

STIMULATING SUSTAINABLE ECONOMIC DEVELOPMENT & PROSPERITY

A Place where EVERY DREAM CAN BE ACHIEVED

Sint Maarten Governing Program 2020 – 2024

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Final Draft

1. INTRODUCTION

At a glance it can be noted that in the past 10 years all Governing Programs tells a story by their titles and contents that reflect a cohesive approach as to where they wanted to take Sint Maarten from the historic date of becoming Country Sint Maarten.

This Government Coalition however sees it as their responsibility to shift the balance of existing institutions and structures away from the idea that goods and wealth are the most important things in life and provide instead real opportunities for people to pursue and measure quality of life based on fundamental goals of family, friendship and community. To that end, its focus is to find a realistic balance between people-centered and country-driven strategic interventions in their 4-year Governing program supported by a range of broad policy recommendations geared towards, the **transition to a sustainable economy** that empowers the people of Sint Maarten to realize their strengths and abilities to change their circumstances and positively influence the development of their communities.

This program comes at a defining moment in not just our country's history, but in a time when preventative measures being taken by Governments worldwide to curb the Corona virus (COVID-19) pandemic, has paralyzed the world's economy and simultaneously affecting the prosperity of mankind in general. Nevertheless, we are confident that, in viewing the history of Sint Maarten, that its people after experiencing various catastrophes, have the will, resilience and determination to recoup and build back a strong, unified and healthy nation that embraces "fairness, freedom, respect for the rule of law and equality".

The immediate task facing Government, nevertheless, will be to implement COVID-19 recovery interventions to ensure no further spread of this virus as well as ensuring a healthy Sint Maarten moving forward. The Government see the need that adequate measures are taken to absorb the economic and social impact of this new shock and to achieve a rapid recovery of the economy. Businesses that are severely affected will need financial assistance and for those who risk losing their jobs, the creation of a social safety net is essential. A Relief and Economic Stimulus Plan (SSRP) was put together by the Government of Sint Maarten, in which the request for support totals ANG. 254 Million for the first three months.

In the short-, to medium-term the focus of this Coalition Government is sustainability, resilience and prosperity by exercising adequate control over government's policy and projects, as well as cooperating in the realization of new legislation and amending existing ordinances to the benefit of all citizens. This Government will also provide good governance through effective representation, greater transparency and improved accountability and establish stronger fiscal discipline.

Long term visions are usually established within a nation development vision of a country. Sint Maarten's economy and general national development is based on several sectors. Most of these sectors generate wealth but they also compete for resources to be able to do so. The role of Government is to realistically provide the capabilities for its citizens to flourish – *within the limited available resources, including financial, human and ecological limits.*

The GOVERNING PROGRAM 2020 – 2024 in recognizing the aforementioned will focus on strengthening the foundations safeguarding the resilience, well-being and prosperity for all, which is a strong economy including the diversification of the tourism sector and exploration of the potential of other sectors to drive

economic growth, to create opportunities and improve quality of life for all at all levels, good governance, sustainable development planning and social cohesion.

2. SITUATION ANALYSIS

Intrinsic to this Government Program, is the determination to reestablish Sint Maarten as a globally competitive island propelled by the resourcefulness and commitment of its productive and resilient people. All effort will be exercised to maximize the existing developmental strengths and opportunities, while minimizing the posing weaknesses and threats.

The SWOT¹ analysis below, presents the current strengths and weaknesses of Sint Maarten and the opportunities and threats.

SWOT Analysis EDP	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong private sector • <i>Popular tourist destination</i> • Island is strategically located, making it an ideal hub for regional/International travel • Sint Maarten has duty-free status, good enabler for investors • Good air and seaport infrastructure (current & potential) • Multilingual society • Service based economy • Highly open economy 	<ul style="list-style-type: none"> • Sint Maarten is heavily dependent on tourism as main industry; “all eggs in one basket” • High costs of doing business and living • Outdated fiscal legislation considering the standards in the global financial sector • Lack of alternative sector industry • High levels of bureaucracy • Fossil energy dependency • Poor telecommunications infrastructure • Outdated tax system
	<ul style="list-style-type: none"> • Lack of skilled labor and inadequate technical capacity and limited initiatives to train the working population and upgrade their skills • Limited access to finance by SME’S • Inefficient public transportation system
Opportunities	Threats
<ul style="list-style-type: none"> • <i>Diversify the economy, stimulate tourism based and tourism friendly sectors</i> • <i>Expand and develop the financial sector by keeping up with international standards and formulate new legislative to facilitate further development of the financial and non-financial services sector</i> • <i>Improve service delivery to counter governmental bureaucracy</i> 	<ul style="list-style-type: none"> • The Aftermath of COVID-19 on the economy in general and on the Tourism industry in specific • Uncertainty for firms, consumers and the public sector due to volatility in output, employment and inflation • Vulnerable to natural disasters • Susceptible to money laundering • Food and nutrition security • Non comprehensive disaster management

¹ Source EDP of the Ministry of TEATT (a revamped version)

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| <ul style="list-style-type: none">• Stimulate investment initiatives in alternative sectors<ul style="list-style-type: none">▀ Develop a trans-shipment Hub▀ Stimulated agribusiness sector• Improve the telecommunication sector, cost as well as quality• Strengthening of the SME sector to support growth and development• Encourage research and exploration of renewable sources of energy• Increase public awareness with regard to climate change issues and build resilience to minimize damage• Build capacity for our citizens for labor market trends | <ul style="list-style-type: none">• Suscoueptible to external shocks (financial and economic instability in other regions)• Unregulated gaming industry• Lack of an investment promotion agency• High corporation tax rates• Political instability• |
|---|--|

2.1. Economic Trend and Development

Sint Maarten as a small open economy is predominantly dependent on the tourism sector as its main economic pillar. Given this level of dependency and vulnerability to external shocks, the economy was only able to realize an annual average gross domestic product (GDP) of 1 percent in the years prior 2017, which followed with 2 years of consecutive economic contraction. In 2019, the economy rebounded with an estimated growth of 5.4 percent.

Coming off the heels of 2019, this growth trend was expected to continue into the year 2020, however, with the current global pandemic of the COVID-19 Virus, the economy Sint Maarten is expected to be impacted gravely, for the balance of 2020. For the interim period, if conditions do not normalize for the balance of the year 2020, the economy is projected to decrease to negative 15.6 percent.

Further economic analysis and projections based on the current developments with the COVID-19 Virus include the following, if conditions are not improved for 2020:

- Unemployment rate is projected to increase to roughly 16.2 percent;
- Inflation will increase to approximately 3.1 percent for 2020;
- Exports will decrease by approximately 31.6 percent; this includes tourism revenues in the sum of an estimated Naf 400 mil.
- Imports value projected to decrease by 16.9 percent for 2020; This projection of exports decreasing at a faster rate than the level of imports will inevitably put pressure on the Foreign reserves of the monetary union.
- Total Government revenues are projected to decrease by 27.2 percent, compared to the performance of 2019.
- Cruise passenger and stay over arrivals are projected to decrease considerable, which can have a rippling effect on the economy.

- Public debt to GDP ratio is expected to increase considerable above the accepted norm of 40%. This situation may even hamper St. Maarten's credibility within the Kingdom to secure needed financing. Can lead to increasing taxes or mass layoff (Austerity measures).
- Other factors supporting the projected economic decline for 2020 include, but not limited to;
- The expected decrease in public consumption and investments due to loss in revenue and other support financing
- Decreasing Household consumption due to decreasing private, public spending and increase unemployment level
- Decreasing external demand for goods and services
- Decreasing business due to low demand
- Loss in airlift and cruise calls
- Projected decline in the economies in Europe and North American region

2.2. Challenges, Risks & Policy Issues

Challenges

The Governing Program in its tenure will focus on overcoming challenges affecting economic growth and sustainable development currently characterized by:

- (i) an undiversified economy;
- (ii) Increasing unemployment rate;
- (iii) significant population of undocumented immigrants;
- (iv) income inequality in the face of high GDP per capita;
- (v) budget deficit
- (vi) Existing seasonality with our main contributor to GDP-tourism;
- (vii) low domestic revenue generation;
- (viii) prone to adverse weather conditions and
- (ix) current Corona virus pandemic.

Risks

A range of risk factors has been identified that could threaten the implementation of the Governing Program. These include:

- Impact of Climate change, hurricanes and other natural disasters
- On-going ramifications of the global pandemic of the COVID-19 crisis, and the threat of a reoccurrence.
- The scale of resources required for the implementation of the plan
- The potential economic contraction of Sint Maarten main source markets e.g. US and Europe

Policy Issues

The main policy issues that must be addressed in the Governing Program are:

- Economic diversification

- Fiscal reforms and new sources of revenue
- Job creation especially for the youths
- Legislative Review
- Implementation of legal and policy frameworks
- Infrastructural development
- Labour and immigration reform

The afore-listed issues represent the key challenges, associated risk to mitigate, and the policy areas necessary to implement this Governing Program effectively.

3. VISION

In the context of this “new normalcy”, the ambition of this government is to mitigate both external and local developments that are negatively impacting the social, economic and financial situation of Country Sint Maarten.

The main focus of the Governing Program 2020 - 2024 is finding the right balance between economic recovery by restoring the livelihood of the people post COVID-19 virus and stimulating a resilient and prosperous people going forward.

With the achievement of the aforementioned, the established vision within this Governing Program is the , “ **realization of a country with a strong multi-pillar economy - where opportunities exist which empowers each citizen to realize their own strength to progress at all levels - a place where EVERY DREAM CAN BE REALIZED**”.

In achieving the vision this Coalition Government will work towards insuring the following broad results:

1. Fostering a progressive social environment and rich cultural legacy
2. Enhance the quality of life for the people of St. Maarten
3. Stimulating sustained economic prosperity - Diversification
 - a. *Boosting Economic Growth Through Tourism Diversification*
 - b. *Boosting economic growth through greater economic diversification and investment*
 - c. Enhance the Role and Performance of the Private Sector- SMEs
4. Protecting the Country’s ecosystems and physical infrastructure
5. Financial discipline and management & the execution of good governance

4. THE APPROACH AND STRUCTURE

This Coalition Government is devoted to achieving the holistic and sustainable development of Sint Maarten by directing the Country’s available resources towards the development of the following strategic areas:

1. Education, Youth, Sports and Culture
2. Community, Health, Social Development and Labor
3. Sustainable Economic Growth & Resilience
4. Development of Financial Sector
5. Infrastructure Development
6. National Security & Good Governance

The approach is to define the strategic direction per aforementioned broad areas and outline the key objectives/steps to be taken.

The current financial reality of Sint Maarten will be taken into consideration and the Government Program is sufficiently flexible to shift in priorities based on the social and economic consequences in the “aftermath” of COVID-19.

The Private sector of Sint Maarten is an equal partner towards the development of Sint Maarten. It is therefore this Government’s aim, to include the private sector through dialog and consultation towards the implementation of this Governing Program. The Governing Program’s approach demonstrates this Government’s commitment to long-term planning, serving as a solid foundation for the private sector to make decisions.

5. DEVELOPMENT OF EDUCATION, YOUTH, SPORTS AND CULTURE

Nation-building, social cohesion and identity development through education, culture and sports, is the strategy adopted in the Governing Program 2020-2024, towards the fostering of **a social environment and an appreciation for cultural legacy**.

This Coalition Government recognizes that the future of Sint Maarten depends on the success of our educational system, the provisions we make for our youth development, the recognition and ownership of our culture and the development and professionalization of sports.

5.1. Education

Personal growth takes on a whole new meaning in light of global changes, especially the technology revolution as well as rapid and unpredictability changes as experienced with the COVID-19 pandemic from “business as usual” as it is related to the traditional way of education operations.

An immediate shift was made from instructing in a class rooms setting to online teaching with the many foreseen as well as unforeseen challenges. The role of teachers needed to be adapted including them mastering virtual techniques, the students were required to become more independent learners and the parents needed to develop some teaching skills to keep up with their children and be of support with their curriculum.

In order to better equip our citizens with future knowledge, tools and skills, **a transformation within the education curriculum and system is required**. Investing in education will be even more important as it creates a new supply of skilled citizens ready to meet society's demands.

BE PROGRESSIVE WITH EDUCATION: In order to be more prepared for the future and to become life-long learners who will develop the required knowledge and competences to meet the demands of a changing community, the following **objectives** are defined:

1. Transform, monitor and evaluate the education system by implementing new policies, laws and legislation in such a way that students leaving the formal education sector possess the required knowledge and skills for continued education, employment or entrepreneurship.
2. Digital Education - Digitalize the education system in accordance with the changing technology in the world so that students can learn through social media and digital teaching methods (e-learning).

3. Ensure that teachers and staff have the competencies to teach and coach in accordance with innovative and digital teaching methods
4. Provide the required infrastructure, environment and resources to support the educational process and students in their learning process.
5. Encourage and support the provision of requisite human resource development by both private and public sectors, and through opportunities for life-long learning provided by distance education.
6. Support efforts to train and develop employees for the telecommunication sector
7. Work closely with other Government departments in creating a program where all schools are provided with free Internet for education purposes
8. Encourage and support the provision of requisite human resource development by both private and public sectors, and through opportunities for life-long learning provided by distance education
9. Promote best practices and increase training opportunities to enhance productivity.
10. Develop programs to train the tourism sector to master multiple languages
11. Develop and expand continuous capacity building programs for workers
12. Fulfil labor needs through education: Provide beginner, intermediate and advanced skills training to created long-term decent paying jobs.

5.2. Culture

Sint Maarten's relatively strong economy is attractive both regionally and internationally—leading to a number of significant changes over the last decades including large-scale immigration. With a largely multicultural population, Sint Maarten is challenged to find ways to maintain its cultural identity while being a global society. New cultural challenges arise, as Sint Maarten learn to live together better with the conviction that we belong to a single human family. Today, this solidarity must be shaped by new forms of global citizenship in an era of diversity.

It is imperative to recognize and showcase the historical and cultural foundation of Sint Maarten in the context of the country's development, that all people can engage in the process of inclusion to support nation building and social cohesion.

BE PROGRESSIVE WITH CULTURE: By engaging individuals in the local culture and promoting the island's cultural and natural heritage, the cultural identity may be safeguarded. The education curriculum can be an important tool in promoting these aspects, as it offers a large platform, in which this information can be distributed and managed. Objectives to be achieved:

1. Promote a strong shared cultural identity through an increased awareness and recognition of the freedom of expression, national symbols, national pride, cultural diversity and tolerance
2. Increase and improve the Country's Cultural Infrastructure
3. *Ensure that Sint Maarten's culture, creative arts, heritage, cultural rights and cultural diversity is optimally integrated within the educational curriculum and system*
4. Raise Awareness of and Inspire Pride in our Culture and Natural Heritage
5. *Support cultural activities and creative industries to generate employment, further diversify the economy and strengthen our sustainability as an island*
6. Actively protect and promote the natural, tangible and intangible cultural heritage of Sint Maarten

5.3. Youth

The skills and competencies of our youth are one of the most important and cherished assets. To make the most of their potential we will promote and reinvigorate a culture that rewards hard work and determination, provides opportunities and helps everyone acquire the necessary skills to achieve their personal goals.

BE PROGRESSIVE WITH THE YOUTH: We will reinforce the ability of our economy to generate diverse job opportunities for our Youth. Objectives to be achieved:

1. Develop and implement an Integrated Youth Development Policy and relevant laws and legislation together with all stakeholders - Enhance Youth Policy and Involvement
2. Close strong and aligned partnerships with NGO's and youth organizations with sufficient knowledge and capacity to provide the necessary support to the youth
3. Execute Extracurricular Activities for the Youth
4. Aid in the reduction of youth unemployment through better synchronization of the qualifications and skills of the youth of Sint Maarten with the labor market.
5. Expand Collaboration with Other Ministries to Create Policy aimed at the Protection of Children and Youth
6. Develop and maintain supportive communities which nurture the growth of the youth with a focus on youth with high risk behavior.
7. Facilitate that more young persons are informed on the topics of reproductive health, healthy eating habits and healthy lifestyles.

5.4. Sports

Physical inactivity is a primary risk factor driving the global increase in chronic diseases. As a result, hereof, the population of Sint Maarten, especially the youth, have relatively unhealthy eating habits. Sport and recreation can play a critical role in slowing the spread of chronic diseases, reducing their social and economic burden, and saving lives.

While physical activity includes a broader range of activities than sport alone, direct participation in sport is one of the most enjoyable and powerful means of motivating and mobilizing people to become physically active and simultaneously ensures a healthier lifestyle.

Additionally, Sint Maarten in the past has encouraged hosting regional sports events as well as preparing youngsters to participate in professional sports. It is the intention during this Governing tenure to create the linkages between sport and tourism

BE PROGRESSIVE WITH SPORT: Education is a common medium in which prevention programs can be structured to promote good nutrition and physical education that aim at creating a healthier society. In addition, we recognize that sport can also be seen as a means of economic diversification and possibilities for sport tourism. Objectives to be achieved:

1. Establish firmly as Government's position that sports development is essential as sports play an important role in the nation-building process by enriching lives and by further fostering civic pride and community identity - A structured and professional approach to nation building in educational curriculum for first and secondary education and culture, youth and sports programs

2. Develop and execute a comprehensive sports policy with the emphasis on access for all, focusing on making it possible for all citizens, regardless of their physical ability, financial status, or age to participate in sports activities, whether recreational or competitive.
3. Support Sports and Recreation Development
4. Diversification: An increased awareness to promote sports tourism as a niche market of Tourism
5. Networks of support for talented persons are established for promoting careers in sports and for ensuring quality representation, participation regionally and internationally of St. Maarten
6. Encourage cooperation between the public and private sectors by offering tax breaks for corporate sponsorships and support of school sports programs and national teams
7. Ensure safe, adequate and qualified sports facilities (according to international standards) are available for all residents of Sint Maarten

6. IMPROVE HEALTH, COMMUNITY & SOCIAL DEVELOPMENT AND LABOR

Improving the quality of life is of paramount importance during this governing tenure. The focus will be primarily on the following areas in the broad sense: Health system, Social Care services, Labor. The Governing Program outlines various policies proposed to be implemented over this governing term to improve the well-being of our citizens.

Affordable healthcare services, safe communities and employment opportunities are some of the basic rights every citizen of Sint Maarten is entitled to.

6.1. Health System

As a result of the current COVID-19 pandemic the Government's immediate focus is on combatting any further spread of the pandemic. Given the limited medical capacity and resources on the islands, assistance is requested from the Netherlands ranging from funds to medical equipment consisting of Military ICU facility and ICU beds, Personal Protective Equipment (PPEs), COVID-19 testing kits, Intensive Care Unit (ICU) medicine, and COVID-19 medication to treat COVID-19 patients.

The main objective of this Government as it relates to Health is the transition of the St. Maarten Medical Center to a Medical City. This involves an aggregation and integration of sectors that provide goods and auxiliary medical services to patients e.g. therapeutic, rehabilitative, and comforting care. This type of **medical industry** (health economy) will allow the Medical Center to accommodate other medical institutions such as the SZV, a nursing school and provide housing for the staff and students of the school. The main goal is to make the center self-sufficient by diversifying its services to generate revenue.

BE PROGRESSIVE WITH HEALTH CARE: In addition to the transition of the medical center to a Medical City there are many initiatives that this Government desires to achieve as a means of improving their basic general health care but also to be better prepared in crisis situations of which the following objectives are outlined:

1. Healthcare Reform
 - a. Define the level of healthcare for Sint Maarten
 - b. Draft the healthcare vision and legislation
 - c. Revise the Healthcare Advisory Council (Health Board)
 - d. Improve the medical referrals process by establishing a Medical Bureau

Stimulating Sustainable Economic Development & Prosperity

- e. Stimulate cooperation and partnerships within the Health sector
 - f. Support the upgrading of medical professionals and staff, and service delivery, through collaboration with the American University of the Caribbean and other local and regional institutions
 - g. Stimulate Healthy Living and Wellbeing for all Residents
 - h. Introduce Health Information System - Manage the "flow" of healthcare information
 - i. Adherence and (international) rights and obligations to a healthy and safe society.
2. Infra structure
- a. Build an adequate Mental Health facility
 - b. Build a General Hospital
 - c. Institute a rehabilitation center as part of the Hospital
 - d. Establish a high security psychiatric department (PAAS)
3. Health Care Package
1. Introduce a basic health care package for all citizens (universal health coverage)
 2. Determine supplemental health care packages
 3. Implement additional healthcare programs
 4. Regulate the financing of healthcare
 5. Lower prescriptions drug cost
4. Sustainable Quality Health Care
1. Amend the legislation and policy governing the qualification of healthcare workers (Admission requirements)
 2. Implement a joint training program between the Sint Maarten Medical Center and the American University of the Caribbean
 3. Implement a healthcare certification program (Sint Maarten version of BIG)
 4. Review the registration of healthcare workers
 5. Attract healthcare professionals in line with the needs
 6. Create the right environment and conditions to attract local medical professionals currently residing/working in other countries back home
 7. Strengthen the Mother and Child program (maternity care)

6.2. Comprehensive Social Care

The main approach is to create programs that placing greater emphasis on *community planning* to create a greater sense of community spirit and a positive healthy outlook. The focus will range from assisting young people to develop skills and make a difference in their communities, through a program designed for 16-20-year-olds that encourages personal and social development; to providing support services aimed at helping single parents, in particular young, single mothers who are economically vulnerable; to strengthening and expanding the home care program to upgrading the services for children with special needs, both physically and mentally; to assisting elderly to receive support at home.

BE PROGRESSIVE WITH SOCIAL CARE and CARING FOR THE ELDERLY & VULNERABLE: "The elderly and vulnerable are the foundation our community is built on. The elderly has worked hard for what we now take for granted. By taking care of our elders, we can pave the way for how we too will be cared for as

seniors. Taking care of those less privileged, the special needs groups and the low-income earners allows us to live in a happier and healthier community. We should do all that we can to accommodate and make the lives of our residents as comfortable as possible.” Objectives to be achieved:

1. Sustainable Living

- a. Implement legislation and policies in the Social Development sector
- b. Increase pension benefits, generally
- c. Increase Old Age Pensions for the elderly
- d. Conduct a study to determine a livable wage

2. Policies & Programs

- a. Work on government policies to provide better support to NGOs
- b. Promote Community volunteer and outreach programs
- c. Create volunteer programs where civil servants can allocate one day a month to their community, thereby encouraging residents of those communities to also play a role in their communities
- d. Funding for the training of community councils which play a major role in improving their communities

3. Incentives

- a. Encourage community action through recognition and awards, such as a “Community Volunteer Award”
- b. Create incentives to promote community volunteering and national service
- c. Appoint District Inspectors chosen from respected community leaders and charged with overseeing each district’s general health needs.

6.3. Labor

The Ministry will advance opportunities to promote access to work, and continue to encourage employment opportunities and encourage decent wages and work hours. The focus is on aligning the workforce to areas in which the economic diversification and job creation will be developed. Job Creation and Sustainable Development goes hand in hand and the experience and changes over the last few years confirms the need of more and better jobs. It is necessary to implement d integrated policies like the counterpart policy, employability through training and skill building for youth and adults, strengthening workplace compliance and formalization of the informal economy that compliment economic growth and reduce unemployment in order to create sustainable development. The focus will also be on stimulating careers. The improvement in the quality of education through a practical and policy approach will further equip our students for the job market. The counterpart policy will be a cornerstone in the further development and nurturing of our young professionals.

BE PROGRESSIVE WITH LABOR: Reliable data from the Labor market information system, labor force survey, impact study of migration on labor, finalization stage of the work permit policy to ensure protection of our local workers as well as the input of tripartite consultation, are fundamental to be incorporated in proposals for Labor market and immigration reform. Objectives to be achieved:

1. Regulatory Environment

- a. Implement Labor Legislation and Policy

- b. Implement counterpart policy
- c. Finalize the National Ordinance to stop the abuse of short-term labor agreements
- d. Make the Labor Law more flexible
- e. Review the minimum wage
- f. Enforce Labor inspection policies
- g. Finalize legislation for the Youth Employment Fund, and execute the Youth Employment Fund Program

2. Research & Collaboration

- a. Conduct periodic research Promote collaboration between the labor, education and immigration departments for a need's assessment of our labor market, and adjust our education and job training programs to meet our labor needs
- b. Foster collaboration between the Labor and Education departments to improve the facilitation of employment for educated persons
- c. Maintain a database that links our business community with professionals and students residing and/or studying locally and abroad

3. Job opportunities

- a. Facilitate the Creation of Employment Opportunities
- b. Provide beginner, intermediate and advanced skills training to create long-term decent
- c. Provide opportunities for continuing education to train and re-educate the labor market, and offer Second Chance education opportunities paying jobs
- d. Strengthen competencies and mentoring of staff to ensure the delivery of the services and products
- e. Provide tax incentives for businesses willing to hire and train the registered unemployed
- f. Fulfil Labor Needs through Education
- g. Adapt the education curriculum to meet labor market needs.

7. SUSTAINABLE ECONOMIC GROWTH AND RESILIENCE

The economy of Sint Maarten centers on leisure tourism with nearly 85% of the labor force engaged in that sector. In addition, tourism represents about 80% of Sint Maarten's GDP. Although this focus on tourism has brought rewards, it also poses significant risk. The sustainability of this form of tourism relies on factors which are beyond Sint Maarten's control.

The COVID-19 Pandemic once again emphasizes the need to reduce our vulnerability of a one pillar economy. The diversification of the economy is highly slated on this Governing Program due to the realization that an economy build on tourism only is too vulnerable is not sustainable.

The Governing Program seeks to formulate a strategic direction to stimulate **a strong multi-pillar economy**. The Program envisions a comprehensive and sustainable economic development approach with the aim of strengthening key economic sectors and improving the technical and administrative capacity

to deal with the Countries' threats and weaknesses while at the same time capitalizing on its strengths and opportunities.

The Ministry of Tourism, Economic Affairs, Transport and Telecommunication envisages accelerating the economic growth and development of St. Maarten through diversification, empowerment, employment, business creation and sustainable development.

The main strategic intervention in attaining the desired sustainable economic growth and resilience, is centered on, but not limited to, the following objectives:

1. Privatization of the Maritime Department (Implementation of a Maritime Authority)
2. The implementation of a Civil Aviation Authority
3. The establishment of a Central Bureau of Statistics
4. The establishment of the St. Maarten Tourism Authority
5. The establishment of a National Training Program

The attaining of the above desired results will involve the enactment of the following:

- a. Insure Product Development and the Revitalization of the Tourism Industry
- b. Promote and stimulate Economic Diversification and Investment
- c. Insure an efficient and enabling environment for the businesses sector.
- d. Create a new Tourism Master Plan
- e. Establish Community Based Tourism

7.1. Product Development and Tourism Revitalization

Fluctuating economic activities in major source markets, rising costs of fuel, increasing regional travel costs, stagnation in the level of tourism experiences and products compounded with the impact of the hurricane on the Island, topped off by the Coronavirus Pandemic have negatively affected the earnings from the tourism industry.

BE PROGRESSIVE WITH TOURISM: In identifying specific actions that are necessary for the success and *the revitalization of the tourism industry*, the following actions are defined:

1. Development of the Tourism and travel industry Master Plan to reflect the new norm within the industry
2. Encourage viable FDIs in the redeveloped tourism product – and capitalize on the membership in *Caribbean Association of Investment Promotion Agencies (CAIPA)*
3. Create alternative traveler's experience (possibly virtual) utilizing modern technology and formulate new marketing strategies. Establish the Sint Maarten Tourism Authority
4. Expand the Tourism Footprint (carbon foot print): Encourage and promote tourism products that protects the environment
5. Increase the awareness of the value and the offering of the Industry through continuous promotion and engagement both locally and abroad
6. Conversion programs of cruise tourism to stay over tourism
7. Facilitate the development of quality small hotels by means of
8. tax incentives and government assistance
9. legislation for protection and sustainability
10. Strengthen sectoral linkages with tourism e.g. Stimulate agriculture initiatives
11. Develop programs to train the tourism sector stakeholders to master multiple languages
12. Stimulate the Maritime sector as the initial sector to open up Tourism

13. Stimulate the Yachting industry to kick start the “cruise” industry
14. Discuss what travel protocol needs to be in place to receive the potential yachting passengers
15. Stimulate the growth of the marine industry - expansion of their services to promote other marine services e.g. boat repair to generate employment
16. Reestablish the funding of the training of local youths in the skills of boat repair, mechanics, electricians, electronic experts, fiber technicians.

7.2. Economic Diversification and Investment

In an effort to stimulate and diversify the economy of Sint Maarten this Governing program will seek the establishment of the prerequisite of such activities to be realized. These prerequisites include:

Diversification:

1. Undertake a study as to determine viable diversification sector e.g.:
 - a. Maritime services
 - b. Agribusiness
 - c. Financial services
 - d. Light manufacturing
2. Explore Medical Tourism possibilities & the Creating of a Medical City for St. Maarten
3. Improve, enhance and promote St. Maarten’s hub and distribution function in the region
4. Promote Local Agribusiness for self-sustenance, via food security, community employment and new revenue stream
5. Examine the possibility of renewable energy businesses and Promote the use of renewable energy in the business sector
6. Improved the Telecom Infrastructure
7. Explore opportunities offered by developments in information technology and artificial and business intelligence

Investment

1. Establishment of and Investment Promotion Agency² to support and guide Investors
2. Improve institutional capacity in investment and trade promotions
3. Strengthen investment climate and promote investment opportunities, resulting in a business climate that encourages competitive businesses to start and grow
4. Create a conducive investment climate for investors
5. Review of Investment Promotion Incentive Packages for Investors, Local and Foreign
6. Ensure efficient Investment Promotion Measures
7. Produce an investment guide and promotional Material
8. Improvement Data quality and collection
9. Strengthen public and private sector partnerships & Facilitate increased private sector representation in regional and global settings.
10. Optimize cooperation with the Chamber of Commerce and other Business Associations

7.3. An efficient and enabling environment for the businesses

² Capitalize on the membership with the Caribbean Association of Investment Promotion Agencies (CAIPA)

Stimulating Sustainable Economic Development & Prosperity

Given the vulnerability of St. Maarten economy, that has forever presented itself; the need to diversify the economy and encourage new and emerging businesses has become a very critical and needed gesture at this time. Through this Governing Program, the following measures has been envisioned:

Regulatory Framework

1. Enact legislation for protection and sustainability of Small Businesses
2. Strengthen the institutional and regulatory capacity of public sector entities for promoting private sector - SME development.
3. Promote improved access to affordable financing
4. Provide efficient access to data for businesses
5. Stimulate the use of innovation and ICT in SMEs

Business Enabling framework

1. Simplify procedures of doing business
2. Regulate and facilitate that Internet and broadcast is affordable for everybody
3. Create a conducive investment climate for foreign investors – FDI for outsourcing purposes
4. Stimulate local agribusinesses as a complement to the tourism sector
5. Entrepreneurship & Innovation Policy
 - a. Facilitate Entrepreneurship; tax incentives and government assistance Small local businesses and to stimulate SME's productive interest in the creative industry
 - b. support initiatives with an emphasis on promoting and stimulating entrepreneurship and small business development
 - c. Promote improved access to affordable financing for SMEs
 - d. Enact the SME policy framework to aid the SME sector and its entities survival.
 - e. Stimulate SME's productive interest in the creative industry e.g. tax incentives and government assistance.
 - f. Stimulate the use of innovation and ICT in SMEs.
 - g. Promote innovation and productivity at all levels within the private sector in general
 - h. Regulate and facilitate that Internet and broadcast is affordable for SMEs

Partnerships

1. Strengthen public and private sector partnerships
2. Facilitate increased private sector representation in regional and global settings.
3. Optimize cooperation with the Chamber of Commerce

Trade & Export Strategy

1. Further develop the services sector for trade purposes
2. Establish Financing possibilities for businesses, with preferential treatment to business with export potential and new sector development

Maritime

1. Privatization of the Maritime Department (Creating a Martine Authority (MA))

The establishment of a MA will regulate the 'authority' for carrying out the shipping responsibilities. The MA is also tasked with administering local shipping and boating issues and laws within our territorial waters, and ships flagged in St. Maarten or those that fall under their jurisdiction.

2. The establishment of a Marine Traffic Policy, to determine how the MA will function. Please note that the MA will reduce government overhead/costs, while increasing revenue from fees (such as anchorage and vessel registration) that have not been collected or utilized.

Aviation

1. The establishment of a Civil Aviation Authority, which differs to that of the Maritime Authority as this is to be a government statutory authority, which maintains an aircraft register and oversees the approval and regulation of civil aviation.
 - a. Due to the inherent dangers in the use of flight vehicles, civil aviation authorities typically regulate the following critical aspects of aircraft airworthiness and their operation.

Statistics

1. Establishing a Central Bureau of Statistics
A country with a well-organized statistical system gives access to market sizing and global trends. The establishment of a Central Bureau of Statistics will:
 - Provide relevant, timely and comparable business statistics,
 - Develop standards for better measurement of business issues and enhances international comparability, and
 - Help SMEs develop and improve their business statistics.

The IMF 2019 Article IV Consultation –Press Release and Staff Report recommends the strengthening of the data framework of St. Maarten, and the establishment of an independent statistics entity. This results in a total privatization of the Department of Statistics ensuring independent reporting.

Product Development

1. Establish the Philipsburg Bus Terminal
Central Bus terminal to mitigate traffic in Philipsburg and improve our public transportation services
2. Philipsburg Parking Garage
3. Philipsburg Market Place
Modern market place for the vendors to safely, offer their products/ services. This in accordance with the social distancing guidelines
4. Revitalization of Philipsburg (In crease diversification of the products offered in the Philipsburg area)

Government Owned Companies

PJIA

1. US Pre-Clearance
2. Increasing Route Development
3. Returning PJIA to CAT1

Harbor Group

1. Establishing Policy on Anchorage (See Maritime Authority)
Both internal and external waters

2. Simpson Bay Bridge widening/ upgrading
The bridge has reached its end of life cycle and needs to be repaired. Widening is advised in order to accommodate larger vessels.
3. The implementation of a Lagoon Maintenance Policy
In order to operate and maintain our lagoons for maximum efficiency and long life we must implement a Lagoon Maintenance Policy. Understanding that this is a multi-ministerial effort, this is of utmost importance to the Ministry of TEATT.

BTP

1. Establishing a Minimum Bandwidth (10MB)
2. Improve Internet Service Provider (ISP) services
3. Ensure Fiber to Home completion (TelEM)
4. Create a competitive market within the telecom field (open licensing)

8. DEVELOPMENT OF THE FINANCIAL SECTOR

Financial services are fundamental to economic growth and development. Banking, savings and investments, insurance, and debt and equity financing help private citizens save money, provide a buffer against shocks and build credit. A properly functioning financial services sector also facilitates the start-up of new businesses and promotes increased efficiency of existing businesses, thereby providing opportunities for them to compete in local and international markets. Additionally, given the increasing use of technology in today's financial market, it is very important that St. Maarten keep abreast with this phenomenon. In this manner, there can be a guarantee of sustainable growth in the sector, given the ability to conduct transaction globally outside of the non-traditional format.

In view of the importance of the financial sector towards the wellbeing and prosperity of the country and its citizens it has become rather imperative that the following actions be adhered to:

Financial literacy & legislation

1. Promote the development, regulating and modernizing of the non-banking financial sector in the context of financial market efficiency.
2. Develop a 'doing business' strategy for Sint Maarten
3. Regulate the gaming industry.
4. Expand the financial sector in keeping up with international standards.
5. Develop a financial literacy strategy.
6. Review legislative and institutional framework to facilitate development of the international financial services sector.
7. Examine and expand the range of financial assets in which Sint Maartener's at home and abroad can invest.
8. Encourage the growth of capital markets.
9. Increased revenue through fiscal reform

The Budget

1. Present a realistic and well-supported budget critical for the proper governance of Sint Maarten, reflecting the needs for governing the island with evidence of the sources of support for the budget.

2. Present a budget that allows for both economic growth and the increased needs related to the overall well-being of the people of Sint Maarten e.g. health and social services and stimulating of SMEs.

Tax Assessment and Collection

1. Restructure the present tax assessment and collection process to make it more manageable and efficient
2. Reduce the complexity of the present tax assessment and collection process thereby making it less complicated and less expensive while increasing compliance

Tax Structure

1. A simplification and restructuring of the tax system is a priority
2. Authorize a study aimed at revising and simplifying the tax laws as a matter of priority
3. Implement small business tax-breaks for small business in sectors of the economy, designated by Government, for orderly growth in sectors that are lagging within the island Offer information sessions, on a regular basis, on tax compliance and tax filing, to ensure that tax payers know their rights and obligations as far as taxes is concerned
4. Maintain assurances and guarantees to ensure ongoing social security obligations
5. Implement a study of Government owned corporations to determine the level of efficiency under which they operate and to determine to what extent the profits of these corporations could be utilized within the adjusted tax structure
6. Ensure that the full impact of dollarization and its ramifications are understood and made known to the public in general

Central Bank of Curaçao and Sint Maarten

1. Conduct a study on the durability of the Antillean guilder and provide possible recommendation
2. Improve the functioning of the bank
3. Transform the local office into a full-fledged branch in accordance with the Slotverklaring

9. INFRASTRUCTURE DEVELOPMENT

9.1. Public Roads, Sewage network & water draining

“Investing in a country’s *infrastructure* is not a luxury but a necessity to life. Proper *sewage, drainage, public roads, telecommunication network, enabling framework and infrastructure* are vital for sustainable living but also for economic growth, jobs and access to services”. In keeping with the vision stipulated in this Governing Program in ensuring the economic and social wellbeing of its citizens the following infrastructural development measures will be embarked upon.

BE PROGRESSIVE WITH THE INFRASTRUCTURE - Update and Realize the Execution of the Comprehensive Road Network Plan

Public Roads

Stimulating Sustainable Economic Development & Prosperity

1. Implement the Comprehensive Road Network Plan to open-up and connect all districts and neighborhoods
2. Realize Dutch Quarter (co-financing), commitment 10th EDF and upgrade of the A.T Illidge Road - D.Q. Phase One
3. Resurface all major roadways, instead of constant patching
4. Conduct structural maintenance on main roads
5. Continue with the hard surfacing of dirt roads
6. Resume execution of the road network and public infrastructure development plan
7. Ensure the completion of the underground utility cabling project

Expansion of the Sewage Network

1. Initiate drafting a Master Plan for sewage management
2. Construct additional sewage plants
3. Connect remaining neighborhoods to develop a public sewage system
4. Work together with property owners to clean up areas with sewage, running water and garbage disposal challenges

Management of Water Drainage

1. Build water catchments to alleviate flooding in vulnerable areas
2. Secure proper drainage in hillside areas
3. Ensure hard surfacing of trenches
4. Pave additional dirt roads
5. Connect water waste from homes to central sewage systems

9.2. Telecommunication Network, Enabling Framework & Infrastructure

To develop the information and telecommunication sector assure the complete vision and execution plan for the rollout of Internet by the Bureau Telecommunication & Post is implemented.

1. Ensure the completion of the underground utility cabling project
2. Regulate the infrastructure network for utilities companies
3. Review Sint Maarten Telecommunication structure, infrastructure and policies
4. Improve Telecom and the Internet accessibility, connectivity, variety and cost in collaboration with Bureau Telecommunication and Post
5. Strengthen the regulatory framework of the information and telecommunications services sector
6. Stimulate Mobile network evolution 4G/Regulate the cost of connectivity
7. Incorporate emerging technologies and communications into Sint Maarten's outlook and strategy towards development
8. Formulate and implement a clearly focused national policy for information and communication technology interventions
9. Study and update, in conjunction with other Government departments, necessary legislation
10. Establish the Liberalization of the Telecommunication Market

9.3. Building an Advance Information & Communication Technology Arena

In today's emerging new businesses, services and activities require a much greater degree of system flexibility, performance and scalability, as well as open standards. The following actions are therefore desired through this Governing Program:

A "Knowledge-Based Society" for all citizens

1. Create Knowledge hub
2. Enhance inflows of technology into the economy through the establishment of knowledge parks and Centers of Excellence
3. Introduce a SMART IT market
4. Establish a comprehensive e-government system
5. Facilitate high speed internet for medical institutions and schools

Leverages our Unique Position within the Caribbean

1. Strengthen Sint Maarten as a regional logistic hub
2. Develop strong and mutually cooperative relations with French Saint Martin
3. Maximize the benefits from our strategic position to develop new strategic partnerships.
4. Improve Maritime and Airport Facilities, Services and Safety to Strengthen the Hub Position of Sint Maarten
5. Support the tourism function by encouraging promotional distribution through the Internet, e-commerce, and other emergent technologies and utilize monitoring technologies

9.4. Sustainable living – Alternative Energy

A main theme of this Governing Program is sustainable development and good quality of life for the citizens of Sint Maarten. In reducing the dependency on fossil fuels and all its negative impact on the quality of life and cost of living of the citizens of Sint Maarten the following is the Strategic Intervention of this program. In the context of environmental concerns, the following objectives are outlined:

Alternative Energy

1. Promote Business model: Transform GEBE from energy provider to energy manager by using alternative energy such as solar, and waste-to-energy conversion
2. Pursue legislation for the Energy-Buy-Back Policy
3. Implement a revised Energy Policy Plan to reduce dependency on fossil fuels and stimulating Sustainable and Renewable Energy production.
4. Encourage research and exploration of renewable sources of energy.
5. Develop a legislative framework to promote energy efficiency.
6. Encourage production and use of renewable forms of energy.
7. Establish an energy conservation plan.
8. Amend the electricity concession where necessary

9. Build a fuel farm
10. Incentivize businesses to adopt to the use of alternative source of energy- reducing import bill

In addition, in partnerships with Government: Promote the use of Green Energy Production of Electricity and Smart Water Consumption

1. Promote the use of Green Energy Production of Electricity and Smart Water Consumption
2. Implement the use of Green Energy at all government owned buildings, schools, sport and art facilities and all Government owned companies
3. Place solar panels at parking locations to protect parked cars and provide power to the GEBE grid
4. Partnerships with Saint Martin and neighboring islands
5. Investigate the possibilities of partnering where generation and distribution of renewable energy.
6. Investors and Environmental Protection Organizations

10. NATIONAL SECURITY & GOOD GOVERNANCE

National security is the requirement to maintain the survival of the country through the use of economic power, diplomacy, power projection and political power. The goal is to ensure the protection of our nation's **fundamental** and enduring needs: protect the lives and safety of people of Sint Maarten; and provide for the prosperity of the nation. In this context the following is the focus in this Government Program:

10.1. Environment and reduced Climate Change

“The environment of our island doesn’t only reflect how we live, but also contributes to our well-being, health and increases our life span. We all deserve to be able to live a healthy lifestyle in a clean environment! The implementation, use and access of renewable energy, and reduction of the waste bill in Philipsburg are issues at the forefront of the health of our island as well as our individual well-being.”

Environment

1. Develop appropriate legislative and regulatory framework, for proper environmental management, and institutional systems for responding and mitigating effects of climate change
2. Build resilience to minimize damage to settlement and infrastructure.
3. Minimize damage to beach and shoreline integrity and marine ecosystems-wetlands area.
4. Minimize the negative impact of climate change on agriculture and human health.
5. Allocation of a Disaster/Business Recovery Fund
6. Increase public awareness with regard to climate change issues.

10.2. Reduce Impacts of Climate Change

Many scientists have argued that there is a direct relationship between climate variability and global warming. The frequency and intensity of some natural disasters and hazards in various parts of the world are signs of this phenomenon and even more so- close to home with the passage of Hurricane Luis in 1995 and Irma as recent as 2017. The abstract of this phenomenon has negatively affected our environment and threatened economic development. These occurrences will continue and hence, the Government

desires endorses several measures to protect the natural environment, which will allow the country's productive sectors to mitigate its impact.

BE PROGRESSIVE WITH CLIMATE CHANGE: Public education and awareness of the potential negative effects of climate change would be at the forefront in addition to the following objectives that are embraced in this Governing Program:

1. Develop appropriate legislative and regulatory framework, for proper environmental management, and institutional systems for responding and mitigating effects of climate change.
2. Establishment of a comprehensive disaster management plan
3. Increase public awareness with regard to climate change issues.
4. Build resilience to minimize damage to settlement and infrastructure.
5. Minimize damage to beach and shoreline integrity and marine ecosystems-wetlands area.
6. Increased use of technology to minimize the effects of climate change on key economic sectors.
7. Minimize the negative impact of climate change on agriculture and human health.

10.3. Strengthen Food and Nutrition Security

The absence of an agricultural sector presents one of the riskiest challenges to food and nutrition security. For Sint Maarten, the absence of this sector is due to a number of factors, such as limited land, topography, ownership of land, weak institutions and the absence of regulatory framework. Nevertheless, this Government saw the need, even before the COVID-19 pandemic, to flag the promoting of agriculture and agri-business as a necessity to be included in this Governing Program. The following **objectives** will be embarked upon:

Regulatory Framework & Infrastructure

1. Develop a sustainable agricultural policy to maximize the potential of farming and fishing
2. Create a Department of agriculture, husbandry and within the Government structure
3. Draft Policies to assist with locally grown produce, marketing and distribution
4. Formulate and Oversee the implementation of the food security policies
5. Allocate land for community gardens and exploitation of agriculture
6. Reestablish agriculture station to Stimulate agriculture production
7. Create an effective policy formulation mechanism and improve the policy framework for a modernized agricultural development
 - a. Aqua and Hydroponics systems
 - b. Local and District Markets

Research & Data collection

1. Undertake a study as to the technological form of agribusiness that can be adopted in Sint Maarten
2. Improve data collection by measuring various dimensions of food insecurity (quality of food, shortage of food and nutritional status)
3. Encourage the sustainable use of land, forestry and marine resources and examine the opportunities for development of the livestock sector and fishery
4. Evaluate the policies and actions to assess their impact on Agribusiness

Marketing strategies

1. Strengthen sectoral linkages with tourism e.g. Stimulate agriculture initiatives
2. Promote agriculture awareness practices e.g. "back yard" gardening
3. Increase youth involvement in agriculture, especially through agricultural training at the school level
4. Provide tax incentives for businesses willing to hire and train the registered unemployed using innovative technology in the Agri-business industry
5. Diversify our Economy via the promotion of Culture, Agriculture and Nature related businesses

Partnerships

1. Stimulate private sector investment in the agricultural sector and encourage public – private partnership
2. Leasing of property within the regions for agricultural purposes
3. Encourage the sustainable use of land, forestry and marine resources and examine the opportunities for development of the livestock sector

10.4. National Security Measures

In the interest of insuring that ***“Every citizen is entitled to live in a safe and secure environment functioning within an efficient and effective judicial system”*** this Governing program adopts the approach of ensure that the necessary national security measures are taken both from a domestic as international engagement. The following intervening measures will be implemented during this Governing Tenure:

Legislation - Internal & Kingdom Relations & Regional Collaboration

1. Vetting and ratifying of the National Development Plan
2. Regional collaborate on various issues e.g. custodial/prison, medical/ health/
3. Establish an internal committee for the continuous review of existing legislation in order to update legislation where needed
4. Review all organic laws
5. Review the Kingdom Laws
6. Establish a partnership with the Legislative Academy in the Netherlands (Wetgevings Academie)
7. Review the Electoral law and policies

Records & Information Management - Human resources (Personnel)

1. Revamping personnel
2. Upgrade the information management process to ensure that all documentation is synchronized, thereby guaranteeing a smooth flow of information.
3. Integrate information systems to provide better service to business and the community.
4. Further development of e-government.
5. Improve the public administration system by simplifying and streamlining the bureaucratic processes, making them more user-friendly and easier for the average person to understand.
6. Improve Government productivity by establishing standards and deadlines by which services and information provided to citizens must be met.

Immigration related

1. Improve the immigration information system to create facts for policy decisions
2. Investigate the possibility of offering a temporary, short-term work and residence permit system
Establish clear, unbiased immigration policies for permits, renewals, and amendments
3. Improve the time factor on procedures for application review and response by simplifying and reducing the level and detail of the bureaucratic process involved in the granting of work and residence permits
4. Together with PJIA better facilitate and improve the facilities for passengers with challenges in immigration (holding area)
5. Reinstating the Simpson Bay Facilities as a holding center for undocumented individuals
6. Ensure that the immigration policy accommodates the employment of qualified locals first, while providing foreign labor where not locally available
7. Implement an extensive and in-depth review of the immigration function based on a continuous review of the need for non-locally available labor

Border Control related

1. Develop National security plan – border control & Immigration/ residency matters
2. Improve coordination with Saint Martin authorities to combat cross-border crime (falls under the Governor)
3. Work with Kingdom authorities in reviewing the Dutch language requirement for naturalization
4. Strengthening the Customs department with, among other things, training and increase of manpower
5. Strengthen cooperation between Customs and immigration & Border Control
6. Combat human trafficking
7. Implement joint border control at PJIA/ the Franco Dutch treaty
8. Finalize demarcation of Sea borders
9. Introduce Police Cooperation Treaty
10. Higher police visibility in various districts. More police vehicles

Other relevant matters of high priority

1. Diplomat in Trinidad & Tobago ref. Caribbean Financial Action Task Force (**CFATF**)/ money laundering
2. Mitigating youth delinquency
3. Prison – building a new one

10.5. Good Governance

A macroeconomic framework designed to attain and maintain long-term stability is critical in allowing the economy to adjust smoothly to shocks, hurricanes as well as the COVID-19 Pandemic. An efficiency program roadmap and action plan should prioritize, sequence and develop mechanisms for managing change, while taking into consideration that the speed and methods of reform will vary depending on conditions and priorities of governments. Hence, the proposed strategic interventions within this Governing Program are:

Macroeconomic Stability - Measures towards sustainable rate of economic growth

Stimulating Sustainable Economic Development & Prosperity

1. Regulate and enforce the Financial and Banking Regulations
2. Implementation of sound Fiscal and Financial Policies, to:
 - a. spur economic activities;
 - b. increase disposable income to the Household;
 - c. Increase Government revenue
 - d. Incentivize Investors (Both local and foreign)
3. Strengthening tax administration capabilities
4. Improve the Public sector efficiency - Reduce the costs of doing business in Sint Maarten through:
 - a. improved service delivery
 - b. simplified procedures of doing business
5. Establish a comprehensive e-Government System
6. Improve the level and quality of data collected for decision-making purposes.
7. Ensure that resources are channeled into the most productive activities.
8. Strengthen the institutional and regulatory capacity of public sector entities for promoting private sector activities

11. PROJECTED OUTCOMES GOVERNING PROGRAM 2020 – 2024

The overall objective of the Governing Program 2020-2024 is to achieving the holistic and sustainable development of Sint Maarten by directing the Country's available resources towards achieving five **broad RESULTS/GOALS** to reach the vision of this Governing Program *"St. Maarten is a country with a strong multi-pillar economy - where opportunities exist which empower each citizen to realize their own strength to progress at all levels - a place where EVERY DREAM CAN BE ACHIEVED!"*

The program is guided by five (5) broad Results, outlined in strategic directions that Government will manage achieve. The outlined objectives are geared towards the desired outcomes of this Governing Program 2020-2024, are but not limited to:

1. An average annual GDP growth of 3 percent
2. An annual reduction in the rate of unemployment in excess of 2.5 percent;
3. Annual rate of inflation not in excess of 2 percent Inflation;
4. Increased Exports of goods and services
5. Tourism Master Plan with new strategies post COVID-19
6. Improved investment climate through taxing policy
7. Increased number of businesses and business activity
8. Revised institutional framework to facilitate business operations
9. Increased revenues to Government
10. Reduced public debt
11. Establishment of an Investment Promotion Agency and Small Business Support Organization
12. Policy direction and implementation on the use of alternative energy
13. Reduced operating cost for businesses
14. Increased disposable income for the households
15. More engagement of our Agricultural stakeholders and practice of the science within our educational institutions
16. Increased capacity building opportunities

ANNEX 1: SECTOR- EDUCATION, YOUTH, SPORTS AND CULTURE

GOVERNING PROGRAM 2020-2024 MATRIX	
SECTOR: EDUCATION, YOUTH, SPORTS AND CULTURE	
Sector sub-Area	Strategic Interventions
Education	Transform, monitor and evaluate the education system by implementing new policies
	Digitalize the education system
	Ensure that teachers and staff have the competencies to teach and coach in accordance with innovative and digital teaching methods
	Encourage and support the provision of requisite human resource development by both private and public sectors
	Support efforts to train and develop employees for the telecommunication sector
	Work closely with other Government departments in creating a program where all schools are provided with free Internet for education purposes

Stimulating Sustainable Economic Development & Prosperity

	Encourage and support the provision of requisite human resource development by both private and public sectors, and through opportunities for life-long learning provided by distance education
	Promote best practices and increase training opportunities to enhance productivity.
	Develop programs to train the tourism sector to master multiple languages
	Develop and expand continuous capacity building programs for workers
	Fulfil labor needs through education: Provide beginner, intermediate and advanced skills training to created long-term decent paying jobs.
Culture	Promote a strong shared cultural identity through an increased awareness and recognition of the freedom of expression, national symbols, national pride, cultural diversity and tolerance
	Increase and improve the Country's Cultural Infrastructure
	<i>Ensure that Sint Maarten's culture, creative arts, heritage, cultural rights and cultural diversity is optimally integrated within the educational curriculum and system</i>
	Raise Awareness of and Inspire Pride in our Culture and Natural Heritage
	<i>Support cultural activities and creative industries to generate employment, further diversify the economy and strengthen our sustainability as an island</i>
	Actively protect and promote the natural, tangible and intangible cultural heritage of Sint Maarten
Youth	Develop and implement an Integrated Youth Development Policy and relevant laws and legislation together with all stakeholders - Enhance Youth Policy and Involvement
	Close strong and aligned partnerships with NGO's and youth organizations with sufficient knowledge and capacity to provide the necessary support to the youth
	Execute Extracurricular Activities for the Youth
	Aid in the reduction of youth unemployment through better synchronization of the qualifications and skills of the youth of Sint Maarten with the labour market.
	Expand Collaboration with Other Ministries to Create Policy aimed at the Protection of Children and Youth
	Develop and maintain supportive communities which nurture the growth of the youth with a focus on youth with high risk behaviour.
	Facilitate that more young persons are informed on the topics of reproductive health, healthy eating habits and healthy lifestyles.
Sports	Establish firmly as Government's position that sports development is essential as sports play an important role in the nation-building process by enriching lives and by further fostering civic pride and community identity - A structured and professional approach to nation building in educational curriculum for first and secondary education and culture, youth and sports programs

Stimulating Sustainable Economic Development & Prosperity

Develop and execute a comprehensive sports policy with the emphasis on access for all, focusing on making it possible for all citizens, regardless of their physical ability, financial status, or age to participate in sports activities, whether recreational or competitive.
Support Sports and Recreation Development
Diversification: An increased awareness to promote sports tourism as a niche market of Tourism
Networks of support for talented persons are established for promoting careers in sports and for ensuring quality representation, participation regionally and internationally of St. Maarten
Encourage cooperation between the public and private sectors by offering tax breaks for corporate sponsorships and support of school sports programs and national teams
Safe, adequate and qualified sports facilities (according to international standards) are available for all residents of Sint Maarten
c. Increase Old Age Pensions for the elderly
d. Conduct a study to determine a liveable wage
<i>Policy and Programs</i>
a. Work on government policies to provide better support to NGOs
b. Promote Community volunteer and outreach programs
c. Create volunteer programs where civil servants can allocate one day a month to their community, thereby encouraging residents of those communities to also play a role in their communities
d. Funding for the training of community councils which play a major role in improving their communities
<i>Incentives</i>
a. Encourage community action through recognition and awards, such as a "Community Volunteer Award"
b. Create incentives to promote community volunteering and national service
Appoint District Inspectors chosen from respected community leaders and charged with overseeing each district's general health needs.

ANNEX 2: SECTOR- HEALTH, COMMUNITY & SOCIAL DEVELOPMENT AND LABOR

GOVERNING PROGRAM 2020-2024 MATRIX	
SECTOR: HEALTH, SOCIAL DELOPMENT AND LABOR	
Sector sub-Area	Strategic Interventions
Health System	<i>Health Care Reform</i>
	a. Define the level of healthcare for Sint Maarten
	b. Draft the healthcare vision and legislation
	c. Revise the Healthcare Advisory Council (Health Board)
	d. Improve the medical referrals process by establishing a Medical Bureau
	e. Stimulate cooperation and partnerships within the Health sector
	f. Support the upgrading of medical professionals and staff, and service delivery, through collaboration with the American University of the Caribbean and other local and regional institutions
	g. Stimulate Healthy Living and Wellbeing for all Residents
	h. Introduce Health Information System - Manage the "flow" of healthcare information
	i. Adherence and (international) rights and obligations to a healthy and safe society.
	<i>Health Care Infrastructure</i>
	a. Build an adequate Mental Health facility
	b. Build a General Hospital
	c. Institute a rehabilitation center as part of the Hospital
	Establish a high security psychiatric department (PAAS)
	<i>Health Care Package</i>
	1. Introduce a basic health care package for all citizens (universal health coverage)
	2. Determine supplemental health care packages
	3. Implement additional healthcare programs
	4. Regulate the financing of healthcare
	5. Lower prescriptions drug cost
	<i>Sustainable Quality Health Care</i>
	1. Amend the legislation and policy governing the qualification of healthcare workers (Admission requirements)
2. Implement a joint training program between the Sint Maarten Medical Center and the American University of the Caribbean	
3. Implement a healthcare certification program (Sint Maarten version of BIG)	
4. Review the registration of healthcare workers	

	5. Attract healthcare professionals in line with the needs
	6. Create the right environment and conditions to attract local medical professionals currently residing/working in other countries back home
	7. Strengthen the Mother and Child program (maternity care)
Community and Comprehensive Social Care	<i>Sustainable Living</i>
	a. Implement legislation and policies in the Social Development sector
	b. Increase pension benefits, generally
	c. Increase Old Age Pensions for the elderly
	d. Conduct a study to determine a liveable wage
	<i>Policy and Programs</i>
	a. Work on government policies to provide better support to NGOs
	b. Promote Community volunteer and outreach programs
	c. Create volunteer programs where civil servants can allocate one day a month to their community, thereby encouraging residents of those communities to also play a role in their communities
	d. Funding for the training of community councils which play a major role in improving their communities
	<i>Incentives</i>
	a. Encourage community action through recognition and awards, such as a “Community Volunteer Award”
	b. Create incentives to promote community volunteering and national service
	Appoint District Inspectors chosen from respected community leaders and charged with overseeing each district’s general health needs.
Labour	<i>Regulatory Environment</i>
	a. Implement Labour Legislation and Policy
	b. Implement counterpart policy
	c. Finalize the National Ordinance to stop the abuse of short-term labour agreements
	d. Make the Labour Law more flexible
	e. Review the minimum wage
	f. Enforce Labour inspection policies
	g. Finalize legislation for the Youth Employment Fund, and execute the Youth Employment Fund Program
<i>Research and Collaboration</i>	

Stimulating Sustainable Economic Development & Prosperity

a. Conduct periodic research Promote collaboration between the labour, education and immigration departments for a need's assessment of our labour market, and adjust our education and job training programs to meet our labour needs
b. Foster collaboration between the Labour and Education departments to improve the facilitation of employment for educated persons
c. Maintain a database that links our business community with professionals and students residing and/or studying locally and abroad
<i>Job Opportunities</i>
a. Facilitate the Creation of Employment Opportunities
b. Provide beginner, intermediate and advanced skills training to create long-term decent
c. Provide opportunities for continuing education to train and re-educate the labour market, and offer Second Chance education opportunities paying jobs
d. Strengthen competencies and mentoring of staff to ensure the delivery of the services and products
e. Provide tax incentives for businesses willing to hire and train the registered unemployed
f. Fulfil Labour Needs through Education
g. Adapt the education curriculum to meet labour market needs.

ANNEX 3: SUSTAINABLE ECONOMIC GROWTH AND RESILIENCE

GOVERNING PROGRAM 2020-2024 MATRIX	
SECTOR: SUSTAINABLE ECONOMIC GROWTH AND RESILIENCE	
Sector sub-Area	Strategic Interventions
Product Development and Tourism Revitalization	1. Development of the Tourism and travel industry Master Plan to reflect the new norm within the industry
	2. Encourage viable FDIs in the redeveloped tourism product – and capitalize on the membership in <i>Caribbean Association of Investment Promotion Agencies (CAIPA)</i>
	3. Create alternative traveller’s experience (possibly virtual) utilizing modern technology and formulate new marketing strategies. Establish the Sint Maarten Tourism Authority
	4. Expand the Tourism Footprint (carbon foot print): Encourage and promote tourism products that protects the environment
	5. Increase the awareness of the value and the offering of the Industry through continuous promotion and engagement both locally and abroad
	6. Conversion programs of cruise tourism to stay over tourism
	7. Facilitate the development of quality small hotels by means of
	8. tax incentives and government assistance
	9. legislation for protection and sustainability
	10. Strengthen sectoral linkages with tourism e.g. Stimulate agriculture initiatives
	11. Develop programs to train the tourism sector stakeholders to master multiple languages
	12. Stimulate the Maritime sector as the initial sector to open up Tourism
	13. Stimulate the Yachting industry to kick start the “cruise” industry
	14. Discuss what travel protocol needs to be in place to receive the potential yachting passengers
	15. Stimulate the growth of the marine industry - expansion of their services to promote other marine services e.g. boat repair to generate employment
	Re-establish the funding of the training of local youths in the skills of boat repair, mechanics, electricians, electronic experts, fibre technicians.
Economic Diversification and Investment	Diversification
	1. Undertake a study as to determine viable diversification sector e.g.:
	a. Maritime services
	b. Agribusiness
	c. Financial services
	d. Light manufacturing
	2. Explore Medical Tourism possibilities & the Creating of a Medical City for St. Maarten
3. Improve, enhance and promote St. Maarten’s hub and distribution function in the region	

Stimulating Sustainable Economic Development & Prosperity

	4. Promote Local Agribusiness for self-sustenance, via food security, community employment and new revenue stream
	5. Examine the possibility of renewable energy businesses and Promote the use of renewable energy in the business sector
	6. Improved the Telecom Infrastructure
	7. Explore opportunities offered by developments in information technology and artificial and business intelligence
	Investment Stimulation
	1. Establishment of and Investment Promotion Agency to support and guide Investors
	2. Improve institutional capacity in investment and trade promotions
	3. Strengthen investment climate and promote investment opportunities, resulting in a business climate that encourages competitive businesses to start and grow
	4. Create a conducive investment climate for investors
	5. Review of Investment Promotion Incentive Packages for Investors, Local and Foreign
	6. Ensure efficient Investment Promotion Measures
	7. Produce an investment guide and promotional Material
	8. Improvement Data quality and collection
	9. Strengthen public and private sector partnerships & Facilitate increased private sector representation in regional and global settings.
	10. Optimize cooperation with the Chamber of Commerce and other Business Associations
	Regulatory Framework
	1. Enact legislation for protection and sustainability of Small Businesses
	2. Strengthen the institutional and regulatory capacity of public sector entities for promoting private sector - SME development.
	3. Promote improved access to affordable financing
	4. Provide efficient access to data for businesses
	5. Stimulate the use of innovation and ICT in SMEs
	Business Enabling Framework
An efficient and enabling environment for the businesses	1. Simplify procedures of doing business
	2. Regulate and facilitate that Internet and broadcast is affordable for everybody
	3. Create a conducive investment climate for foreign investors – FDI for outsourcing purposes
	4. Stimulate local agribusinesses as a complement to the tourism sector
	5. Entrepreneurship & Innovation Policy
	a. Facilitate Entrepreneurship; tax incentives and government assistance Small local businesses and to stimulate SME's productive interest in the <u>creative industry</u>

b. support initiatives with an emphasis on promoting and stimulating entrepreneurship and small business development
c. Promote improved access to affordable financing for SMEs
d. Enact the SME policy framework to aid the SME sector and its entities survival.
e. Stimulate SME's productive interest in the creative industry e.g. tax incentives and government assistance.
f. Stimulate the use of innovation and ICT in SMEs.
g. Promote innovation and productivity at all levels within the private sector in general
h. Regulate and facilitate that Internet and broadcast is affordable for SMEs
Partnership
1. Strengthen public and private sector partnerships
2. Facilitate increased private sector representation in regional and global settings.
3. Optimize cooperation with the Chamber of Commerce
Trade & Export Strategy
1. Further develop the services sector for trade purposes
2. Establish Financing possibilities for businesses, with preferential treatment to business with export potential and new sector development

ANNEX 4: DEVELOPMENT OF THE FINANCIAL SECTOR

GOVERNING PROGRAM 2020-2024 MATRIX	
SECTOR: DEVELOPMENT OF THE FINANCIAL SECTOR	
Sector sub-Area	Strategic Interventions
Financial literacy & legislation	1. Promote the development, regulating and modernizing of the non-banking financial sector in the context of financial market efficiency.
	2. Develop a 'doing business' strategy for Sint Maarten
	3. Regulate the gaming industry.
	4. Expand the financial sector in keeping up with international standards.
	5. Develop a financial literacy strategy.
	6. Review legislative and institutional framework to facilitate development of the international financial services sector.
	7. Examine and expand the range of financial assets in which Sint Maartener's at home and abroad can invest.
	8. Encourage the growth of capital markets.
	9. Increased revenue through fiscal reform
Budget	1. Present a realistic and well-supported budget critical for the proper governance of Sint Maarten, reflecting the needs for governing the island with evidence of the sources of support for the budget.
	2. Present a budget that allows for both economic growth and the increased needs related to the overall well-being of the people of Sint Maarten e.g. health and social services and stimulating of SMEs.
Tax Assessment and Collection	1. Restructure the present tax assessment and collection process to make it more manageable and efficient
	2. Reduce the complexity of the present tax assessment and collection process thereby making it less complicated and less expensive while increasing compliance
Tax Structure	1. A simplification and restructuring of the tax system is a priority
	2. Authorize a study aimed at revising and simplifying the tax laws as a matter of priority
	3. Implement small business tax-breaks for small business in sectors of the economy, designated by Government, for orderly growth in sectors that are lagging within the island Offer information sessions, on a regular basis, on tax compliance and tax filing, to ensure that tax payers know their rights and obligations as far as taxes is concerned
	4. Maintain assurances and guarantees to ensure ongoing social security obligations
	5. Implement a study of Government owned corporations to determine the level of efficiency under which they operate and to determine to what extent the profits of these corporations could be utilized within the adjusted tax structure

	6. Ensure that the full impact of dollarization and its ramifications are understood and made known to the public in general
Central Bank of Curaçao and Sint Maarten	1. Conduct a study on the durability of the Antillean guilder and provide possible recommendation
	2. Improve the functioning of the bank
	3. Transform the local office into a full-fledged branch in accordance with the Slotverklaring

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ANNEX 5: INFRASTRUCTURE DEVELOPMENT

GOVERNING PROGRAM 2020-2024 MATRIX	
SECTOR: INFRASTRUCTURE DEVELOPMENT	
Sector sub-Area	Strategic Interventions
Public Roads, Sewage network & water draining	Public Roads
	1. Implement the Comprehensive Road Network Plan to open-up and connect all districts and neighbourhoods
	2. Realize Dutch Quarter (co-financing), commitment 10th EDF and upgrade of the A.T Illidge Road - D.Q. Phase One
	3. Resurface all major roadways, instead of constant patching
	4. Conduct structural maintenance on main roads
	5. Continue with the hard surfacing of dirt roads
	6. Resume execution of the road network and public infrastructure development plan
	7. Ensure the completion of the underground utility cabling project
	Expansion of the Sewage Network
	1. Initiate drafting a Master Plan for sewage management
	2. Construct additional sewage plants
	3. Connect remaining neighbourhoods to develop a public sewage system
	4. Work together with property owners to clean up areas with sewage, running water and garbage disposal challenges
	Management of Water Drainage
	1. Build water catchments to alleviate flooding in vulnerable areas
	2. Secure proper drainage in hillside areas
	3. Ensure hard surfacing of trenches
4. Pave additional dirt roads	
5. Connect water waste from homes to central sewage systems	
Telecommunication Network, Enabling Framework & Infrastructure	1. Ensure the completion of the underground utility cabling project
	2. Regulate the infrastructure network for utilities companies
	3. Review Sint Maarten Telecommunication structure, infrastructure and policies
	4. Improve Telecom and the Internet accessibility, connectivity, variety and cost in collaboration with Bureau Telecommunication and Post
	5. Strengthen the regulatory framework of the information and telecommunications services sector
	6. Stimulate Mobile network evolution 4G/Regulate the cost of connectivity
	7. Incorporate emerging technologies and communications into Sint Maarten's outlook and strategy towards development

	8. Formulate and implement a clearly focused national policy for information and communication technology interventions
	9. Study and update, in conjunction with other Government departments, necessary legislation
	10. Establish the Liberalization of the Telecommunication Market
	<i>A “Knowledge-Based Society” for all citizens</i>
	1. Create Knowledge hub
	2. Enhance inflows of technology into the economy through the establishment of knowledge parks and Centers of Excellence
	3. Introduce a SMART IT market
	4. Establish a comprehensive e-government system
	5. Facilitate high speed internet for medical institutions and schools
	<i>Leverages our Unique Position within the Caribbean</i>
	1. Strengthen Sint Maarten as a regional logistic hub
	2. Develop strong and mutually cooperative relations with French Saint Martin
	3. Maximize the benefits from our strategic position to develop new strategic partnerships.
	4. Improve Maritime and Airport Facilities, Services and Safety to Strengthen the Hub Position of Sint Maarten
	5. Support the tourism function by encouraging promotional distribution through the Internet, e-commerce, and other emergent technologies and utilize monitoring technologies
Alternative Energy	1. Promote Business model: Transform GEBE from energy provider to energy manager by using alternative energy such as solar, and waste-to-energy conversion
	2. Pursue legislation for the Energy-Buy-Back Policy
	3. Implement a revised Energy Policy Plan to reduce dependency on fossil fuels and stimulating Sustainable and Renewable Energy production.
	4. Encourage research and exploration of renewable sources of energy.
	5. Develop a legislative framework to promote energy efficiency.
	6. Encourage production and use of renewable forms of energy.
	7. Establish an energy conservation plan.
	8. Amend the electricity concession where necessary
	9. Build a fuel farm
	10. Incentivize businesses to adopt to the use of alternative source of energy-reducing import bill
	11. Promote the use of Green Energy Production of Electricity and Smart Water Consumption
	12. Implement the use of Green Energy at all government owned buildings, schools, sport and art facilities and all Government owned companies

13. Place solar panels at parking locations to protect parked cars and provide power to the GEBE grid
14. Partnerships with Saint Martin and neighbouring islands
15. Investigate the possibilities of partnering where generation and distribution of renewable energy.
16. Investors and Environmental Protection Organizations

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ANNEX 6: NATIONAL SECURITY AND GOOD GOVERNANCE

GOVERNING PROGRAM 2020-2024 MATRIX	
SECTOR: NATIONAL SECURITY & GOOD GOVERNANCE	
Sector sub-Area	Strategic Interventions
Environment and reduced Climate Change	<i>Environment</i>
	1. Develop appropriate legislative and regulatory framework, for proper environmental management, and institutional systems for responding and mitigating effects of climate change
	2. Build resilience to minimize damage to settlement and infrastructure.
	3. Minimize damage to beach and shoreline integrity and marine ecosystems-wetlands area.
	4. Minimize the negative impact of climate change on agriculture and human health.
	5. Allocation of a Disaster/Business Recovery Fund
	6. Increase public awareness with regard to climate change issues.
	<i>Climate Change</i>
	1. Develop appropriate legislative and regulatory framework, for proper environmental management, and institutional systems for responding and mitigating effects of climate change.
	2. Establishment of a comprehensive disaster management plan
	3. Increase public awareness with regard to climate change issues.
	4. Build resilience to minimize damage to settlement and infrastructure.
	5. Minimize damage to beach and shoreline integrity and marine ecosystems-wetlands area.
	6. Increased use of technology to minimize the effects of climate change on key economic sectors.
7. Minimize the negative impact of climate change on agriculture and human health.	
Strengthen Food and Nutrition Security	<i>Regulatory Framework & Infrastructure</i>
	1. Develop a sustainable agricultural policy to maximize the potential of farming and fishing
	2. Create a Department of agriculture, husbandry and within the Government structure
	3. Draft Policies to assist with locally grown produce, marketing and distribution
	4. Formulate and Oversee the implementation of the food security policies
	5. Allocate land for community gardens and exploitation of agriculture
	6. Re-establish agriculture station to Stimulate agriculture production
	7. Create an effective policy formulation mechanism and improve the policy framework for a modernized agricultural development

	a. Aqua and Hydroponics systems
	b. Local and District Markets
	Research & Data collection
	1. Undertake a study as to the technological form of agribusiness that can be adopted in Sint Maarten
	2. Improve data collection by measuring various dimensions of food insecurity (quality of food, shortage of food and nutritional status)
	3. Encourage the sustainable use of land, forestry and marine resources and examine the opportunities for development of the livestock sector and fishery
	4. Evaluate the policies and actions to assess their impact on Agribusiness
	Marketing strategies
	1. Strengthen sectoral linkages with tourism e.g. Stimulate agriculture initiatives
	2. Promote agriculture awareness practices e.g. "back yard" gardening
	3. Increase youth involvement in agriculture, especially through agricultural training at the school level
	4. Provide tax incentives for businesses willing to hire and train the registered unemployed using innovative technology in the Agri-business industry
	5. Diversify our Economy via the promotion of Culture, Agriculture and Nature related businesses
	Partnerships
	1. Stimulate private sector investment in the agricultural sector and encourage public – private partnership
	2. Leasing of property within the regions for agricultural purposes
	3. Encourage the sustainable use of land, forestry and marine resources and examine the opportunities for development of the livestock sector
	Legislation - Internal & Kingdom Relations & Regional Collaboration
	1. Vetting and ratifying of the National Development Plan
	2. Regional collaborate on various issues e.g. custodial/prison, medical/ health/
	3. Establish an internal committee for the continuous review of existing legislation in order to update legislation where needed
	4. Review all organic laws
	5. Review the Kingdom Laws
	6. Establish a partnership with the Legislative Academy in the Netherlands (Wetgevings Academie)
	7. Review the Electoral law and policies
	Records & Information Management - Human resources (Personnel)
	1. Revamping personnel
	2. Upgrade the information management process to ensure that all documentation is synchronized, thereby guaranteeing a smooth flow of information.
	3. Integrate information systems to provide better service to business and the community.
	4. Further development of e-government.
National Security	

Stimulating Sustainable Economic Development & Prosperity

	5. Improve the public administration system by simplifying and streamlining the bureaucratic processes, making them more user-friendly and easier for the average person to understand.
	6. Improve Government productivity by establishing standards and deadlines by which services and information provided to citizens must be met.
	Immigration related
	1. Improve the immigration information system to create facts for policy decisions
	2. Investigate the possibility of offering a temporary, short-term work and residence permit system Establish clear, unbiased immigration policies for permits, renewals, and amendments
	3. Improve the time factor on procedures for application review and response by simplifying and reducing the level and detail of the bureaucratic process involved in the granting of work and residence permits
	4. Together with PJIA better facilitate and improve the facilities for passengers with challenges in immigration (holding area)
	5. Reinstating the Simpson Bay Facilities as a holding center for undocumented individuals
	6. Ensure that the immigration policy accommodates the employment of qualified locals first, while providing foreign labour where not locally available
	7. Implement an extensive and in-depth review of the immigration function based on a continuous review of the need for non-locally available labour
	Border Control related
	1. Develop National security plan – border control & Immigration/ residency matters
	2. Improve coordination with Saint Martin authorities to combat cross-border crime (falls under the Governor)
	3. Work with Kingdom authorities in reviewing the Dutch language requirement for naturalization
	4. Strengthening the Customs department with, among other things, training and increase of manpower
	5. Strengthen cooperation between Customs and immigration & Border Control
	6. Combat human trafficking
	7. Implement joint border control at PJIA/ the Franco Dutch treaty
	8. Finalize demarcation of Sea borders
	9. Introduce Police Cooperation Treaty
	10. Higher police visibility in various districts. More police vehicles
	Other relevant matters of high priority
	1. Diplomat in Trinidad & Tobago ref. Caribbean Financial Action Task Force (CFATF)/ money laundering
	2. Mitigating youth delinquency
	3. Prison – building a new one
Good Governance	Macroeconomic Stability
	1. Regulate and enforce the Financial and Banking Regulations
	2. Implementation of sound Fiscal and Financial Policies, to:

a. <i>spur economic activities;</i>
b. <i>increase disposable income to the Household;</i>
c. <i>Increase Government revenue</i>
d. <i>Incentivize Investors (Both local and foreign)</i>
3. Strengthening tax administration capabilities
4. Improve the Public sector efficiency - Reduce the costs of doing business in Sint Maarten through:
a. improved service delivery
b. simplified procedures of doing business
5. Establish a comprehensive e-Government System
6. Improve the level and quality of data collected for decision-making purposes.
7. Ensure that resources are channelled into the most productive activities.
8. Strengthen the institutional and regulatory capacity of public sector entities for promoting private sector activities

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