

## **Implementation report Country Package Sint Maarten**

Period: 1 October 2023 – 31 December 2023

Date: 22 January 2024

Status: Final

## Implementation report Country Package Sint Maarten 2023 no.4

### 1. Introduction

Since the beginning of 2021, Sint Maarten and the Temporary Work Organisation (hereinafter: TWO) have been working on the implementation of a wide range of reforms as described in the country package Sint Maarten. These reforms intend to contribute to economic and social resilience of the country.

The themes and measures as laid down in the country package are periodically specified in an Implementation Agenda, with concrete steps and actions that need to be taken to realise the reforms. Next to that, Sint Maarten and the TWO periodically draft a report on the implementation of the country package (hereinafter: the Implementation Report). This report includes a joint vision on the progress of the agreements as laid down in the latest Implementation Agenda. At this moment, an Implementation Agenda and Report is made every quarter.





This fourth Implementation Report of 2023 describes the progress of the country package Sint Maarten over the period 1 October 2023 up to and including 31 December 2023. Specifically, the next section provides an update on the progress of individual activities and results that were planned in the Implementation Agenda for the fourth quarter of 2023. A colour code summarises the progress of each activity. The last explanatory column of the table specifies the particularities, points of attention or reasons for potential delays.

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*Prime Minister of Sint Maarten*

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## 2. Progress Country Package Sint Maarten on activity level

This section reports on the progress of the implementation agenda on activity level during the period 1 October 2023 up to and including 31 December 2023. A colour code summarises the progress of each activity. The meaning of the colour codes is explained in the table below.

	The activity is implemented in line with the agreed planning and the quality of the deliverables is good. When intended results cannot be delivered in time, there is a good reason for the delay and it is expected that the activity can still be finished within a reasonable timeframe.
	The progress of the activity and/or the quality of the deliverables are not in line with expectations. There is a risk that the objective of the measure or activity cannot be reached (in time). Progress and quality will be monitored closely and control measures will be taken where needed.
	The progress and/or quality of the deliverables fall short of expectations in a structural manner. Control measures have been taken to mitigate the risks related to the lagging progress and insufficient quality, but these have not led to any improvements yet. There is a considerable risk that the objectives of this and potentially other reform measures will not be realised.
	The grey colour indicates that no activities were planned for this reporting period in the implementation agenda, so there is no progress to report on.

**Theme A: Financial Management**

Measure description		Activity description		Intended results	Deadline	Status	Explanation
A.1	Based on existing and/or additional studies, it will be determined how the financial pillar of the organisation can be reinforced. Topics to be included are financial and policy control (both centrally and within the departments), 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 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.	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 plan of approach.	1 October 2023		The update of the plan of approach has been drafted timely, but is under discussion with the new program manager and the implementation partners of the new ERP system, taking into account their expert views on the planning of the program.
				14. Go live basic design new financial system.	1 January 2024		The project for the implementation of the core of the new financial system has started. As announced in the former implementation report and the implementation agenda for Q1 2024, a go live date of January 1st 2024 will not be feasible and is set on January 1st 2025, due to the fact that it will be inefficient and too complex to go live during the course of the fiscal year.
		A.1.3	Detailed research 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.	8. Completed implementation process of the quick wins to improve the budgeting process.	1 November 2023		A new streamlined planning and a set of budgeting rules and a handbook have been drafted, but finalization will probably take until January 2024.
				10. Blueprint and implementation plan for the implementation of policy based budgeting in Sint Maarten.	1 April 2024		The project has started, as intended.
		A.1.5	Updating the balance sheet by cleaning up account receivables, account payables and assets, among others.	4. Ensuring that the results are sustainable by making agreements, drawing up process descriptions and providing instructions, so that new 'contamination' is prevented as much as possible.	31 October 2023		The clean up of the financial data is almost done. The last steps have to be taken finalizing the fundamental clean up of the accounts payable and receivable. The deadline is extended from October 2023 to January 2024.
		A.1.6	Modify legal framework as basis to strengthen financial pillar.	6. Bottleneck analysis of financial regulations completed.	15 December 2023		Based on the latest planning of the research firm the analysis will be completed in December 2023.
		A.1.7	Independent advice on shortening the processing period of delivering and reviewing the financial statement.	5. Internal control program framework drawn up.	31 October 2023		Activity is not completed. Priority had to be given to the completion of the annual accounts 2022. Goal is to have internal controls in place in Q1 2024 for Procure to Pay, Payroll and Subsidies.
				6. Financial Legitimacy Framework drawn up.	15 December 2023		The preparation of the framework is included in the bottleneck analysis of financial regulations (see note A.1.6.6).

		A.1.9	Implementation quick wins improving financial management	1. A centralized reception of invoices.	1 January 2024		The project is on the course of finalization with the goal to start the new working process in January, as intended.
				2. Improving the connection between Decade and Gefis.	1 January 2024		The project had to be set on hold due to the necessary alignment with the cleaning up of the account receivables, the implementation of the control framework and the implementation of the core of the new financial system.
				3. Improving the Payroll registration	1 January 2024		An advice has been drafted to improve the payroll registration with the goal to implement the new procedure in January, as intended.
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 (STAT)	8. Plan of approach adopted.	31 October 2023		The plan of approach has been adopted. This activity has been concluded and will not be part of the implementation agenda of the 1st quarter of 2024.
A.2.2		Implementation of Department of Statistics Plan of Approach	1. action #5 plan of approach : improving legal expertise within the Department of Statistics.	1 July 2024		Additional legislative support is currently being recruited.	
			4. action #22 plan of approach : Making data available to researchers by the Department of Statistics - preparation of the Open Data tool.	31 December 2023		The implementation of the CBS Open Data tool is ongoing. The tool should be put into use before the end of the year as planned.	
			5. Action #10 of plan of approach : Governmental Central IT Department should make sure that STATs data confidentiality, data protection and continuity of statistical processes are met	31 October 2023		Cooperation with the central IT department to ensure that STAT ´s activities align with the central policy is not running smoothly. Additional efforts are needed to resolve this.	
			6. Action #12 plan of approach : Publish a Quality Declaration and related documentation	1 November 2023		The publication that will contribute to STATS transparency has been delayed due to matters related to agenda point A.2.2.5.	
			7. Actions 16 and 19 plan of approach : Establish MoU to improve cooperation on the business register and civil registry.	31 December 2023		An interministerial work group has been set up to improve internal cooperation. The MoU's with other stakeholders are on the legislative agenda.	

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: legality, legitimacy, effectiveness and efficiency. On the basis of the outcomes, adjustments will be made to policy and/or implementation, and unlawfully awarded subsidies will be reclaimed taking account of the legal frameworks and legal principles (if proportional).	A.3.2	This measure is partly included in other activities and will be taken up further at a later date.				
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 measure is partly included in other activities and will be taken up further at a later date.				
A.5	A Disaster Risk Management policy including a Disaster Risk Financing strategy will be developed and implemented.	A.5.1	Develop Disaster Risk Management policy.	7. Financial Stability Plan adopted	1 October 2023		Retaining this measure in the land package is up for debate. Awaiting response SXM.

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

Measure description		Activity description		Intended results	Deadline	Status	Explanation
B.1	The countries are responsible for the continuity of vital processes, including under all circumstances: electricity, oil supply, internet and data services, drinking water supply, flight and aircraft handling, shipping handling, payment transactions, the emergency services and communication between emergency services and medical institutions.	B.1.1	Continuous.				
B.2	Based on a complete detailed review 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	7. Plan of Approach concerning implementation of recommendations adopted.	1 October 2023		The plans of approach have been adopted.
		B.2.3	Participation and dividend policies for government owned companies	1. A (re)design of the participation and dividend policy, a proposal for the organizational embedding of the policy and an implementation plan.	30 April 2024		The planning is under the condition of the procurement of the external support, which is still ongoing. Together with the future implementation partner the planning will be fine-tuned.
				2. Approval by CoM for the implementation of the new participation and dividend policy.	31 May 2024		See B.2.3.1.
		B.2.4	Executing and enforcing the LNT	1. Ministerial Decrees, Ministerial Regulations and the necessary formats and a proposal for the organizational embedding of the LNT have been drafted.	30 November 2023		The external support is conditional for this activity. The procurement of the support takes longer than expected and has not been completed yet.
				2. Stakeholders are sufficiently informed about the LNT.	30 November 2023		See B.2.4.1.
				3. The statutes of the overheid-nv's have been analysed to remove conflicting clauses regarding the LNT.	31 December 2023		See B.2.4.1.
		B.2.4	Executing and enforcing the LNT				
B.3	Based on existing and/or additional studies, the countries will work together towards reinforcing the aviation system at Kingdom level. This could involve close cooperation between organisations and the organisation of uniform work processes in accordance with international safety requirements, while aiming for efficiency and cost reduction.	B.3.1	Agreements reached within the Aviation steering group will be decisive in the implementation of this measure. No separate arrangements are foreseen in the implementation agenda.				By mutual agreement, this measure will be removed from the next implementation agenda.

B.4	Based on an integrated detailed review, 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 review(s)	4. Analysis started.	1 October 2023		Two experts carried out a pre-analysis on St Maarten in November 2023.
		B.4.3	Strengthening legislative functions	9. Determine (other) next steps recommendations report	1 October 2023		Several steps have been determined, such as hiring a legal project manager, subscription to legal databases and hiring extra capacity.
				10. Publication of the report.	1 October 2023		The report has been published.
				11. Drafting plan of approach for access to digital information systems ready.	1 October 2023		JZ&W received several quotations and will ask for a financial contribution from TWO; this request is expected before the end of the year.
				12. Drafting plan of approach for the publication of legislation.	1 October 2023		Sint Maarten is in contact with KOOP; they're offering support with the publication of up-to-date legislation. For now, no assistance from TWO is needed. In a later stadium this might be necessary to clarify the contract with KOOP regarding additional costs due to support in updating legislation and remedying defects in overheid.nl.
				13. Drafting plan of approach for extra capacity in other to consolidate older legislation (before 2019).	1 October 2023		This activity has slightly changed. The month of December will be used for writing a TOR to hire a legal project manager. Objective for this manager is to write a plan of approach to get the report implemented (help with a legislation calendar, hiring of extra capacity, help with coordination).
B.5	Based on a study into employment conditions and fringe benefits (including overtime pay, leave settlements, special remuneration and allowances, travel and travel expenses, etc.) proposals will be developed and implemented for possible retrenchment measures.	B.5.3	In addition to the study comparing employment conditions and fringe benefits, a benchmark study is executed to compare the employment conditions from the semi (public) sector to the private sector conditions.	7. Policy response adopted administratively.	To be determined		The report has been delivered. Now awaiting the policy response.
				8. To be determined	To be determined		
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.	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.	1 October 2023		The specific interpretation sessions have taken place in June with the B8/9 expert. These sessions have led to recommendations, that the committed civil servants have presented to the PM and CoM.
				9. Decision-making on recommendations distilled from the MTO reporting.	1 November 2023		Actions resulting from the MTO and exit survey are included in the bigger B plan of approach ("It's all about people"); from there, several smaller plans of approach will be worked out.
B.7	An approach will be developed aimed at reducing and managing costs for hiring external experts.	B.7.0	Activities will be determined as soon as the results of the government's review are known. B.4				






B.8	Based on a detailed review 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. Plan of approach for implementation of items for improvement drawn up.	1 October 2023		Instead of a plan of approach with financial cover, the bigger B-plan ("It's all about people") will be adapted as "framework" for the coming years. In this framework activities from B.4.2, B.5, B.6, B.8 and B.9 are bundled. Step by step they will be worked out in plans of approach with financial cover. Starting from the agenda Q2 2024 these measures will not be mentioned separately anymore, but will be included in B-total.
				2. Plan of approach for implementation of items for improvement adopted.	1 November 2023		See B.8.2.1. The draft framework is ready for adoption. However, delay is occurring in the the actual adoption.
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. Plan of approach for implementation of items for improvement completed.	1 October 2023		See B.8.2.1.
				2. Plan of approach for implementation of items for improvement adopted.	1 November 2023		See B.8.2.1. The draft framework is ready for adoption. However, delay is occurring in the the actual adoption.
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 explored and, once identified, implemented. The aim is a cost reduction of 20% in 5 years (budget 2020 as reference point) and incorporated in the budget for 2025.	B.10.2	Implementation plan for cost reductions and improvements with regard to housing.	5. Plan of approach adopted.	1 October 2023		Due to delays in the approval process and despite several escalations the plan of approach has not been adopted. With no project leader within the Sint Maarten government it is unclear what the timeline will look like.
		B.10.3	Execution of Implementation plan for cost reductions and improvements with regard to housing.	1. Drafting of lists of government buildings (owned and rented)	1 December 2023		Currently there is no project lead available to follow up on the actions set in the agenda. Despite multiple escalations on the matter no clarity was provided. Therefore it is unclear what the timeline will look like.
				2. Validation of lists of government buildings (owned and rented)	1 January 2024		See B.10.3.1.
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.11.1	Implementation Plan of Approach Revamping the IT department	3. IT department function book published	31 December 2023		The function book was not published due to many delays in the approval process.
				6. Output 6 plan of approach: Reviewing and setting up processes within the IT department.	1 July 2024		Ongoing.
				7. Delivery of the third progress report.	1 October 2023		The third progress report was provided within Q4.
				12. Four vacancies are published.	1 October 2023		The vacancies have been shared but not published.

				13. Two suitable candidates have been selected.	31 December 2023		With the delay in publication of the vacancies no interviews have taken place yet.
				14. IT Demand as a re-occurring agenda point in the SG Platform.	1 October 2023		The SG platform has taken up the IT demand as a regular agenda point.
				15. Delivery of the fourth progress report.	1 January 2024		Expected on time.
B.14	Sint Maarten will satisfy the guidelines of the CFATF in respect of tackling fraud and money laundering. An plan of approach 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 plan of approach completed.	1 December 2023		The deadline for these measures was set too tight, and is therefore postponed to 1 March 2023.
				7. Progress report second quarter 2023.	1 October 2023		Progress report has been received.
				8. Progress report third quarter 2023.	1 November 2023		Progress report has been received.
		B.14.3	Plan of approach concerning preparation for CFATF Mutual Evaluation	2. A plan of approach is being prepared for the purchase/update of the FIU registers.	1 October 2023		The plan of approach is in a final stage; it is expected to be approved in Q1 2024.
				3. Update legislation and organising informative sessions.	1 October 2023		The first informative sessions were held on 23-25 August. The next sessions are scheduled for March 2023. The first draft of the AML/CFT legislation update is ready to be presented to the MinJus and after approval to be submitted to the CoM for deliberation.
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.	9. Progress report 8 submitted.	15 November 2023		Progress report has been received.
				10. Drafting of DOMA	1 December 2023		The ToR for someone to draft the DOMA has been written, but no one has been selected yet. The Airport has asked for further legal advice on the structure. This is delaying the DOMA-process.
				11. Establish the new code and legislation for the airport.	1 November 2023		All documents for the legislative trajectory of the Corporate Governance legislation (ordinance and LBHam Code) have been prepared by the I-team. However, the Airport is having an external law firm reviewing the documents, causing a delay in the process.
				12. Appointing a corporate secretary.	1 November 2023		A corporate secretary has been appointed.
				13. Appoint a project manager (if it turns out necessary and possible).	1 November 2023		
		B.15.3	Corporate governance	1. Development of a plan of approach to strengthen corporate governance	To be determined		This activity is connected to B.2.

**Theme C: Taxation**

Measure description		Activity description		Intended results	Deadline	Status	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.	4. Inventory of items from the phase 1 action plan that require calculation of budgetary consequences.	1 October 2023		Capacity issues have caused a delay in executing this point. Presently, negotiations with a third party to outsource this task as well as the codifying of notices (point C.1.3 result 1) are being concluded and execution will start around the end of 2023. Points C.1.2 results 4, 5 and 6 as well as C.1.3 point 1. are replaced by a new intended result for the next implementation agenda.
				5. Draft legislative products based on the phase 1 memo/ action plan are presented to JZ&W for vetting.	1 December 2023		See result 4.
				6. Draft legislative products based on the phase 1 memo/ action plan on the agenda of Parliament.	Q1 2024		See result 4.
		C.1.3	Cleaning, selecting and codifying notices (aanschrijvingen); overview has already been created.	1. Commissioned to third party to carry out selection and codification.	1 November 2023		See C.1.2 result 4. Activity C.1.3 will henceforth be integrated in C.1.2.
		C.1.4	Eliminate outdated legislation; advice from the Advisory Board on the necessary legislation has already been received	1. The assignment to draw up a further report and to amend legislation has been granted.	See point C.1.2		The assignment to finish the further report has been outsourced and executed; legislation is on its way to Parliament.
		C.1.5	Revision General National Ordinance National Taxes (ALL)	1. ALL revision will be presented to Parliament for consideration	As quickly as possible in Q4		The ALL legislation has been sent to Parliament; decision making depends on the agenda of Parliament.
C.4	On the basis of existing and/or additional studies, whether and how the Tax Office 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.4.2	Purchase of an integrated IT solution for the tax office, including an online portal for the input of the means of taxation for wage tax, income tax and tax on business turnover.	8. An IT supplier is selected based on the tender of May 2023	1 December 2023		The selection process has finished. A decision on the final choice is on the agenda of the Council of Ministers.
		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.				This point is integrated with 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.	12. An interim final report on the quick win measures is available.	1 October 2023		The interim final report has been received.

		C.4.5	Revision and reinforcement of the organisation and resources of the Tax Office (Transformation of the Tax Office)	2. Transformation of the Tax Office plan of approach adopted 3. Program manager and ICT project manager have been recruited.	1 October 2023 1 November 2023	 	The plan of approach has been approved by Sint Maarten and the Netherlands. Terms of Reference to recruit consultants for both positions have been drafted. Recruitment takes place through the government of Sint Maarten. Publication of the tenders is expected right before or right after the year's end.
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 (Belastingregeling Nederland Sint Maarten).	1. Official agreement on content and consideration in Council of Ministers of the Kingdom of the Netherlands.	As quickly as possible		After a period of negotiations, consensus has now been reached. Finalization is expected in Q1 2024.

**Theme D: Financial Sector**

Measure description		Activity description		Intended results	Deadline	Status	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		As part of the Ennia resolution, the outline agreement stipulates that the inclusion of the action items under Theme D is in the implementation agenda.  The financial sector review (D1) has been completed and will be dropped. The outcomes will be incorporated into implementation of D2. From Q1 2024, these components will be merged and provided with new elaboration activities.
				3. Setting up of a financial Stability Committee for policy dialogue with Ministers of Finance of Sint Maarten and Curacao.	31 March 2024		A request should be made to the IMF for advice in starting dialogue on institutional design of the committee. This has not taken place as yet.
				4. Strategic Review future financial sector	30 September 2024		Work is only now underway on a terms of reference for the review, which should be given ample time. Other reforms based on IMF recommendations have been prioritized.
				5. Finalising implementation of risk focussed supervision.	31 December 2024		
				7. Review of the resolution framework and implementation DGS.	31 December 2024		
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		The research findings have been shared. From Q1, D2 focuses on implementing, monitoring and adjusting the recommendations. D.2.1 will then be dropped.
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 plan of approach 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		The legislative calendar is ready. This intended result is dropped and replaced by legislative pathways that, as part of the legislative calendar, are prioritized for implementation.

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	
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**Theme E: Economic Reforms**

Measure description		Activity description	Intended results	Deadline	Status	Explanation
E.1	An integrated analysis of the current labour market policy, legislation and regulations will be carried out on the basis of which the labour market policy will be updated and modernised. Measures such as shorter working hours, part-time employment, short-term contracts, flexible dismissal laws, removal of obstacles to employing foreign workers, illegal employment and tackling youth unemployment will be included in the analysis. Based on the analysis, proposals will be developed and implemented.	E.1.2	Integral socio-economic reform agenda (see also measures E.3 and E.4)	4. All preparatory steps for a conference on the integral socio-economic reform agenda have been taken.	As soon as possible in Q4 2023	The conference was deemed a success and preparations have begun for the development of a strategic plan and execution thereof.
				5. Stakeholder conference on the integral socio-economic reform agenda has taken place	As soon as possible in Q1 2024	See E.1.2.4
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 incorporated in the socio-economic reform agenda			
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.3.3	Implement implementation plans for measures against illegal employment.	6. With regard to short-term measure 2 from the implementation plan of E3.3 (synchronisation of the application for work and residence permits); Taskforce Pilot Project (TPP) communication plan has been implemented.	31 December 2023	Project has been closed off to the public from November 1st 2023, pending applications are being worked on in the Back Office. A formal report is pending to be finalized in Q1 2024.
				7. Attn short-term measure 4: administrative enforcement legislation will be revised so that fines can be imposed in the event of illegal employment. Advice by Council of Advice available.	As soon as possible in Q4 2023	Legislation was sent to the Cabinet of the Governor for further vetting.
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 E.3 and E.4)			

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 TWO 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	The issue of the pension age is included in the integral socio-economic agenda.				
E.6	Entrepreneurship and the investment climate will be prompted. In connection to this it is essential that, amongst other things, the licencing system be optimised, the costs of doing business lowered and bureaucracy (red tape) removed. Proposals will be developed and implemented on the basis of an integral review of (among other things) laws & legislation.	E.6.2	Implementation of the recommendations stemming from the research into the entrepreneurship and investment climate.	2. Plan of approach concerning implementation of recommendations adopted.	1 October 2023		The plan of approach has been adopted and we will move into the execution phase.
				3. Implement recommendations 1.1, 1.2, 1.6 and 1.10 from the entrepreneurship and investment climate study.	1 October 2023		While drafting the plan of approach the structure of the milestones was adjusted. It is with that reason that in the coming agenda for Q1 a new set of intended results were added. The new results are in line with the adopted plan of approach and will consist of smaller, manageable results. It is with that understanding that measures E.6.2.3, E.6.2.4 & E.6.2.5 will be removed from the agenda.
				4. Implement recommendations 3.1, 3.3 and 3.4 from the entrepreneurship and investment climate study.	1 December 2026		See E.6.2.3
				5. Execute other priorities (1.3, 1.7, 1.8, 1.9 and 5.1)	1 December 2026		See E.6.2.3



E.7	Development and implementation of land policy and spatial plan policy.	E.7.1	Drafting a plan of approach based on four pillars: 1. Creating a spatial economic strategy, 2. Land allocation policy including land inventory, 3. Land price policy, 4. administrative and financial backlogs	4. Plan of approach adopted.	1 November 2023		Due to delays in the approval process and despite several escalations the plan of approach has not yet been adopted.
		E.7.2	Implementation of the four pillars: 1. Creating a spatial economic strategy, 2. Land allocation policy including land inventory, 3. Land price policy, 4. administrative and financial backlogs	1. Terms of Reference for temporary workers to organize the Domain affairs administration is drafted.	1 October 2023		The terms of reference will be finalized by the end of this year. The slight delay was caused by capacity challenges within the ministry but deliverables were met within reasonable timeframe.
				2. Finalise Terms of Reference for the required Project Managers: 1. Backlog plans of approach; 2. Spatial Economic Strategy; 3. Land prices and issuance policy .	1 October 2023		See E.7.2.1
				3. Analysis and implementation plan for the digitization of Domain affairs	1 January 2024		The digitization is postponed, partly because it is dependent on clearing of the backlogs. In addition, there is a special (inter-ministerial) taskforce who is dealing with clearing financial arrears at the moment, which plays a role in the postponement as well.

**Theme F: Healthcare**

Measure description		Activity description		Intended results	Deadline	Status	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.1.2	Pandemic preparedness: Revise the 2016 Health Ordinance and associated protocols to promote pandemic preparedness. Training of relevant staff on these procedures and protocols.	1. Draft two pager on the revision of Public Health Ordinance officially ready for approval by the Minister of VSA.	1 October 2023		Approved by TWO, and ready for internal approval.
				2. Plan of Approach on revised Public Health Ordinance agreed by the Council of Ministers and TWO.	31 January 2024		Ongoing. Terms of Reference is currently being developed. After ToR is finalized the package will be submitted to COM for approval.
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).	21. Public awareness material designed and approved	31 December 2023		New knowledge partner was selected and a contract between MINVSA and consultant was signed. Execution of the public awareness strategy has started and will continue on Q1 2024.
				22. Council of Advice received	15 October 2023		The term of the Board of the Social Economic Council (SER) ended in April 2023. A new Board has not been appointed as yet. The absence of their advice has caused a delay. As an alternative the tripartite and other representatives in SER have been consulted. Consultations have been finalized and the explanatory note is being adjusted to include the stakeholders' advices.
				23. Knowledge partner for public awareness campaign has been contracted and phase 1 (research) completed.	30 September 2023		See F.3.1.21.
				24. Further report written and GHI LV and LB ham presented to parliament	30 November 2023		See F.3.1.22.
				25. Overview of gaps and needs-analyses of executing agencies, SZV and Tax Office, finalized, start of change management program.	1 October 2023		This assessment of preparedness is only possible after approval of SAAHA/GHI by Parliament. See F.3.1.22.

		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.	7. Implemented interface with the second lab on SXM	31 December 2023		The implementation process with Health Care Laboratory of Sint Maarten (HCLS) has started, a functioning interface is expected to be concluded in Q1 2024.
				8. The legislative documents for Law Amendments PCCP phase II are drafted and vetted including advice of Legal Affairs and Advice Council of Advice.	1 October 2023		Legislation is currently at the Cabinet of the Minister of VSA. Modifications were made to the advice Elucidation. Still under review by the Cabinet.
				9. Decision on filling in the "prevention" part of the PCCP, prevention and health care infrastructure plan of approach.	As soon as possible in Q4 2023		Prevention is being led by Ministry of VSA, in workgroup with SZV and PCCP Projects Lead. A prevention strategic plan being developed, expected to be submitted via advice in Q1 2024.
		F.3.3	Drawing up and implementing action plan with the aim of increasing the effectiveness and efficiency of long-term care (legislation and policy concerning mental health care).	1. Draft Plan of Approach for legislation and mental health care policy officially ready for approval by the Minister of VSA.	1 November 2023		Draft plan of approach and feedback was received from TWO. The 'start notitie' was reviewed and updated by the sounding board.
				2. Plan of approach Mental health care plan agreed by the Council of Ministers and TWO	28 February 2024		See above F.3.3.1
		F.3.4	Drawing up and implementing action plan with the aim of increasing the effectiveness and efficiency of supervision on healthcare and labour (revision of Inspection VSA legislation). See also theme E.	1. Draft two pager on revision of legislation inspection VSA officially ready including coordination between work (E) and health (F) officially ready for approval by the Minister of VSA.	1 October 2023		Draft two-pager was completed and feedback was given by TWO. Ready for internal approval.
				2. Plan of Approach revision of legislation inspection VSA officially ready, including coordination between work (E) and health (F) agreed by the Council of Ministers and TWO	31 January 2024		Approval was given by the Dutch Ministry of VWS. A Terms of Reference for a legislative draftsman was drafted instead of a Plan of Approach due to the imminent resignation of current interim Inspector General. Stakeholder feedback pending on the current draft.
		F.3.5	Drawing up and implementing action plan with the aim of increasing the effectiveness and efficiency of health prevention programs. (Action plan for prevention and reduction of Non-Communicable Diseases)	1. Draft two pager for prevention and reduction of Non-Communicable Diseases officially ready for approval by the Minister of VSA.	1 October 2023		Draft two-pager was completed and ready for internal approval.
				2. Plan of Approach for prevention and reduction of Non-Communicable Diseases agreed by the Council of Ministers and TWO.	31 January 2024		STEPS (population health) survey is currently being conducted. Ongoing.

**Theme G: Education**

Measure description		Activity description	Intended results	Deadline	Status	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"> <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>	G.1.1 Detailed screening of the education system.	10. Draft the plan of approach	31 December 2023		The first draft of the plan of approach has been submitted to the Ministry for review. As stakeholder consultations took up a fair amount of time, a slight extension of the project should be anticipated before the plan is fully adopted.
			11. Appointment legislative support finalised	31 December 2023		The appointment of the consultant that will assist with legislative support has been finalised.

**Theme H: Reinforcing the rule of law**

Measure description		Activity description		Intended results	Deadline	Status	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 (The Police Force, Customs, National Detectives, the Prosecutor's Office, the Courts, Coast Guard, Prison and House of Detention, National Security Service)	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	Drafting new gambling legislation	3. Drafting a new gambling law.	31 December 2023		After adding the recommendations from NL, based on their second review of the draft law, the draft law and its Explanatory Memorandum will be presented and discussed with government and other gaming stakeholders within the next quarter.
				6. The TWO to receive the proposal for an organisational structure of the Sint Maarten Gaming Authority (SMGA)	To be determined		The organizational structure, to an extent, has been provided in the new draft gambling legislation, (supervisory board, director/deputy director) their roles and responsibilities. This organizational structure will be further elaborated in the business case.
				7. Feedback/advice on proposed organisational structure Sint Maarten Gaming Authority (SMGA) by the Netherlands	To be determined		After adding the recommendations of the TWO in the organizational structure elaborated by the business case, the structure will be send to the NL for their recommendations.
		H.2.5	Research into gambling addiction by an external party	2. Commissioning research into gambling addiction on Sint Maarten	1 December 2023		The terms of reference and request for funding have been drafted. The next step after the funding approval is the publication and tender process.
		H.2.6	Business case Sint Maarten Gaming Authority	2. Assign business case assignment	1 November 2023		Due to a change of the scope of the Terms of Reference the assignment of the business case has been delayed. However, the new RFP has been published and proposals came in that will be scored before the end of the year.

		H.2.7	Drafting new gambling legislation	1. SXM drafts the necessary LB h.a.m.'s	1 January 2024		Some National Decrees containing general measures (ND c.g.m) are nearing finalization. The ND c.g.m. for the online gambling was added in later which resulted in an extended deadline.
				2. The TWO provides feedback/advice on drafted legislation and regulations	To be determined		Ongoing.
				3. Feedback/advice on lower laws and regulations is processed	To be determined		Ongoing.
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 plan of approach will be developed and implemented.	H.9.1	Implement project phase based on adopted plan of approach .	6. Chapter 3 draft bill	1 April 2024		The preparation of Chapter 3 has been delayed. This is partly because it was decided to carry out an implementation test for Chapter 2. This is currently underway. This is partly because the position of project leader was vacant from August 2023. The new project leader will start in January 2024.
				7. Implementation test draft bill	To be determined		Not yet current
				8. Clarity on country request for assistance	To be determined		An account holder is being sought to implement the request for assistance from the countries of the Kingdom regarding the implementation of the Consensus Kingdom Act. Discussions are currently underway regarding the role and content of this account holdership
H.12	The management and supervision of the crime fund will be restructured. Curaçao and Sint Maarten will follow upon the recommendations from the reports by the Law Enforcement Council. At the latest by 15 June 2021, the countries will have appointed an executive organization to monitor the fund for compliance in line with the recommendations and to report on correct functioning of the fund.	H.12.1	Follow up on the recommendations from the reports by the Law Enforcement Council with regard to the crime fund.	5. The 2023 crime fund policy plan has been adopted.	1 October 2023		The project has been further delayed as the project lead left the organisation and a new project leader will need to be assigned. In 2023 there has been very little movement on this project.
				6. The Crime fund manual has been adopted.	1 October 2023		See H.12.1.5
				7. The financial administration has been set up.	1 October 2023		See H.12.1.5
				8. An implementing organisation has been established and trained.	1 October 2023		See H.12.1.5
				9. A Crime Prevention Steering group has been established and set up.	1 November 2023		See H.12.1.5
				10. Evaluation completed and project closed.	To be determined		See H.12.1.5