendations from the OMT Caribbean area (24 April 2020 and 3 June 2020) will be implemented, including under all circumstances the following measures: - maintaining available IC capacity; - strengthening public health services (including source and contact investigations); - keeping sufficient personal protective equipment (PPE) in stock; - increasing and maintaining test capacity; - introducing syndrome surveillance; - guaranteeing sufficient air ambulance capacity; - purchasing COVID vaccine and implement vaccination program (when vaccine is 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: - 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 (reducing 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 (death house construction); - strengthening cooperation between primary and secondary care; - reassessing the method of funding and rates for second-line health care together with health insurers and the Dutch health care authority.	F.2.2	Proposal to jointly (Dutch Caribbean Hospital Alliance (DCHA) + the platform for health insurers CAS-BES (PSZ)) draw up a program of requirements on which a (quality and cost-based) inventory of rates of the hospitals affiliated to DCHA and healthcare institutions in other destinations (Colombia, Dominican Republic, the Netherlands) will be based.	2. Start tendering procedure for comparative research rates for hospitals affiliated with DCHA for inter-insular medical referrals	31 March 2023	DCHA/SZV/TWO	The SZV and DCHA will have a comparative study carried out to gain insight into the rates applied by the DCHA affiliated hospitals for diagnostics provided and 2nd and 3rd line care for medical referrals from and between the CAS-BES.
		F.2.4	Realising connection of ICT systems of Curaçao, Aruba, Sint Maarten, Saba and Sint Eustatius hospital organisations to ZORG-CERT	2. Connection of all hospitals affiliated with DCHA to the global cyber-security organisation ZORG-CERT.	31 March 2023	DCHA	The process of connecting the hospitals to ZORG-CERT has been initiated and contributes to increasing and consolidating the IT systems of DCHA hospitals against cyber-attacks and hacking.
		F.2.5	Summit DCHA–Platform Cooperating Healthcare Insurers (PSZ) on Bonaire.	2. Implementation/elaboration of agreements made during the DCHA - SZV summit of November 28 in Bonaire. It concerns the elaboration of the agreements made regarding: • Comparative research/cost price analysis DCHA (see also F.2.2.2) • Medical evacuation in crisis situations • Joint procurement of medicines • Medical referrals • Long-term annual plan collaboration SZV/DCHA	31 March 2023	DCHA/SZV/MinVWS	During the summit on 28 November on Bonaire, the DCHA and SZV will discuss the points indicated and coordinate the implementation processes.

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 implementing action plan with the aim of increasing the effectiveness and efficiency of long-term care (General Health Insurance).	16. A public awareness plan has been formulated with the cooperation of the Ministries of Health (VSA), General Affairs (AZ) and Finance and the implementing body for social security SZV.	1 January 2023	Sint Maarten	The preparation of the public awareness plan has been delayed somewhat. The adjusted deadline seems feasible.
				18. National Ordinance and LBham General Health Insurance have been approved by Council of Ministers and sent to Social Economic Council and Council for Public Health	1 January 2023	Sint Maarten	In accordance with revised project plan; crucial step in the legislative process.
				19. Public awareness campaign approved by Minister VSA and SZV	1 January 2023	Sint Maarten	In accordance with revised project plan; first step public awareness process.
				20. National ordinance and LBham presented to the Advisory Board	1 March 2023	Sint Maarten	See 18.
				21. Public awareness material designed and approved	1 March 2023	Sint Maarten	In accordance with revised project plan; second step public awareness process.
				22. Advisory Board advice received	31 March 2023	Sint Maarten	See 18.
		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.	3. Action plan adopted. This plan elaborates a number of measures to control the purchasing and implementation costs of care. This mainly concerns the purchase of (generic) medicines, but also, for example, prevention and data exchange between doctors, hospitals, laboratories, pharmacies, etc.	1 January 2023	Sint Maarten	The adoption of the action plan has been delayed, approval will follow shortly.
				4. External consultations on legislative changes Pharmaceutical Cost Control Program phase II with SZV, VSA inspection, GVS and registration committee completed. New draft legislative documents ready.	31 January 2023	Sint Maarten	In accordance with Pharmaceutical Cost Control Program (PCCP) action plan.
				5. GP information system in operation at 8 GP practices.	31 March 2023	Sint Maarten	In accordance with Pharmaceutical Cost Control Program (PCCP) action plan.

# 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).

Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
<p>G.1</p> <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"> <li>- educational quality, teaching methods and resources;</li> <li>- connection between education and the labour market;</li> <li>- transition between nursery, primary, secondary education and secondary vocational education (mbo) / higher education (ho) / university education (in the European Netherlands and elsewhere);</li> <li>- efficiency and effectiveness of education funding, mitigating inefficiencies in the system;</li> <li>- strengthening the quality improvement through effective supervision by, among others, the inspectorates;</li> <li>- cooperation between education and development facilities in the region (and possibly the European Netherlands).</li> </ul> <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>	<p>G.1.1</p> <p>Detailed investigation into the education system.</p>	<p>6. Agreements on follow-up steps for recommendations on audit</p>	<p>31 March 2023</p>	<p>Sint Maarten</p>	<p>The audit provides ten recommendations for improving the education system on Sint Maarten. The coming period will be used to determine how these recommendations can be taken further.</p>



# Theme H: Reinforcing the rule of law

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

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.2.3	Writing new gambling legislation	3. Drafting subordinate legislation	To be determined	Sint Maarten	As soon as a legislative lawyer has been hired, the draft regulation on games of chance will be further completed and a prioritisation will be made of the implementation decrees and legislation and regulations that have yet to be drawn up.
				6. Receive proposal organisational structure Sint Maarten Gaming Authority (SMGA) by the Netherlands	To be determined	Sint Maarten + the Netherlands	The proposed structure is included in the first draft national ordinance on games of chance. The design will be further included in the business case (2.6.1).
				7. Feedback/advice on proposed organisational structure Sint Maarten Gaming Authority (SMGA) by the Netherlands	To be determined	Sint Maarten + the Netherlands	See H.2.3.6.
		H.2.4	Implementation of the Action Plan - slot machines technical inspection / audit	1. A technical audit of gaming equipment. Checking the actual situation of the gambling devices and aids in use.	30 June 2023	Sint Maarten	The tender procedure has started.
		H.2.5	Research into gambling addiction by an external party	1. Commissioning research into gambling addiction on Sint Maarten	To be determined	Sint Maarten + the Netherlands	The results of the research form the basis for formulating policy on addiction prevention and consumer protection.
		H.2.6	Business case Sint Maarten Gaming Authority	1. Deploy assignment business case	1 March 2023	Sint Maarten + the Netherlands	After formulating the assignment, a selection is made for implementation. The next step is to assign the assignment.
				2. Assign business case assignment	1 May 2023	Sint Maarten + the Netherlands	
		H.2.7	Writing new gambling legislation	1. Process advice and feedback arising from the test carried out by NL on the new framework legislation.	1 March 2023	Sint Maarten	As soon as the draft regulation on games of chance and implementation decisions are ready, it will be tested by NL against H2, the action plan and the vision document. Any changes/suggestions/feedback will be incorporated into the draft regulation and implementing decrees after approval by SXM.
				2. NL provides feedback/advice on subordinate legislation and regulations	To be determined	The Netherlands	As soon as the subordinate legislation and regulations are ready, they will be tested by NL against H2, the action plan and the vision document. This will be done per document delivered.
				3. Feedback/advice is processed	To be determined	Sint Maarten	Any changes/suggestions/feedback as a result of 5b will be incorporated by SXM in the draft legislation and regulations.

Measure		Implementation activity(ies)		Intended results	Completed	Actor	Explanation
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. Chapter 1 draft bill	1 January 2023	Sint Maarten + the Netherlands	During the JVO of January 2023, the first part of the three chapters of the Consensus Kingdom Act will be presented to the client by the project group. It concerns both the legal text and the Explanatory Memorandum for this chapter.
				5. Chapter 2 draft bill	To be determined	Sint Maarten + the Netherlands	
				6. Chapter 3 draft bill	To be determined	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.	31 December 2022	Sint Maarten	The project has been delayed at the start, which is why all deadlines for this measure are postponed. The policy plan is ready in draft but has not yet been adopted. This is expected to happen before the end of this year.
				6. The Crime fund manual has been adopted.	31 December 2022	Sint Maarten	The handbook is ready in draft. Adoption of the handbook depends on the policy plan, which has been delayed. This is expected to happen before the end of this year.
				7. The financial administration has been set up.	31 December 2022	Sint Maarten	The set-up of the financial administration is expected to take place before the end of the year. Delays have occurred as the current state of affairs had to be assessed.
				8. An implementing organisation has been established and trained.	31 January 2023	Sint Maarten	The establishment and operation of the implementing organisation depends on the set-up of the financial administration with which the implementing organisation will work. Given the delay, the deadline has been moved.
				9. A Crime Control Steering Group has been established and set up.	1 March 2023	Sint Maarten	The establishment of the steering committee has been delayed as no candidates have yet been selected. This is followed by the process of formalising the steering group. The deadline has therefore been postponed.
				10. Evaluation completed and project closed.	1 May 2023	Sint Maarten	Because the entire process has been delayed, the deadline has been pushed back. The evaluation and completion can take place after completion of the aforementioned points.
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.	30 June 2023	Sint Maarten	Sint Maarten has requested by letter to postpone measure H20 until 30 June 2023. Implementation of function manuals, part of action items list, has not yet been realised. The tender for structural improvements has also not yet been awarded.
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	Signing the project agreement and proposal with UNOPS, with the Netherlands as the financier and Sint Maarten as the client, and also co-financier at the signing of Phase 2.	2. Project agreement and proposal Phase 1 and subsequently Phase 2 with UNOPS have been signed by the Netherlands as financier and Sint Maarten as client (for Phase 2 also co-financier) and a governance framework has been set up.	To be determined	Sint Maarten + the Netherlands	The project agreement with UNOPS is expected to be signed on 7 December. A condition for the start of activities by UNOPS is the headquarters agreement (Host Country Agreement). Sint Maarten and UNOPS are still working on the latest changes, depending on whether agreement can be reached in time, these will be introduced in the Kingdom Council of Ministers on 23 December 2022. In that case, UNOPS will be able to start phase 1 activities in February.



# Country package **Sint Maarten**

**Implementation agenda** 1 January – 31 March 2023