

Implementation report Country Package Sint Maarten

Period: 1 January 2024 – 31 March 2024

Date: 6 May 2024
Status: Final

Implementation report Country Package Sint Maarten 2024 no.1

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.





This first Implementation Report of 2024 describes the progress of the country package Sint Maarten over the period 1 January 2024 up to and including 31 March 2024. Specifically, the next section provides an update on the progress of individual activities and results that were planned in the Implementation Agenda for the first quarter of 2024. 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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L.F.E Mercelina
Prime Minister of Sint Maarten

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A.C. van Huffelen
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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 January 2024 up to and including 31 March 2024. 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	Elucidation
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.	2 January 2024		The update of the plan of approach has been finalized, but probably has to wait to be formalized by the new cabinet due to the financial consequences.
				14. Go live basic design new financial system.	1 January 2025		The implementation of the core of a new integrated financial (ERP) system (phase 1) has started as planned.
		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.	31 January 2024		For the budgeting process 2025 a new streamlined planning has been established by the Ministry of Finance. The new budgeting rules have to be formalized by the new cabinet.
				10. Blueprint and implementation plan for the implementation of policy based budgeting in Sint Maarten.	1 April 2024		The project runs well, but two more months are needed for alignment and finalization.
		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 January 2024		The last steps finalizing the fundamental clean up of the accounts payable and receivable are more complicated than expected, which resulted in a further delay. Actions have been taken to finalize the clean up before the end of April.
		A.1.6	Modify legal framework as basis to strengthen financial pillar.	6. Bottleneck analysis of financial regulations completed.	31 January 2024		The research firm has to perform additional analyses. Therefore, the completion date has been extended from January to May.
		A.1.7	Independent advice on shortening the processing period of delivering and reviewing the financial statement.	5. Internal control program framework drawn up.	2 January 2024		The framework has been drawn up and implementation has started.
				6. Financial Legitimacy Framework drawn up.	31 January 2024		This activity is included in the bottleneck analysis of financial regulations (A.1.6.6)
		A.1.9	Implementation quick wins improving financial management	1. A centralized reception of invoices.	1 January 2024		The new process is expected to go live in April 2024.
				2. Improving the connection between Decade and Gefis.	1 January 2024		This activity has been incorporated in activity A.1.1.14, as part of the implementation of the new financial (ERP) system.
3. Improving the Payroll registration	1 January 2024				The new process is expected to go live in April 2024.		

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)	9. Follow up peer review: stakeholder engagement.	31 March 2024		This activity coincides with activity A.2.1.10 will not be included in the next implementation agenda.
				10. Follow up peer review: stakeholder engagement.	31 March 2024		Arrangements are made for CBS Bonaire to revisit STAT partners and follow up on initial round of stakeholder engagement.
		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		A legal advisor for legislative support has been selected, to work on drafting ordinances and MoUs.
				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 CBS Open Data tool is available. STAT delivers data for new statistics, to be produced with the tool.
				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		This activity has been completed and will not be included in the next implementation agenda.
				6. Action #12 plan of approach : Publish a Quality Declaration and related documentation	1 November 2023		This activity has been completed and will not be included in the next implementation agenda.
				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 will be drafted with support of the legal advisor.
				8. Project manager appointed	1 February 2024		A proposal for installing a project manager has not been followed-up by STAT.
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		There has been no progress on this initiative. A new government will have to decide on the way forward with a disaster risk management policy in order to prepare for financial independency in case of a disaster.

Theme B: Costs and effectiveness in the public sector

Measure description	Activity description	Intended results	Deadline	Status	Elucidation
B-total Measures B.4.2, B.5, B.6, B.7, B.8 and B.9 are all coming together in the programplan "It's all about people". The purpose of this document is taken from the Theory of Change and reads: "The government organization is responsive and effective. It sets realistic goals based on a shared long-term vision. Its civil servants are capable, happy, and proud to serve." This programplan will be adopted as framework, and worked through smaller, feasible plans of approach.	B-total.1 Drawing up and implementing plans that fit within the framework. The framework has been divided into 5 lines: 1. Strengthen HR function 2. Strategic Human Resource Policy 3. Training and development 4. Strengthening the civil service 5. Organizational Culture and Integrity	1. Document "It's all about people" adopted as framework for the coming years.	1 January 2024		The strategic policy framework has been adopted on January 30, 2024.
	B-total.2 Strengthen HR function: implementing e-HRM project. End-results: - Digitalized Personnel Information System (PIS) - Digitalized HR advisory process - Employee Self-service Portal (ESP) - Connector between PIS and the payroll system	1. Plan of approach finalized.	1 January 2024		The plan of approach on eHRM was expanded to include the HR Business Partner Project. This will result in a comprehensive and therefore more effective approach, but takes more time. In the UA no. 2 the deadline has been moved to May 1st for the plan to be adopted.
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.2.3 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 was under the condition of the procurement of the external support, which has been completed. Together with the 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		The planning was under the condition of the procurement of the external support, which has been completed. Together with the implementation partner the planning will be fine tuned.
	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 April 2024		The procurement of the external support took longer than expected. Therefore the completion date is extended from April to July 2024.

				2. Stakeholders are sufficiently informed about the LNT.	30 April 2024		The procurement of the external support took longer than expected. Therefore the completion date is extended from April to July 2024.
				3. The statutes of the overheid-nv's have been analysed to remove conflicting clauses regarding the LNT.	31 May 2024		This activity is prioritized after the activities B.2.4.1 and B.2.4.2 and therefore completion is projected for August 2024.
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)	5. Determine on how to proceed with this agreement to have a detailed review done.	1 February 2024		The pre-phase has been carried out; conclusion is that a new review will not add much. The many existing recommendations from other/earlier studies should be carried out before any new review takes place. It requires further discussion on how to exactly implement these. The change in government is currently being awaited.
B.4.3		Strengthening legislative functions		11. Access to digital information systems.	1 January 2024		As the final version of the request for financial contribution was not ready before the end of 2023, the quotations expired and St Maarten needed to get new ones. This has delayed the process.
			12. Drafting plan of approach for the publication of legislation.	n.n.b.			
			13. Drafting TOR for legal project manager.	1 January 2024		The legal project manager will prepare an approach for implementation of the report (help with a legislation calendar, hiring of extra capacity, help with coordination). A draft of the TOR is currently being worked on.	
		14. Drafting TOR for legislative lawyer to adjust Draaiboek and Aanwijzingen Regelgeving.	1 January 2024		It was agreed to have the TOR written in December, but due to low capacity this is not ready yet.		
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.	1 February 2024		Policy response has been adopted and received February 1st.
				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 organizations 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.	9. Decision-making on recommendations distilled from the MTO reporting.	1 January 2024		Recommendations from the MTO reporting have been included in the priority projects of the programplan "It's all about people".
		B.6.3	As a follow-up on the employee satisfaction survey and exit survey, the focus-group will be turned into an "Employee Engagement Council".	9. Draft a plan of approach to establish "Employee Engagement Council".	1 February 2024		This is one of the prioritized projects under the programplan "It's all about people". The deadline was set too tight, and has been adjusted in the UA no 2 to May 1st.

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.	2. Plan of approach for implementation of items for improvement adopted.	1 January 2024	The programplan has been adopted.
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.	2. Plan of approach for implementation of items for improvement adopted.	1 January 2024	The programplan has been adopted.
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 January 2024	The plan of approach has been adopted by the Counsel of Ministers.
		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)	31 March 2024	The Facilities department has been without a lead for some time now. There is no concrete outlook that this position will be filled within short. In the absence of a project lead, this action is further delayed and the deadline was moved.
				2. Validation of lists of government buildings (owned and rented)	31 March 2024	This action is the follow up after completion of B.10.3.2. and thus also further delayed.
B.11	In the framework of efficient government, the possibilities for a digital government environment and digital services will be reviewed. 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	1 March 2024	The original deadline was in August 2023, the process has been taking up more time than anticipated. This creates the risk that the necessary roles won't be filled and current staff is not placed in the correct functions. Recent delays are caused by requested adjustments from the Counsel of Advice.
				6. Output 6 plan of approach: Reviewing and setting up processes within the IT department.	1 July 2024	Part of the processes are finalised. The remaining actions will continue into next year. These will contribute to the better performance of the IT department.
				13. Two suitable candidates have been selected.	1 March 2024	Due to delays in the publication of the vacancies this deadline has moved. The adds are now out with a submission deadline of April 1st.
				15. Delivery of the fourth progress report	1 January 2024	The progress report was received within timely manner.

B.14	Sint Maarten will satisfy the guidelines of the CFATF in respect of tackling fraud and money laundering. A 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 March 2024		Phases 1, 2.1 and 2.2 have been completed. A first draft report has been written; the second version is being awaited.
				9. Progress report Q4 submitted.	1 February 2024		The report has not yet 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/renewal of the FIU registers and an update of the security of the FIU office.	1 January 2024		The plan of approach to purchase new FIU registers and update the security of the FIU office is now in its final stages. The expectation is that this can be finalized soon.
				3. Update legislation and organising informative sessions.	1 March 2024		The legislation takes more time than anticipated; in the newest UA the deadline has been adjusted to April 1. The first informative sessions were held in August; next informative sessions will be organized in the first half of 2024.
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.	10. Drafting of DOMA	1 March 2024		The ToR for someone to draft the DOMA has been written, but no one has been selected yet. Although the corporate structure was approved by CoM, the airport has asked for further legal advice, which has been delaying the DOMA-process. The final draft report on the Risk Assessment and the best corporate structure is being awaited. Once this has been concluded, the Airport will address the DOMA.
				11. Establish the new code and legislation for the airport.	1 March 2024		All documents for the legislative trajectory of the Corporate Governance legislation have been prepared by the I-team. However, the process of review by de Department of JZ&W is still ongoing in collaboration with the authors of the draft. Furthermore, an adjustment in the draft legislation, based on a CoM decision (Q4) was also required.
				13. Appoint a project manager (if it turns out necessary and possible).	1 March 2024		Not yet clear whether this is necessary; depending on results no. 11 and 12.
		B.15.3	Corporate governance	1. Development of a plan of approach to strengthen corporate governance	To be determined		

Theme C: Taxation

Measure description	Activity description	Intended results	Deadline	Status	Elucidation	
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.	7. Draft legislative products based on the phase 1 memo/ action plan ready to be reviewed by Fiscal Affairs	1 March 2024		An external party has been enlisted to draft legislative products based on the phase 1 memo/ action plan. This includes the codifying of notices (aanschrijvingen), previously included as Intended result C.1.3. Contracting the external party to draft these legislative products in cooperation with Sint Maarten and the Dutch Ministry of Finance took slightly more time than projected, however work is now in execution and delivery of the drafts to Fiscal Affairs is now foreseen for the month of May.
			5. Draft legislative products based on the phase 1 memo/ action plan are presented to JZ&W for vetting.	1 April 2024		Planning for this item follows the previous point. (intended result 7)
			6. Draft legislative products based on the phase 1 memo/ action plan on the agenda of Parliament.	Q2 2024		Planning for this item follows intended result 7.
	C.1.4	Eliminate outdated legislation; advice from the Advisory Board on the necessary legislation has already been received	2. Handling in Parliament of the Law to eliminate outdated legislation (Landsverordening belastinghervorming fase I)	Q1 2024		The assignment to finish the further report (nader rapport) has been concluded on schedule, and the draft has been forwarded to Judicial Affairs (JZ&W) for vetting in November 2023. Information regarding the progress hereof is hard to obtain. After receipt of JZ&W's advice, the draft can be presented to Parliament for decision making. This item has been rescheduled for Q2 2024.
	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 Q1 2024		The General National Ordinances on National Taxes (ALL) regulate a number of formal matters in the application of (all) tax laws. Modernisation of the ALL is urgent to improve the levying of the various taxes. The revision has been forwarded to Parliament for decision making; present status is unclear. This item has been rescheduled to Q2 2024.

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		Supplier selection has been concluded.
		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.	13. Quarterly report on progress of (ongoing) quick win measures	31 March 2024		This report is expected shortly.
		C.4.5	Revision and reinforcement of the organisation and resources of the Tax Office (Transformation of the Tax Office)	3. Program manager and ICT project manager have been recruited.	1 February 2024		Both recruitment processes have encountered delay but are being concluded in March 2024.
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.	Q1 2024		In 2023 negotiations took longer than expected. Agreement on a civil servant level has been reached. Agreement from the Sint Maarten Minister of Finance is pending, which is the last step before the draft can be scheduled for decision making on the agenda of the Kingdom Council of Ministers. This item has been rescheduled for Q2 2024.

Theme D: Financial sector

Measure description		Activity description		Intended results	Deadline	Status	Elucidation
D.2	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.2.2	After survey results come in, share survey results with the Netherlands.	1. Monitor progress in implementing IMF recommendations and make adjustments as needed	Continuous		As part of the agreements under the Ennia Resolution (i.e., the Outline Agreement dated December 15, 2023 and the State motions related thereto), the CBCS has implemented and is implementing the necessary reforms to strengthen financial sector supervision, taking IMF advice into account to the extent possible.
				3. Set up Financial Stability Committee for policy dialogue with Min Fins Curaçao and St. Maarten	31 March 2024		The joint request to the IMF by the Central Bank and the governments of Curaçao and Sint Maarten for the institutional design of the committee was discussed again. It was agreed that the request would be sent in the short term.
				4. Strategic Review future financial sector	30 September 2024		A contract will be awarded in the second quarter of 2024 to conduct the strategic review. A contract will be awarded in the second quarter of 2024 to conduct the strategic review.
				5. Finalize implementation Risk-based supervision	31 December 2024		The implementation of this project is on schedule. Appropriate risk profiles have now been prepared for all systemically important and otherwise significant supervised institutions.
				7. Review resolution framework and implementation DGS.	31 December 2024		To date, the main focus has been on current case studies. Work is currently underway on a plan of action to achieve a sustainable interpretation for a resolution framework. Work around the implementation of DGS is on track to be completed in the third quarter of 2024.
D.4	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.4.1	Continuation of CBCS action plan, development of legislative calendar and agreements with WJZ on strengthening legislative capacity.	3. Implement legislative calendar: a) Lv toezicht virtuele activa dienstverleners; b) Lv betaaldienstverleners; c) Lv toezicht pensioenen	Continuous		Consultations are ongoing with the Legislative and Legal Affairs Directorate on the preparation of necessary legislation. The Landsverordening toezichtskosten will be added to the priority list of necessary legislation.
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	Fully implement, as soon as possible, measures to address deficiencies following IMF recommendations on the internal organization of the CBCS.	1. Monitor progress of recommendations following review internal organization. In following up the recommendations of the IMF report, the independence of the CBCS is paramount.	Continuous		The revision of the banking statute is in its final stages.

Theme E: Economic reforms

Measure description		Activity description		Intended results	Deadline	Status	Elucidation
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 this includes E.2) 1. Establishment of a strategic socio-economic reform agenda plan 2. Hiring of a Program Manager to execute the reform plan	6. The establishment of an Integral socio-economic reform agenda to address the improvements and reforms identified in the E1-E4 studies and to implement the recommended reforms in a chronological practical order.	31 March 2024		An extension was requested for June 1st 2024, more time was needed for the finalization of payments for the social economic reform agenda plan and the hiring of the program manager. The subsidy letter for E.1-E.4 was approved by TWO. Payments process will be shortly completed by TWO.
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		30 June 2024		Linked as an activity in E1-E4. See E 1.2.6
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.	7. With regard to short-term measure 3 from the implementation plan of E3.3 Update of regulation of temporary employment agencies is necessary to prevent abuse. Assignment data collection on temporary employment agencies drawn up; Assignment for overview of legislation with regard t temporary employment agencies to be drawn up.	1 July 2024		To conduct a legislative review more time is needed. The Terms of reference process was completed. The selection committee was formed. The process of review by the selection committee is expected to be completed shortly. At the end of the next quarter the legislative review is expected to begin.
				8. 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.	1 April 2024		An extension was requested for the 1 August 2024, however no updates have been given due to the transition period of the new government and the legislation is still at the Council of Advice pending review.
		E.3.4	1. Improving access of IVSA to business information in the CRM-System	A digital inspection platform that consist of an internal process application and an external field application that can be accessed through mobile devices	31 March 2024		The advice for selecting a company is in process. It is uncertain when the Council of Ministers will approve this advice.

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				See measure E 1.2
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.			See measure E 1.2.6
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.6.3	Evaluate whether the purpose of each license and permit is in line with the current economic situation (recommendation stemming from the research into the entrepreneurship and investment climate)	1. Terms of Reference for a consultant to support the legislative review is drafted	30 April 2024	The Council of Ministers approved the TOR and it was published on April 3, 2024. Deadline for interested parties to submit bids is April 20, 2024.
		E.6.4	Reevaluate the purpose and necessity of moratoria and formulate a proposal to relax or abolish part of the moratoria (recommendation 1.10 stemming from the research into the entrepreneurship and investment climate)	1. Revised moratoria list approved	30 April 2024	The handling of the moratoria list is ongoing. Preliminary adjustments have been made, but further updates will be delayed until the new government takes office.
		E.6.5	Implementation of the recommendations regards modernizing and optimizing the license system (1.2 Implementation of the recommendations regards modernizing and optimizing the license system)	1. Modernization and optimization of licensing systems	1 December 2024	The modernization and optimization of licensing systems is dependent on the TOR E6.3. The awarding of the contract will likely happen after the indicated date of June 1, 2024. So, the date should be adjusted to year end 2024.

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 January 2024		The plan of approach has not been adopted yet. After being briefed the incoming Minister will be requested to take up the plan for further approval.
		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	3. Analysis and implementation plan for the digitization of Domain affairs	1 June 2024		Because of staffing problems the drafting of the plan has not started.
				4. Terms of Reference for temporary workers to organize the Domain affairs administration is published.	1 March 2024		The terms of reference have not been published yet. It is preferred to have them approved by the incoming Minister/SG.
				5. Publish Terms of Reference for the required Project Managers: 1. Backlog plans of approach; 2. Spacial Economic Strategy; 3. Land prices and issuance policy.	1 March 2024		The terms of reference have not been published yet. It is preferred to have them approved by the incoming Minister/SG.
				6. Finalize concept policy and procedure for the land issuance processes	1 April 2024		The policy has not been finalized. The incoming SG/ Minister will need to decide on how to proceed with the policy.

Theme F: Healthcare

Measure description	Activity description	Intended results	Deadline	Status	Elucidation	
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.	3. Approval of two pager and Terms of Refence on revised Public Health Ordinance approved by the Council of Ministers and TWO.	31 January 2024		Kingdom level meetings took place, whereby a strategy to update the laws were discussed. A workgroup for pandemic preparedness was established. It is proposed that to be efficient a joint contract with 1 legislative lawyer, driven by the working group should be done. An official decision on this approach is forthcoming. An extension was requested for May 31st 2024.
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	1 April 2024		The internal research on the understanding of the public regarding health financing and health care quality on Sint Maarten has been completed. The knowledge partner is now developing material concepts which are to be reviewed and approved.
			22. Council of Advice received	19 January 2024		The decision process to seek alternative ways to ensure that legislation vetting continues is ongoing. This is the consequence of not having a functioning SER. An extension was requested in anticipation that it would be handled before the new government takes office, should this not transpire then the extension allows the new government sufficient time to review.
			23. Knowledge partner for public awareness campaign has been contracted and phase 1 (research) completed.	29 March 2024		Completed, however from the outcome of the campaign it is evident that the dissemination of knowledge is needed in other sectors especially the political and public sector. An extension was requested to further develop a campaign that will ensure support and knowledge on the consequences of not having a general health insurance.
			24. Further report written and GHI LV and LB ham presented to parliament	31 January 2024		Dependent on 22, hence an extension was requested.

			25. Overview of gaps and needs-analyses of executing agencies, SZV and Tax Office, finalized, start of change management program.	31 March 2024		GHI will mainly be executed by SZV and the Tax Office. Both have to be prepared before 1 January 2025. This assessment of preparedness is only possible after approval of SAAHA/GHI by Parliament (Goal is approval before 1 August 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).	2. Updated Plan of approach for policy on Mental health care plan agreed by the Council of Ministers and TWO.	31 July 2024		The start notitie has been approved by the Minister of VSA. The contract of VNGI was extended until December 2024. Mental Health Care Plan was placed on the four country conference agenda in Curacao between the Ministries of Justice and the Ministries of Health. An extension was requested in order to properly identify the gaps before completing the plan of approach.
	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.	2. Terms of Reference 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		Awaiting feedback from the Policy Department, delay is due to manpower shortage, extension requested for July 31st 2024.
	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)	2. A Strategic prevention document for prevention and reduction of Non-Communicable Diseases agreed by the Council of Ministers and TWO.	31 January 2024		Extension was requested for July 31st 2024, a draft plan of approach was completed. Preparation to send to the Council of Ministers will commence shortly.

Theme G: Education

Measure description	Activity description	Intended results	Deadline	Status	Elucidation	
<p>G.1 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 resources; - connection between education and the labour market; - transition between nursery, primary, secondary education and secondary vocational education (mbo) / higher education (ho) / university education (in the European Netherlands and elsewhere); - efficiency and effectiveness of education funding, mitigating inefficiencies in the system; - strengthening the quality improvement through effective supervision by, among others, the inspectorates; - cooperation between education and development facilities in the region (and possibly the European Netherlands). <p>Under all circumstances, the educational inspectorates of the four countries will be involved.</p> <p>Based on the outcomes of the detailed investigation, measures will be developed and implemented.</p>	G.1.1	Detailed screening of the education system.	10. Draft the plan of approach	1 April 2024		The first draft of the plan of approach is being further scrutinized with the involvement of the stakeholders. Furthermore it is preferred to have the plan approved by the incoming Minister.
	G.1.2	Legislative support	1. Drafting and finalizing the Nader Rapport for the National Decree Study Financing	1 April 2024		Because of delays in the hiring process of the legislative consultant the deadline has been moved.

Theme H: Reinforcing the rule of law

Measure description	Activity description	Intended results	Deadline	Status	Elucidation	
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 March 2024		The draft law is completed. The new draft law for gaming and its explanatory memorandum will be presented and discussed with the SG-TEATT and the Minister of TEATT.
			7. Feedback/advice on proposed organisational structure Sint Maarten Gaming Authority (SMGA) by the Netherlands	30 April 2024		The business case will further contribute to the completion of the organisational structure (filing out of the supporting staff/operational staff), projected operational expenses and revenue.
		H.2.5 Research into gambling addiction by an external party	2. Commissioning research into gambling addiction on Sint Maarten	1 July 2024		The tender process is on track.
		H.2.6 Business case Sint Maarten Gaming Authority	2. Assign business case assignment	31 March 2024		A supplier was selected based on the tender process and was also approved by Council of Ministers. A notification letter will be sent to the selected vendor as well as the financial subsidy request to TWO for the project.
		H.2.7 Drafting new gambling legislation	1. SXM drafts the necessary LB h.a.m.'s	31 March 2024		Due to a pause in technical assistance there is a slight delay. However, multiple LBham are nearing finalization.
			2. The TWO provides feedback/advice on drafted legislation and regulations	31 January 2024		The draft LBham lottery and the draft LBham Casino's still need to be presented to the SMGA-workgroup and TWO for review and advice/suggestions but was delayed due to a pause in technical assistance.
			3. Feedback/advice on lower laws and regulations is processed	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	30 June 2024		The preparation of Chapter 3 of the draft bill is proceeding according to plan.
			7. Implementation test draft bill	To be determined		The implementation test of Chapter 2 of the draft bill is proceeding according to plan.
			8. Clarity on country request for assistance	To be determined		The contours of the implementation of the assistance request are known, but have not yet been concretized and discussed with the working group due to capacity problems at JenV.

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 June 2024		The final products (policy plan, manual, administration set up) will be send to COM for approval. There has been no indication of any activities on this measure.
				6. The Crime fund manual has been adopted.	1 June 2024		See H.12.1.5
				7. The financial administration has been set up.	1 June 2024		See H.12.1.5
				8. An implementing organisation has been established and trained.	1 June 2024		See H.12.1.5
				9. A Crime Prevention Steering group has been established and set up.	1 July 2024		See H.12.1.5
				10. Evaluation completed and project closed.	To be determined		See H.12.1.5