



Caribisch Orgaan voor Hervorming en
Ontwikkeling i.o.



Country package Sint Maarten

Implementation agenda 1 July – 30 September 2021

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

The Country Package includes measures in the following areas: financial management; costs and effectiveness of the public sector; taxation; the financial sector, the economy; healthcare; education and reinforcing the rule of law. The actual agreements contained in these measures have been included in an Implementation agenda. This is the second Implementation agenda, covering the period from 1 July up to and including 30 September 2021 (Q3).

Overview

This second Implementation agenda no longer contains the completed agreements from the first Implementation agenda (Q2). The agreements from the first Implementation agenda (Q2) that still need to be completed, are still included and new agreements for the upcoming quarter (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 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 column can be reinforced. Under all circumstances, the financial and policy control (both centrally and within the departments) will be examined, together with the audit function, and the position of the Council of Advice and the General Audit Chamber. Based on proposals, decision making and implementation will take place.	A.1.1 Study into existing financial work processes including under all circumstances the processes procure to pay <i>and</i> order to cash, and an inventory of the relevant systems used.	3. Study assignment put out to tender.	2 August 2021	The Netherlands	By extending the study with the fit/gap analysis, de assignment might be awarded later.
			4. Study report completed.	15 November 2021	Sint Maarten + the Netherlands	By extending the study, this might also be completed later. Follow-up steps will be determined on the basis of the outcomes of the study.
		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.	3. Study assignment put out to tender.	2 August 2021	The Netherlands	
			4. Study report completed.	1 November 2021	Sint Maarten + the Netherlands	Follow-up steps will be determined on the basis of the outcomes of the detailed investigation of requirements for the bookkeeping system.
		A.1.4 Adoption of overdue financial statements.	2. Adoption of financial statements 2017 and 2018.	30 June 2021	Sint Maarten	
			3. Adoption of financial statements 2019.	31 August 2021	Sint Maarten	
			4. Submit financial statements 2020 to the Board of Financial Supervision.	31 August 2021	Sint Maarten	In accordance with Financial Supervision (Kingdom) Act.



Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
A.1 (continued)	Based on existing and/or additional studies, we will determine how the financial column can be reinforced. Under all circumstances, the financial and policy control (both centrally and within the departments) will be examined, together with the audit function, and the position of the Council of Advice and the Netherlands Court of Audit. Based on proposals, decision making and implementation will take place.	A.1.5 Updating the balance sheet by cleaning up account receivables, account payables and assets, among others.	1. Clean-up process description complete.	13 August 2021	Sint Maarten + the Netherlands	Sint Maarten coordinates process description with SOAB and the Netherlands Court of Audit, among others.
			2. Clean-up process description adopted.	1 September 2021	Sint Maarten + the Netherlands	
A.2	Based on existing and/or additional studies, whether and how the use of reliable statistical information and data for policy development and decision making can be reinforced will be determined. Based on proposals, decision making and implementation will take place.	A.2.1 Performing a peer review at the Department of Statistics	1. Peer review assigned.	1 July 2021	Sint Maarten + the Netherlands	
			2. Action plan for study assignment adopted.	1 June 2021	Sint Maarten + the Netherlands	Follow-up steps will be determined on the basis of the outcomes of the study.
			3. Self-assessment questionnaire completed.	1 October 2021	Sint Maarten	
			4. Peer review visit completed.	1 November 2021	the Netherlands + Sint Maarten	
			5. Report completed.	15 December 2021	the Netherlands + Sint Maarten	
A.3	Based on existing and/or additional studies, it will be determined whether the subsidy policy, the implementation and the existing subsidy relationships meet the requirements: legitimacy, effectiveness and efficiency. On the basis of the outcomes, adjustments will be made to policy and/or implementation, and repayment of unlawfully awarded subsidies will be demanded taking account of the legal frameworks and legal principles (if proportional).	This will be postponed until the next implementation agenda.				
		A.3.1 Sint Maarten has asked an external auditor to review the structure, existence and function of the wage subsidy scheme execution process for the period up to and including December 2020.	1. Perform review and deliver findings in auditor's report.	1 September 2021	Sint Maarten	



Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
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.	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 a Disaster Risk Management policy including a Disaster Risk Financing strategy.	1. Action plan complete, included appendix with inventory of ongoing initiatives.	15 July 2021	Sint Maarten	
			2. Action plan adopted.	2 August 2021	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.	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"]	1. Action plan adopted.	2 August 2021	Sint Maarten + the Netherlands	
			2. Research assignment put out to tender.	1 October 2021	Sint Maarten + the Netherlands	
			3. Analysis started.	1 November 2021	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.	This will be postponed until the next implementation agenda.				
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.4.1 Investigate the possibilities in the legislation pool for temporary reinforcement of legislation positions.	1. Investigation into needs and possible solutions.	1 July 2021	The Netherlands	
			2. Performing phase 2 of the action plan: specifying possible solutions.	1 October 2021	The Netherlands	
		Detailed investigation will be postponed to a future implementation agenda.				



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.5.1 Comparative study into employment conditions and fringe benefits.	2. Study report complete.	1 October 2021	The Netherlands	Follow-up steps will be determined on the basis of the outcomes of the study.
		B.5.2 Comparative study into the implementation of the National Ordinances on standardisation of top incomes (LNT) in the countries Curaçao, Aruba and Sint Maarten, considering among others: principal elements, scope, pension share and transition period.	Study report completed, follow-up steps will be postponed to a future implementation agenda.			
B.6	In the framework of optimum staff deployment, the staff formation, job occupation and actual presence and deployability of employees of government and government organisations will be examined. If staff wrongfully receive wage, depending on the situation, measures will be taken (e.g. halting wage, dismissal process).	B.6.1 Inventory of the staff formation, occupation and actual presence and deployability of employees at the Ministry of Justice.	1. Staff formation plan Ministry of Justice complete.	1 July 2021	Sint Maarten	
			2. Staff formation plan Ministry of Justice adopted by the Council of Ministers of Sint Maarten and submitted to the States General for consultation.	1 September 2021	Sint Maarten	
		B.6.2 Inventory of the staff formation, occupation and actual presence and deployability of employees of the other six Ministries.	Inventory completed, follow-up steps will be postponed to a future implementation agenda.			
B.7	An approach will be developed aimed at reducing and managing costs for external insourcing.	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.	3. Roadmap complete.	1 July 2021	Sint Maarten + the Netherlands	Concerns one collective roadmap for (at least) measures B.8 and B.9.
			4. Roadmap adopted.	30 July 2021	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.	3. Roadmap complete.	1 July 2021	Sint Maarten + the Netherlands	Concerns one collective roadmap for (at least) measures B.8 and B.9.
			4. Roadmap adopted.	30 July 2021	Sint Maarten + the Netherlands	
B.10	Based on existing and/or additional studies, the needs and costs for housing will be identified and possibilities for cost reduction and improvements will be investigated and, once identified, implemented. The aim is a cost reduction of 20% in 5 years (budget 2020 as reference point) and implemented in the budget for 2025.	B.10.1 Inventory of real estate (buildings and sites) in ownership and lease contracts for real estate.	2. Update inventory with total amount of available and used workspaces.	15 July 2021	Sint Maarten	
		B.10.2 Implementation plan for cost reductions and improvements with regard to housing.	1. Implementation plan	15 September	Sint Maarten	
			2. Implementation plan adopted.	1 October 2021	Sint Maarten	
B.11	In the framework of efficient government, the possibilities for a digital government environment and digital services will be investigated. Based on a study, proposals will be developed and implemented.	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. Elaboration of A.1.1 and A.1.2 will serve as a pilot for any necessary additional actions over and above the World Bank project.
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.	This will be postponed until the next implementation agenda.				



Designatio	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
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.15.1 Appoint implementation team.	3. Agreements regarding implementation documented in contract between the Sint Maarten government, the BZK State Secretary, PIJAE, PJIAH and the implementation team.	30 July 2021	Sint Maarten	Previous deadline to draw up an mandate for the team (15 May 2021) has not been met, however, the result has been achieved in the meantime. As a result of this, but also because of a changed strategy (broader agreement instead of a contract between two parties), the previous deadline to document the required agreements (1 June 2021) can no longer be met.
			5. Appoint process manager.	1 September 2021	Sint Maarten	By the appointed implementation
		B.15.2 Appoint implementation team.	1. Action plan complete.	30 July 2021	Sint Maarten	In consultation with (intended) implementation team.
			2. Action plan adopted.	23 August 2021	Sint Maarten	
		B.15.3 Reinforce Corporate Governance Council.	1. Action plan complete.	30 July 2021	Sint Maarten	In consultation with (intended) implementation team and the Corporate Governance Council.
			2. Action plan adopted.	23 August 2021	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.

Designatio	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
C.1	<p>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:</p> <ul style="list-style-type: none"> – 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’). <p>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.</p>	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.	1. Action plan investigation into reform of the fiscal system complete.	16 August 2021	Sint Maarten + the Netherlands	Previously determined deadline (20 May 2021) has not been met.
			2. Action plan investigation into reform of the fiscal system adopted.	6 September 2021	Sint Maarten + the Netherlands	Previously determined deadline (7 May 2021) has not been met.
			3. Study assignment put out to tender.	15 November 2021	The Netherlands	
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 2021	Sint Maarten	Previously determined deadline (15 May 2021) to adopt National Decree has not been met, this is still in process.
			2. Start of information received.	1 September 2022	Sint Maarten	
C.3	Compliance programmes will be continued/drawn up.	To be included in phase 2 of C.4.				

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
C.4	On the basis of existing and/or additional studies, whether and how the Tax and Customs Administration can be optimised and modernised, in such a way that tax collection can be carried out effectively and efficiently will be determined. Based on proposals, decision making and implementation will take place.	C.4.1 Phase 1: Implementing several quick reviews into identified bottlenecks and quick wins.	3. Steering group and program manager assigned.	1 October 2021	Sint Maarten + the Netherlands	Previously determined for an action plan (April 2021) has not been met, however, the result has been achieved in the meantime. Two (main) phases are distinguished for C.4. During phase 1, only quick reviews into identified bottlenecks are done and quick wins are collected. Phase 2 concerns a transformation of the Tax and Customs Administration that will take place in conjunction with C.1.
			4. Tender put out for investigation assignments regarding: (a) staff capacity investigation and (b) investigation into need for IT support.	1 October 2021	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.	1. Cost-benefit analysis of the purchase of a portal.	15 July 2021	Sint Maarten	The objective of the portal is to contribute (in the short term) to decreasing manual entry and to enable digital processing of tax returns.
			2. Decision making on the purchase of the portal.	1 September 2021	Sint Maarten + the Netherlands	
		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.	3. Preparation of quick wins has been completed by specifying prerequisites for execution, including: recruit temporary staff, prepare office space, complete education/induction training.	1 October 2021	Sint Maarten	
			4. Starting the implementation of quick wins: (a) clean-up of data files, (b) process backlogs and (c) collect and claim late payments at an accelerated rate.	1 November 2021	Sint Maarten	



Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
C.5	A tax scheme for the Netherlands and Sint Maarten will be agreed on, in line with minimum Base Erosion and Profit Shifting (BEPS) conditions, which will also consider preventing possible profit shifting.	C.5.1 Agreed mutual scheme between the Netherlands and Sint Maarten.	1. Official agreement on content and consideration in Council of Ministers of the Kingdom of the Netherlands..	1 January 2022	Sint Maarten	
C.6	Legislation for the signing and coming into effect of the Establishment Agreement World Bank will be adopted and implemented.	C.6.1 Implementation of legislation (tax paragraph) Establishment Agreement World Bank.	2. Revised draft legislation with a draft Nader Report sent to Legal Affairs and Legislative Policy (JZW) in the framework of legal assessment	20 August 2021	Sint Maarten	Previously determined deadline (3 May 2021) to send draft legislation to Council of Ministers has not been met, this is still in process.



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.	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.	1. Investigation concluded.	1st half of 2021	IMF	Follow-up steps will be determined on the basis of the outcomes of the study.
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.	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.5.1 Review of internal organisation.	Review concluded.	October 2021	CBCS	Previously determined deadline (May 2021) has not been met.

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	<p>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.</p> <p>Based on the analysis, proposals will be</p>	E.1.1 Study of current labour market policy and legislation and regulations.	1. Action plan for study assignment complete.	20 July 2021	Sint Maarten + the Netherlands	Previously determined deadline (20 May 2021) has not been met.
			2. Action plan for study assignment adopted.	20 August 2021	Sint Maarten + the Netherlands	Previously determined deadline (7 May 2021) has not been met.
			5. Start of the tender procedure or a (collective) procedure with the World Bank.	1 September 2021	Sint Maarten + the Netherlands	
E.2	<p>The informal economy and illegal work will be dealt with.</p> <p>Based on the study into the scale of the informal economy, proposals will be developed and implemented.</p>	This will be postponed until the next implementation agenda.				
E.3	<p>Illegal employment of foreign workers will be dealt with.</p> <p>As study will be carried out into illegal employment of foreign workers. Based on the results and recommendations, proposals will be developed and implemented.</p>	E.3.1 Draw up implementation plans for measures to prevent illegal employment.	3. Implementation plan with short-term measures complete.	15 October 2021	Sint Maarten + the Netherlands	Previously determined deadline for an action plan (15 April 2021) has not been met. It is expected that the action plan can be completed
			4. Implementation plan with short-term measures drawn up.	15 November 2021	Sint Maarten + the Netherlands	
			5. Implementation plan with long-term measures complete.	14 January 2022	Sint Maarten + the Netherlands	
			6. Implementation plan with long-term measures drawn up.	14 February 2022	Sint Maarten + the Netherlands	

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
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.	3. Study proposal complete.	2 August 2021	Sint Maarten + the Netherlands	
			4. Study proposal adopted.	1 September 2021	Sint Maarten + the Netherlands	
			5. Tender process started.	6 September 2021	The Netherlands	The start of the study depends on the social registry development.
		E.4.2 In collaboration between Sint Maarten, the Netherlands and the Red Cross, an action plan must be submitted before 1 April 2021 for the transition of the Red Cross food aid programme to local government, aimed at starting the transition on 1 May 2021.	2. Transition of food aid.	1 May 2021	Sint Maarten	Deadline has not been met.
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.	This will be postponed until the next implementation agenda.				

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
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. Based on an integrated detailed investigation of (among others) legislation and regulations, proposals will be developed and implemented.	E.6.1 Study (zero measurement) into entrepreneurship and the investment climate.	3. Study assignment put out to tender.	1 September 2021	Sint Maarten + the Netherlands	
			4. Study report completed.	14 January 2022	Sint Maarten + the Netherlands	
E.7	Development and implementation of land policy and spatial plan policy.	E.7.1 Inventory of current status of land policy issues.	2. Supplement the inventory with the requested information, including in any case an overview of current land ownership and arrears on ground lease, and a map on which the government land is indicated together with the ground lease prices.	1 September 2021	Sint Maarten + the Netherlands	
E.9	To encourage reconstruction, in advance of structural changes, measures will be taken to make it possible to deal with applications (for work and residence permits) from foreign independent operators and employees for the NRPB, and more widely, within one month following submission of the application.	E.9.1 Adoption of National Decree to supplement Article 3(3) of the National Regulation on admission and deportation, with the aim of making it possible to deal with applications (for work and residence permits) from foreign independent operators and employees for the NRPB, and more widely, within one month following submission.	2. Entry into force National Decree.	As quickly as possible	Sint Maarten	Previously determined deadline (25 January 2021) has not been met.



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	<p>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:</p> <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); - maintaining 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). 	Continuous.				
F.2	<p>In the framework of efficiency, unnecessary duplications in care provision by the various hospitals and other inefficiencies will be mapped out and cut back, by drawing up and implementing a cooperation plan for regional hospitals in the Caribbean area of the Kingdom and reaching administrative agreements, which under all circumstances will include:</p> <ul style="list-style-type: none"> - reducing the number of medical deployments to third countries by increasing the provision of care within the Caribbean area of the Kingdom (topflight specialist healthcare); - combined purchase of medication, resources, materials and equipment; - regional training and 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. 	Agreements reached within the four-country consultation will be decisive in implementation of this measure.				



Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
F.3	Based on existing and/or additional studies into efficiency (including financing) and effectiveness of healthcare and the outcomes of measure F.2, proposals will be developed and implemented. Possibilities include reassessing the insurance package and introducing own payments.	F.3.1 Drawing up action plan with the aim of increasing the effectiveness and efficiency of long-term care (General Health Insurance).	4. Exploration completed into the question to what extent the current draft national ordinance should be adjusted in response to current developments.	2 August 2021	Sint Maarten + the Netherlands	
			2. Action plan complete.	15 September 2021	Sint Maarten + the Netherlands	Previously determined deadline (1 July 2021) turned out not to be realistic and has been updated.
			3. Action plan adopted.	15 October 2021	Sint Maarten + the Netherlands	
		F.3.2 Drawing up action plan with a view to increasing the sustainability of the healthcare system in the short term, under all circumstances considering the implementation of the needs assessment of healthcare institutions, efficient purchase of medicines and preventive care.	2. Action plan complete.	1 November 2021	Sint Maarten	Previously determined deadline (20 May 2021) has not been met. Meeting this deadline is impacted by the manner in which the COVID-19 pandemic develops.
			3. Action plan adopted.	22 November 2021	Sint Maarten + the Netherlands	Previously determined deadline (7 May 2021) has not been met.
			4. Informal work group installed.	1 July 2021	Sint Maarten + the Netherlands	



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.	4. Interim report complete.	December 2021	Sint Maarten + the Netherlands	The chapter on education from the 'Public Expenditure Review' will serve as a basic document for the
			5. Final report complete.	July 2022	Sint Maarten + the Netherlands	Follow-up steps will be determined on the basis of the outcomes of the detailed investigation of requirements for the bookkeeping system.

Theme H: Reinforcing the rule of law

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

Designation	Measure	Implementation activity(ies)	Intended results	Completed	Actor	Explanation
H.1	In the interest of the stability of public order and security, until further notice, no cutbacks will be implemented that limit the operational capacity within the most vital sectors under the rule of law (Police, Customs, National Investigation Department, Public Prosecution Service, Courts, Coast Guard, prison service and security services).	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.2.1 Action plan adopted.	1. Action plan complete.	July 2021	Sint Maarten + the Netherlands	Action plan depends on IMF investigation into tax on games of chance.
			2. Action plan adopted.	August 2021	Sint Maarten + the Netherlands	
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.	January 2022	Sint Maarten + the Netherlands	The deadline for the draft legislation is currently the January 2022 JVO. However, it might be possible that this deadline will not be met. If so, the draft legislation will be put on the July 2022 JVO agenda, or sooner if it is ready.
H.11	Before 1 February 2021, the countries will individually reach agreements with the Netherlands on reinforcing border supervision, to be implemented from 1 April 2021 onwards. This under all circumstances includes agreements on the deployment, capacity and control/command of the Royal Netherlands Marechaussee, the Customs Service and the Coast Guard.	H.11.1 Based on a signed protocol, start the implementation of agreements for reinforcing border supervision.	2. Start reinforcement of border supervision.	1 September 2021	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.	2. Action plan adopted.	15 July 2021	Sint Maarten	
			3. Short-term recommendations followed up on.	15 August 2021	Sint Maarten	

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



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Country package **Sint Maarten**

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