



STATEN VAN SINT MAARTEN		
Ingek. 13 MAR 2023		
Volgnr. 15/570/22-23		
Par.	8	GR



Annex 2
Draft budget 2023
EXPLANATORY NOTE



Foreword

This draft national ordinance "Budget 2023" reflects the financial position, prospects and policy intentions of the Country Sint Maarten for the year 2023. The basis for this budget is the approved 2021 budget and the most recent estimators of the country, supported by findings of the International Monetary Fund (hereafter IMF) and Central Bank of Curacao and Sint Maarten (hereafter CBCS). Due to the pandemic, we saw a marked decline in tourism. This had a negative impact on the hospitality sector, which in turn affected government revenue collection. Despite the positive trend in revenue, we are still not at pre-COVID levels. The 2023 budget has been prepared with the following assumptions:

1. Revenue; with respect to estimates, historical data is used as the basis, adjusted with new policy intentions.
2. Expenditure; are based on historical data, also taking into account IMF forecasts, which also make their assumptions based on historical costs.

In 2022, we saw an increase in economic activities on the island. Furthermore, we see that the influences of COVID are still visible. In addition, the situation between Russia and Ukraine also puts a lot of pressure on the country's economy, especially due to high global inflation. Despite of this, the positive trend that was visible in 2022 regarding the country's revenues is expected to continue in 2023.

In conclusion, we can say that we are gradually seeing an increase in the country's economic activities, especially in the tourism sector. Although we are still not at the same level as pre-COVID and -Irma, by deploying a number of revenue enhancing initiatives, it is expected that the country's revenues will increase. Despite all the uncertainties, the government remains committed, by further elaborating and implementing and reforms, to the vision that is in the coalition agreement, ***"realization of a country with a strong multi-pillar economy - where opportunities exist which empowers each citizen to realize their strength to progress at all levels - a place where EVERY DREAM CAN BE REALIZED"***, te bereiken.



Contents

EXPLANATORY NOTE.....	I
Foreword	II
1. Introduction.....	1
1.1 Multi-annual prognosis.....	3
1.2 Comparison approved budget 2022 and draft budget 2023	8
1.3 Country's Package.....	13
2. Policy plan 2023	17
2.1 Ministry of General Affairs.....	18
2.2 Ministry of Finance	28
2.3 Ministry of Justice	34
2.4 Ministry of Education, Culture, Youth and Sport.....	51
2.5 Ministry of Public Health, Social Affairs and Labor.....	68
2.6 Ministerie van Toerisme, Economische Zaken, Verkeer en Telecommunicatie.....	79
2.7 Ministry of Housing, Spatial Planning, Environment and Infrastructure.....	88
3. Draft Budget of the Financial Year 2023	105
3.1 Revenues.....	105
1.2 Government expenditure	106
3.3 Capital Investment Account.....	108
1.4 Loan overview	121
3.5 Public Companies.....	122



1. Introduction

Over the past five years, Country Sint Maarten has faced two major disasters. At the end of 2017, the country was hit by Hurricane Irma, and just as the economy started to recover, Country Sint Maarten was struck by the COVID-19 pandemic in 2020. By implementing several measures, Sint Maarten successfully contained the spread of COVID-19 in the first half of 2020. The support measures were crucial to assist the population to continue meeting at least in their basic living needs. It is clear that this pandemic will continue to negatively impact the country's economy for an extended period despite the increase in economic activities in 2022. While an exact timeline is unknown, it is only reasonable to assume that it will take a number of years for the country's economy to return to the same level it was at before COVID and Irma.

In 2022, we saw an increase in economic activities on the island. Although the number of COVID cases has dropped dramatically, the effects of COVID are still visible. In addition, we see that that situation between Russia and Ukraine also puts a lot of pressure on the country's economy, especially due to high rates of inflation worldwide.

In its Article IV consultation Staff report dated July 11, 2022, the IMF indicates that real gross domestic product (hereafter GDP) is estimated to increase by approximately 10 per cent in 2023, at NAf 2,524 million. This is due to a recovery and an increase both overnight tourists and cruise tourists to 65 per cent of their pre-pandemic levels. Investment projects are also expected to contribute positively to GDP growth. The CBCS estimates a higher GDP for the country namely NAf 2,651.7 million. Total debt (Net central government debt) according to the IMF report is estimated to be about NAf 1,433 million at the end of 2023. This estimate by the IMF was made based on the figures used in the 2022 approved budget where we expected the total debt to be NAf 1,263 million. Although the country's total debt increased substantially from 2020 onwards due to the liquidity support received over the past few years totalling about NAf 316.4 million, however, we expect public debt to be much lower at NAf 893 million in 2023. This means that instead of 56.8 per cent of GDP, government debt is estimated to be around 35.4 per cent. The difference between the IMF and expected government debt is due to the fact that the calculation of the approved 2022 budget took into account more liquidity support, and capital investment loans for 2021 and 2022. However, the liquidity support received was much lower than expected in both years, and so far as capital investment loans were concerned, these had not been approved.



Furthermore, the IMF estimates that unemployment will fall from 11.2 per cent to 9.8 per cent in 2023. This is more or less similar to the CBCS estimates where it is estimated that unemployment will fall from 12 per cent in 2022 to 9.5 per cent in 2023.

Despite the fact that corona is currently under control, looking ahead, consideration should be given to whether the country should start introducing additional measures in the health sector, in case of a future pandemic. This will obviously entail additional costs, but exactly what the impact will be is currently unclear. Therefore, this has not been taken into account in this budget. In addition, it is visible that the Russian invasion in neighbouring Ukraine carries a lot of uncertainty and has caused huge price increases.

The most visible consequence of the invasion of Russia in the Ukraine right now is increased energy prices. Although the total economic impact at the local level cannot yet be estimated, the impact of the high prices on local petrol and food prices in particular is apparent. As a result, inflation on the island is expected to rise even further, according to the IMF, we expect an inflation rate of 3.5 per cent in 2023, this is slightly lower than the CBCS predictions where an estimate of 4.2 per cent inflation is made for 2023. With salaries stagnating and inflation rising sharply, the purchasing power of the island's residents is likely to decline further. Furthermore, we can also see that the steep increase in prices is also affecting the various projects that have started, such as the renovation of the hospital. These projects were supposed to provide an increase in economic activities, but are delayed due to the sharp increase in prices, as the estimated costs for some of these projects are significantly higher than expected.

This budget is a financial translation of various policy initiatives and structural (including mandatory) costs of the organisation. Currently, there are also several projects underway that are likely to lead to an increase in revenue, especially taxes, some of the surpluses resulting from these efforts will be visible as early as in 2023.

Total State of Government		
	Budget 2022	Budget 2023
Expenses	520,033,980	494.663.992
Revenue	418.871.619	494.663.992
(-)Deficit/Suplus (+)	-101,162,361	0.00



1.1 Multi-annual prognosis

General

All estimates in this section are based on the projections published by IMF in their publication reading Article IV consultation of July 11, 2022. The CBCS data are based on the projections from their report 'Multiannual projections for the budget cycle 2022-2023'.

	2022	2023	2024	2025	2026
IMF projections GDP 22-07-2022	2.296	2.524	2.703	2.849	2.969
CBCS projections GDP	2.530	2.725	2.813	2.951	3.066

The figures indicate:

- The economy is expected to grow by 10%(GDP) in 2023.
- Nevertheless, the economy still lags behind pre-COVID-19 levels and will recover to pre-Irma levels by 2024.
- Government costs rise due to inflating influences

The table below shows a multi-annual position of the country's results.

Multi-annual result (amounts x NAf 1 million)					
		2023	2024	2025	2026
Result					
Revenue		495	518	526	543
Expenses		495	518	526	537
	Total Government	0	0	0	6

The government expects the country to have no deficits in the coming years, however, a surplus is not expected until 2026. This is partly due to a steady growth in the country's revenues. The expected surplus in 2026 and future surpluses will be used to offset deficits from previous years. As far as the reform of the tax system is concerned, St Maarten is still in its early stages, so it is not yet clear when the additional revenues that will follow from this reform will occur, hence we do not expect a surplus until 2026 at this time. The next subsections will further discuss the multi-year projection of the country's total revenue and expenditure by economic category.



Government revenue

Revenue per economic category (amounts x NAf 1 million)					
		2023	2024	2025	2026
Tax		411	427	431	441
Licenses		17	17	19	19
Fees en concessions		44	47	47	49
Other revenues		23	27	29	28
	Total Government	495	518	526	537

Taxes

In the coming years, an upward trend is expected in terms of the country's tax revenues. With the economy picking up and based on forecasts from various entities in the tourism sector, the number of tourists staying on the island is expected to increase in the coming years and a small growth is expected in the Lodging Tax. In addition, a tourist tax is expected to be introduced in 2023 as well as the Airbnb lodging tax. As for the tourist tax, it is planned to introduce a visitor entry tax, excluding residents and passengers of transfer and transit flights. Studies have shown that introduction will not have adverse economic effects for the Country. In addition, the Ministry of Finance will launch a campaign this year to inform the public about their obligation to declare their income, such as income from shared services platforms like Airbnb and VRBO to name a few. The Ministry of Finance will also work with ATS to identify properties using proprietary software that tracks the income of individuals and/or companies participating in websites such as Airbnb and VRBO. In the meantime, several discussions are also ongoing between the Ministry of Finance and Airbnb to determine the best course of action to ensure compliance. Furthermore, the ministry is also going to contact VRBO soon, to determine the best course of action with them too as far as lodging taxes are concerned. The government expects to start collecting the aforementioned taxes in 2023. Chapter 2 will indicate what is expected to be received. This revenue is expected to start increasing in the coming years, especially in 2024 compared to 2023. Once everything is up and running then it is expected that revenues will continue to rise, but to a lesser extent.

It can be observed in the figures from both the IMF and the CBCS that unemployment will decline in the coming years, this combined with the expected economic growth, a small growth of between 4 and 3 per cent is expected for the Payroll Tax. A growth is also expected in total business turnover and profit tax, as the economy picks up. In addition, the Tax Department is also optimising and modernising the tax administration under the country's packages (Measure C4), in such a way that tax collection can take place effectively and efficiently. By implementing various quick wins identified within the project, tax revenues are expected to increase substantially this year compared to 2022. The following years are expected to see a small increase.



The opinion of the CFT also calls for the short-term introduction of sales tax on private imports of goods. However, this is not included in the 2023 draft budget because the country is currently in the process of reforming its tax system under Theme C of the country's package. These issues will be addressed during this process.

Licenses

Licenses remain more or less in line with the preliminary realisation of about 14 million in 2022. A small increase is expected for the coming years in work permits and residence permits in particular. Due to an increase in activities within the hospitality sector, it is expected that many businesses will need to attract labour, which will lead to a higher demand for work permits. This is accompanied by an increase in the number of residence permits.

Fees en Concessions

Discussions with the Harbour have indicated that they will be able to pay dividends from 2024. How much that will be is not yet known, the government's multi-year forecast takes into account an amount of NAf 2 million from 2024 and a small increase in 2026. It is expected that more holdings could pay dividends. The government's dividend policy has already been sent to all government entities.

Other revenues

Other revenues also show a small increase from 2024, mainly because the government expects to receive more subsidies from the TWO to finance various projects within the Country's Package. Other income consists mainly of long leases, concessions and permits, these sources of income are fairly fixed and do not fluctuate much.

Despite the fact that the government and the IMF expect the economy to pick up in the coming years, it is important to also take into account several risks that are highly determinant of whether the expected growth will be realised.

The following risks have been identified:

- COVID pandemic; Although corona currently seems to be under control, it is still uncertain what the future holds. Should infections go up again, or another pandemic break out it will obviously have profound effects on the country's economy.
- Delay in implementation of reconstruction projects; the above may have the effect of delaying the implementation of the two aforementioned projects, which will also delay the expected economic activities they will entail.
- Possible hurricane; should St Maarten be struck by a hurricane in 2023, it will obviously affect the economy and this will lead to a drop in revenue for the country.
- Impact of the invasion of Russia in Ukraine has major implications for global economies, including St Maarten. If inflation continues to rise, it will certainly affect the country's burden, and possibly also its revenues through a decline in the population's purchasing power.



It will therefore not be easy in the coming years and the economic outlook will have to be constantly adjusted to reflect reality.

Expenses Government

The table below shows the multi-annual forecast of the country in terms of total expenses. The expenses are classified per economic category.

Comparison of expenses per category (amounts x Naf 1 mln)					
		2023	2024	2025	2026
Expenses according to government					
Personnel expenses		215	221	228	234
Goods and services		131	135	138	140
	<i>Goods and services</i>	<i>128</i>	<i>130</i>	<i>133</i>	<i>135</i>
	<i>Scholarships and allowances</i>	<i>3</i>	<i>4</i>	<i>4</i>	<i>4</i>
	<i>Unforeseen</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>
Depreciation		11	16	15	15
Social services		31	32	33	33
Subsidies		96	101	101	100
Interest		12	12	11	14
	Total Government	495	518	526	537

The estimates of the IMF and the country of Sint Maarten are more or less in line with each other for the first three years. In 2026, the IMF estimates much higher costs due to an increase in Social Expenses of 96 mln compared to 2023, with the IMF taking into account the depletion of SZV reserves in 2025. In discussions with the IMF, they have indicated that this is now no longer applicable and that they will adjust their forecast in this regard based on more recent information received from the SZV. They now expect depletion only in 2027.

For the multi-annual forecast of the country, the government has taken into account the following assumptions per economic category:

1. Personnel expenses: we expect an annual growth rate of about 3% of personnel. In order to perform the tasks arising from the Country's Package, more staff will have to be recruited in the coming years.
2. Goods and services
 - a. Goods and Services: an additional inflation of 2 per cent on goods and services for the next few years based on sharp price increases we consistently see especially on goods. This is in line with the IMF and CBCS expected inflation of around 3.8 per cent.
 - b. Scholarships and allowances: based on the information we currently have, we do not expect any increase in scholarships in the coming years.



- c. Unforeseen Expenses: the country usually maintains between 0.5 to 1 per cent of costs for goods and services. Contingencies include, for example, ongoing litigation, costs from previous years for goods and services and/or subsidies whose financial statements have already been settled
3. Depreciation: Due to an increase in fixed assets, depreciation is expected to increase in the coming years.
4. Social services: Over the past few years, we did not see any major increase in the country's social security costs. Following the various measures in the country's package under theme E, these costs may possibly increase, what the impact of this will be is not clear at the moment as most of the measures under E are still in the research phase. This obviously also applies to health costs related to medical assistance. Currently, there is no indication that either or both of these costs will increase in the future.
5. Subsidies: Subsidies will remain fairly stable in the coming years.
6. Interest and capital service forecast: increase in these expenses is expected due to an increase in capital investment account loans for the coming years taking into account an interest rate of 1%.



1.2 Comparison approved budget 2022 and draft budget 2023

REVENUES

REVENUES 2023 (x Naf 1 mln)				
	Expected Realisation 2022	Approved Budget 2022	Draft Budget 2023	Difference
REVENUES	432.4	418.8	494.7	75.8

Preliminary figures for 2022 indicate that the country's total income will come to about Naf 432.4 million. This is about 10 million more than was budgeted in that year. However, the government expects this trend to continue mainly due to the previously mentioned proposals in the country's multi-annual revenue forecast (see pages 4 and 5).

The table below shows per revenue type where increases are expected in 2023 compared to the 2022 budget.

REVENUES (x Naf 1 mln.)	Expected Realisation 2022	Approved Budget 2022	Draft Budget 2023	Difference
Taxes	341.4	342.1	410.9	68.8
Licenses	14.4	14.8	17.4	2.6
Fees & concessions	45.0	36.4	43.2	6.8
Others	31.6	25.6	23.2	-2.4
Total	432.4	418.8	494.7	75.8



Taxes

The table below shows the numerical representation of the various proposals mentioned on page 4 per tax type.

REVENUES (x NAF 1 mln.)	Real 2021	budget 2022	budget 2023
Wage tax	138.9	156.7	17.8
Income tax	0.6	4.9	4.3
Corporate income tax	141.6	155.4	13.8
Profit tax	25.8	30.1	4.3
Motor vehicle tax	10.3	10.8	0.5
Stay over tax	2.5	8.0	5.5
Tourist tax	0.0	10.0	10.0
Lodging tax Airbnb	0.0	5.0	5.0
Rental car tax	0.5	0.9	0.5
Time Share Fee	1.3	3.1	1.8
Transfer Tax	11.0	16.3	5.3
Other Taxes	1.6	1.7	0.1
Excise Taxes	0.0	0.0	0.0
Wage tax	8	8.0	0.0
Total Taxes	342.1	410.9	68.8

As mentioned before, tax revenue is expected to start increasing due to various initiatives that the government will introduce in 2023 and projects that have been underway since 2022 but whose impact will only be visible in 2023, see page 4 for more detail. In addition, we see increase in Rental Tax, Time Share Fee and Transfer Tax that is directly linked to expected economic growth.

Licenses

REVENUES (x NAF 1 mln.)	Real 2021	budget 2022	budget 2023
Business licences	7.7	8.9	1.2
Work permits	1.1	1.3	0.2
Building permits	1.1	2.0	0.9
Restaurant licences	2.9	2.9	0.0
Residence permits	2.0	2.2	0.2
Total Licenses	14.8	17.4	2.6

As for business licences, the budgeted expenditure for 2023 is in line with the expected realisation of NAF 9 million in 2022. The same goes for building permits where the expected realisation in 2022 is about NAF 1.5 million.



Fees and Concessions

REVENUES (x NAF 1 mln.)	Real 2021	budget 2022	budget 2023
Bank License Fees	19.5	24.0	4.5
Concession fees	10.5	10.5	0.0
BTP result	1.5	1.5	0.0
BIE result	0.0	0.0	0.0
Casino and Lottery Fees	4.9	7.2	2.3
Dividend Government Companies	0.0	0.0	0.0
Total fees and concessions	36.4	43.2	6.8

Within fees and licences, the biggest difference compared to 2022 can be seen on bank licence fees and Casino and Lottery fees. Both have been brought more in line with the projected 2022 realisation, which is NAF 26 million for the bank licence fees and NAF 5.9 million for the Casino and Lottery fees.

Other revenues

REVENUES (x NAF 1 mln.)	Real 2021	budget 2022	budget 2023
Casino Controllers	2.2	2.2	0.0
Long-lease	5.9	7.1	1.2
Other income	8.9	11.8	2.9
Project monies received	8.5	2.1	-6.4
Total other revenues	25.6	23.2	-2.4

Regarding other income, we see a small decrease this is mainly due to project funds being much lower in 2023 than 2022. A large part of the project funds to be received in 2023 are included in the capital investment account, for Finance and Tax projects. Other income has increased slightly because various fees, such as inspection for cars, among others, will be increased in 2023.

EXPENSES

EXPENSES 2023 (x NAF 1 million)			
	Approved Budget 2022	Draft 2023	Budget 2023
EXPENSES	512.0	494.7	-17.8



Compared to the 2022 budget, total expenses decreased by Naf 17.8 million. This is mainly due to a decrease in material costs of Naf 13.4 million and a decrease in personnel expenses of Naf 4.5 million. The difference will now be further explained per economic category.

A. Personnel expenses

PERSONNEL EXPENSES 2023 (x Naf 1 miljoen)			
	Approved Budget 2022	Draft Budget 2023	Difference
Personnel expenses	219.6*	215.1*	-4.5

**Personeelkosten inclusief vacatures*

For 2023, the amount of personnel expenses decreased by Naf 4.5 million compared to 2022. Due to the overflow of a number of vacancies, it is difficult to indicate where the difference comes from when looking at total personnel expenses including all vacancies.

The table below shows the difference in personnel expenses without vacancies

PERSONNEL EXPENSES excl. VACANCIES (x Naf 1 mln)		
	Approved Budget 2022	Draft Budget 2023
Personnel expenses	219.6	222.3
Vacancies	6.5	6.5
Personnel expenses excl. vacancies	213.1	215.80

In terms of personnel expenses excluding vacancies, we see an increase in the 2023 draft budget of Naf 2 million. This is mainly due to the fact that this draft budget does not take into account the 25 per cent cut for Ministers and Members of Parliament in their terms of employment, which was, however, still the case for 2022. All temporary laws relating to the reduction of working conditions have been lifted with effect from January 1, 2023.

B. Material expenses

MATERIAL EXPENSES 2023 (x Naf 1 miljoen)			
	Approved Budget 2022	Draft Budget 2023	Difference
Material expenses	292.9	279.5	-13.4



Total material expenses have decreased from the approved 2022 budget by NAf 13.4 million. The total expenses have been brought in line with the total expected material expenses of NAf 275.1 million for 2022.

The table below shows the total material expenses per economic category.

REVENUE (x NAf 1 mln.)	Expected Realisation 2022	Approved Budget 2022	Draft Budget 2023	Difference
Goods and services	115	139	127.4	-11.6
Social Services	31.7	31.2	30.5	-1.6
Depreciation	13.6	8.2	10.6	+2.4
Subsidies	100	98.2	96.1	-2.1
Scholarships	3.3	3.3	3.3	0
Interest and bank fees	11.5	12.1	11.7	-0.4
Total	275.1	292.2	279.6	

Although we can see from the table above that the material expenses on a total level are in line with the expected realisation for 2022, we can see differences in the various economic categories. Regarding Goods and Services: However, CFT's advice also indicates to keep these costs around NAf 113 million which are slightly higher budgeted than expected realisation. However, the following expenses are not included in CFT's projected realisation and forecast which however need to be taken into account in 2023. Some of these expenses are:

- o CRIFF insurance, since after IRMA, CRIFF was funded by the National Recovery Program Bureau (hereafter NRPB). From June 2023, this has to be financed by the government itself for a total amount of NAf 2.7 million
- o Specific Prison Costs increased based on various contracts NAf 1.0 million
- o Increase in SLA, Contracts and Licences of NAf 2.1 million (a.o. for finance for new systems Financial Management and Tax Administration, new systems Justice, new systems MOT)



1.3 Country's Package

On December 22, 2020, Sint Maarten and the Netherlands signed the mutual arrangement for the implementation of the Country's Package Sint Maarten. Since the signing of the mutual arrangement, the first steps have been taken for the realisation of a broad range of reforms and investments. These should contribute to the resilience and sustainability of the economy and society. St Maarten's economy must gain sustainable economic growth and earnings-ability. Good governance, sound public finances and social cohesion contribute to this. An economy and society that is also more resilient to crises, with new opportunities for citizens and businesses. The country's package includes measures in the following areas: financial management; public sector costs and effectiveness; taxation; the financial sector; the economy; healthcare; education and strengthening the rule of law. The concrete commitments these measures consist of are listed in an implementation agenda, which is updated quarterly. At the moment, it is established that the expenses for the studies of the adopted action plans will continue to be financed by CoHo/TWO in 2023. Currently, it is not clear what the outcome of the various research will be, so it is also difficult to estimate what the impact will be for the country's coffers.

Progress country package Sint Maarten

Overall, the implementation of the various measures is going well and satisfactorily. The progress of activities is adequate and of good quality. Most of the measures are on schedule and it is expected that the set deadlines will be met. For about eight measures, there have been some delays but they are still expected to be completed in the near future. The tables below show all of the measures currently being worked on. What the impact will be on the country's budget in the coming years is not yet known. Most of the measures are, in fact, currently in their research phase. After all studies have been completed, it will become clearer what the actual financial impact will be on the country's budget in terms of income, expenses and investments. The tables below show which measures are currently being worked on and their status. For more information on the status of the measures and status, please refer to the report "*Implementation report country packages Aruba, Curaçao and Sint Maarten*" - no. 4 2022 | 29 November



2022".

Format meerjarig financieel overzicht Landspakket/Uitvoeringsagenda

Budgettaire gevolgen van de uitvoeringsagenda (bedragen x ANG 1.000)		B=baten, L=lasten, I=investeringen.																
	Status plan van aanpak of beslissing*	2023			2024			2025			2026			2027 (OB)			Structureel/ Incidenteel	Jaar**
		B	L	I	B	L	I	B	L	I	B	L	I	B	L	I		
Thema: A Financieel beheer																		
<u>Maatregel A.1</u>																		
A1.1 Onderzoek naar bestaande financiële werkprocessen, waaronder in ieder geval de processen procure to pay en order to cash, en een inventarisatie van de daarbij gebruikte systemen. Inclusief fit/gap analyse ten behoeve van A.1.2.	V	2.1															Incidenteel	
A.1.2 Verkenning mogelijkheden implementatie nieuw boekhoudsysteem	V			5.8														
A.1.3 Doorlichting door Nederland samen met Sint Maarten van de praktijk van het begrotingsproces	V																	
A.1.4 Vaststellen achterstallige jaarrekeningen.	V																	
A.1.5 Op orde brengen van de balans door een opschoning van o.a. posten debiteuren, crediteuren en activa.	V																	
A.1.6 Juridisch kader aanpassen als basis om financiële kolom te versterken.	V																	
A.1.7 Onafhankelijke advisering over het verkorten van de doorlooptijd van de oplevering en de controle van de jaarrekening.	V																	
A.1.8 Roadmap Financieel Beheer	V																	
<u>Maatregel A.2</u>																		
A.2.1 Uitvoeren van een peer review op het Department of Statistics	V																	
<u>Maatregel A.5</u>																		
A.5.1 Opstellen van Disaster Risk Management beleid.	V																	
Thema B: Kosten en effectiviteit publieke sector																		
<u>Maatregel B.2</u>																		
B.2.2 Uitvoeren doorlichting overheidsnv's	V																	
<u>Maatregel B.4</u>																		
B.4.2 Risicogerichte integrale doorlichting(en).	V																	
B.4.3 Versterking wetgevingsfuncties	V																	
<u>Maatregel B.5</u>																		
B.5.3 In aanvulling op het vergelijkend onderzoek naar de primaire, secundaire en tertiaire arbeidsvoorwaarden wordt een benchmark onderzoek uitgevoerd waarin de arbeidsvoorwaarden uit de (semi)publieke sector worden vergeleken met de private sector.	V																	
<u>Maatregel B.6</u>																		
B.6.2 In het kader van capacity building medewerkerstevredenheidsonderzoeken capacity retention worden een (MTO) en een exitsurvey uitgevoerd.	V																	
<u>Maatregel B.8</u>																		
B.8.2 Implementeren aanbevelingen ten aanzien van geïdentificeerde verbeterpunten in de roadmap.	CG																	
<u>Maatregel B.9</u>																		
B.9.2 Implementeren aanbevelingen ten aanzien van geïdentificeerde verbeterpunten in de roadmap.	V																	
<u>Maatregel B.10</u>																		
B.10.2 Implementatieplan kostenverlaging en verbeteringen ten aanzien van huisvesting.	V																	
<u>Maatregel B.14</u>																		
B.14.2 Uitvoering National Risk Assessment (NRA)	V																	
B.14.3 Plan van aanpak voorbereiding CFATF Mutual Evaluation	CG																	
<u>Maatregel B.15</u>																		
B.15.2 Uitvoeren implementatieplan Corporate governance overheidsbedrijven	V																	

* IV=voorbereiding, CG=conceptversie gereed, V=vastgesteld.

** Laatste jaar financieel effect.



Format meerjarig financieel overzicht Landspakket/Uitvoeringsagenda

Budgettaire gevolgen van de uitvoeringsagenda (bedragen x ANG 1.000)		B=baten, L=lasten, I=investeringen.																				
Status plan van aanpak of beslissing*	2023	2024	2025	2026	2027 (OB)	Structureel/ Incidenteel	Jaar**	2023			2024			2025			2026			2027		
								B	L	I	B	L	I	B	L	I	B	L	I	B	L	I
Thema C: Belastingen																						
<u>Maatregel C.1</u>																						
C.1.1 Doorlichting van het fiscale stelsel met als doel te komen tot een advies ten aanzien van een stelselhervorming gericht op vereenvoudiging van het stelsel, beperking van bestuurlijke inmenging en verbreding van de belastinggrondslag.	V																					
C.1.2 Vormgeven richtingen ten aanzien van de hervorming van het fiscale stelsel op basis van de aanbevelingen van het IMF en de eerdere voorstellen van Sint Maarten.	CG																					
<u>Maatregel C.2</u>																						
C.2.2 Start informatie-uitwisseling	IV																					
<u>Maatregel C.3</u>																						
C.3.1 Wordt meegenomen in fase 2 van C.4.	IV																					
<u>Maatregel C.4</u>																						
C.4.1 Fase 1: Uitvoeren van enkele quick reviews naar geïdentificeerde bottlenecks en quick wins.	V																					
C.4.2 Aanschaf online portal voor de invoer van de belastingmiddelen loonbelasting, Inkomstenbelasting en Belasting op bedrijfsomzetten.	V	16.2																				Incidenteel
C.4.3 Opschonen van de CRIBbestanden waarbij foutieve NAWgegevens worden hersteld, relaties tussen entiteiten correct worden geregistreerd, personen die onterecht op actief staan worden gecorrigeerd.	V																					
C.4.4 'Quick win'-maatregelen: voorbereiden en uitvoeren van (a) opschoning databestanden (zie C.4.3), (b) wegwerken achterstanden en (c) versneld innen en invorderen van achterstallige bedragen.	V																					
<u>Maatregel C.5</u>																						
C.5.1 Overeenkomen onderlinge regeling tussen Nederland en Sint Maarten	CG																					
<u>Maatregel C.6</u>																						
C.6.1 Implementatie wetgeving (belastingparagraaf) Establishment Agreement Wereldbank.	CG																					
Thema D: Financiële sector																						
<u>Maatregel D.1</u>																						
D.1.1 Op zo kort mogelijke termijn volledig invulling geven aan maatregelen om tekortkomingen te adresseren naar aanleiding van aanbevelingen van het IMF inzake de financiële sector van de monetaire unie Curaçao-Sint Maarten.	CG																					
<u>Maatregel D.2</u>																						
D.2.1 Op zo kort mogelijke termijn volledig invulling geven aan maatregelen om tekortkomingen te adresseren naar aanleiding van aanbevelingen van het IMF inzake de financiële sector van de monetaire unie Curaçao-Sint Maarten.	CG																					
<u>Maatregel D.3</u>																						
D.3.1 Onderzoek naar dollarisatie door IMF.	V																					
<u>Maatregel D.4</u>																						
D.4.1 Voortzetting plan van aanpak CBCS, ontwikkeling wetgevingskalender en afspraken met WJZ over versterking wetgevingscapaciteit.	CG																					
<u>Maatregel D.5</u>																						
D.5.2 Op zo kort mogelijke termijn volledig invulling geven aan maatregelen om tekortkomingen te adresseren naar aanleiding van aanbevelingen van het IMF inzake de interne organisatie van de CBCS.	V																					

* IV=in voorbereiding, CG=conceptversie gereed, V=vastgesteld.

** Laatste jaar financieel effect.



Format meerjarig financieel overzicht Landspakket/Uitvoeringsagenda

Budgettaire gevolgen van de uitvoeringsagenda (bedragen x ANG 1.000)		B=baten, L=lasten, I=investeringen.														
	Status plan van aanpak of beslissing*	2023			2024			2025			2026			2027 (OB)	Structureel/ Incidenteel	Jaar**
		B	L	I	B	L	I	B	L	I	B	L	I			
Thema E: Economische hervormingen																
<u>Maatregel E.1</u>																
E.1.1 Onderzoek huidige arbeidsmarktbeleid en wet- en regelgeving.	V															
<u>Maatregel E.3</u>																
E.3.2 Implementatieplannen voor maatregelen tegengaan illegale tewerkstelling vaststellen.	V															
E.3.3 Implementatieplannen voor maatregelen tegengaan illegale tewerkstelling vaststellen.	V															
<u>Maatregel E.4</u>																
E.4.1 Onderzoek naar stelsel van sociale zekerheid.	V															
<u>Maatregel E.6</u>																
E.6.1 Implementatie aanbevelingen naar aanleiding van onderzoek ondernemerschap- en investeringsklimaat.	V															
<u>Maatregel E.7</u>																
E.7.1 Ontwikkelen van een roadmap met drie pijlers: 1. ruimtelijke ordening beleid; 2. erfpacht beleid; 3. wegwerken financiële achterstanden.	V															
Thema F: Zorg																
<u>Maatregel F.1</u>																
F.1.1 COVID-19 te kunnen beheersen en beheersbaar te houden	V															
<u>Maatregel F.2</u>																
F.2.2 Inzicht in zorgaanbod bij DCHA aangesloten ziekenhuizen en ziekenhuizen in de regio en de kosten hiervan	IV															
F.2.3 Bewerkstelligen toetreding ziekenhuisinstellingen van Saba en St. Eustatius tot DCHA	IV															
F.2.4 Inzicht in zorgaanbod bij DCHA aangesloten ziekenhuizen en ziekenhuizen in de regio en de kosten hiervan	IV															
F.2.5 Summit DCHA-Platform Samenwerkende Zorgverzekeraars PSZ op Bonaire	V															
<u>Maatregel F.3</u>																
F.3.1 Opstellen plan van aanpak met als doel het verhogen van de doelmatigheid en effectiviteit van de zorg op lange termijn (General Health Insurance).	V															
F.3.2 Opstellen plan van aanpak met als doel het verhogen van de houdbaarheid van het zorgstelsel op de korte termijn, waarbij in ieder geval wordt gekeken naar het uitvoeren van behoefteraming zorginstellingen, efficiënte inkoop medicijnen en preventieve zorg.	CG															
Thema G: Onderwijs																
<u>Maatregel G.1</u>																
G.1.1 Doorlichting van het onderwijsbestel.	V															
Thema H: Versterken rechtsstaat																
<u>Maatregel H2</u>																
H.2.3 Schrijven nieuwe kansspelwet- en regelgeving	CG															
H.2.4 Implementatie PVA technische keuring/audit speelautomaten	IV															
<u>Maatregel H9</u>																
H.9.1 Projectfase uitvoeren op basis van vastgesteld plan van aanpak.	CG															
<u>Maatregel H12</u>																
H.12.1 Opvolgen aanbevelingen uit de rapporten van de Raad voor de Rechtshandhaving m.b.t. het criminaliteitsfonds.	CG															
<u>Maatregel H20</u>																
H.20.1 Realiseren verbetermaatregelen	V															
<u>Maatregel H21</u>																
H.21.1 Ondertekenen projectovereenkomst en voorstel met UNOPS, Nederland als financier en SXM als opdrachtgever	IV															

* IV=in voorbereiding, CG=conceptversie gereed, V=vastgesteld.

** Laatste jaar financieel effect.

Under the country's package, the country is also currently implementing the plan of action aimed at increasing the efficiency and effectiveness of long-term healthcare (General Health Insurance). This should eventually reduce shortfalls in healthcare funds. For the timing of this measure, the Government refers to "Implementation report on country packages Aruba, Curaçao and Sint Maarten - no. 4 2022 | 29 November 2022".



2. Policy plan 2023

The vision as stated in Sint Maarten's National Development Vision 2030 (NDV 2030) is: "To transform Sint Maarten into a compassionate, strong and decisive country by making it economically resilient and to enable to support its own development thus providing an improved quality of life and well-being for generations to come."

The ambition of this government is therefore also to mitigate both external and local developments that have a negative impact on the social, economic and financial situation of the country of St. Maarten. The coalition agreement for 2020 - 2024 focuses mainly on the following principle: "finding the right balance between economic recovery by restoring the livelihood of the people post COVID-19 virus and stimulating resilient and prosperous people going forward".

In realizing the vision, Government of Sint Maarten will work to ensure the following overall outcomes:

- Promote a progressive social environment and a rich cultural heritage
- Improve the quality of life for the people of St. Maarten
- Stimulate sustainable economic prosperity and or growth through increased economic diversification and investment
- Stimulate economic growth through diversification of tourism
- Improve the role and performance of the private sector - SMEs
- Protect the ecosystems and physical infrastructure of the country
- Financial discipline and management & the implementation of good governance

In addition, it is also very important to indicate that within the policy framework of the coalition agreement, the various economic, financial, social and institutional reforms which are part of the "Country's Package" were also taken into account. These reforms, like the coalition agreement, are intended to make St. Maarten more resilient to future calamities resulting from disasters such as Irma and COVID-19. These reforms also complement the reconstruction projects already underway under the Trust Fund managed by the World Bank. Both strategies should strengthen the achievement of the objectives as stated in the coalition agreement. The country package will therefore have a huge impact on the country's policy frameworks for the coming years. Where possible, this budget establishes a link between the measures and their impact on the national budget. Specific results cannot always be indicated at this time because resources are also being made available along with the reform mandate, the use and amount of which have not yet been fully determined. As a result, there may be shifts between funding from the national budget.



2.1 Ministry of General Affairs

Vision

Building a strong, unified, decisive and multi-pillar country that will improve the confidence and trust of the government by the community, increase community wellbeing and develop a cohesive and strategic government apparatus.

To achieve the national vision the Ministry has compiled a policy based budgeting system which will enable the Ministry to achieve tangible results with the following strategic long-term ambitions and policy priorities

The Ministry of General Affairs has a total of 288 filled FTE's. There are 90 unbudgeted vacancies with 10 budgeted critical vacancies for the Ministry of General Affairs. The total budget for personnel expenses is Naf 22.685.504,65 for 288 FTE's which includes a total of Naf 964.203,48 for the 10 critical vacancies. There is 5 additional vacancies budgeted for the Personnel Department. The Personnel Department like the Department of Legal Affairs are faced with the challenges of hiring personnel. There were 3 staff members of the Personnel Department that resigned in 2022 and with already short staffed department. In any case, a section head and a personnel advisor were hired in 2022.

Governance

To improve strategic planning, evaluate and monitor all governmental information with improved collaboration including all ministries by way of access to information and communication systems.

- Efficient & Productive Government

To offer all governmental services via an online platform by the ICT department in collaboration with the PSC department in an ongoing E-Government project financed by the Trustfund. Now that the project has commenced, the first year will address "the strengthening of the legal, regulatory and institutional environment." It will also include the completion of the Enterprise Architecture and quality assurance of key registries, amongst the start of other activities. This enables the government to improve internal and external communication as well as improve information sharing and public access to information by revamping and making the government website and online services site more user-friendly. This will enable the Ministry to achieve its goal to act as the first and central point of contact with the customers and all departments to provide quality information

Strengthened effectiveness and efficiency of the government organization by improving access to information and communication systems for all ministries. The Digital Government Transformation Project (DGTP) supported by a US\$12 million grant from the Sint Maarten Recovery, Reconstruction and Resilience Trust Fund, administered by the World Bank. As an effectiveness condition for the digital government transformation project (DGTP), the Ministry of General Affairs has formally established a project unit that will be the technical counterpart to the implementing agency (NRPB). In addition, it is the intention to attract other expertise such as a Business Analyst and a Change Manager.



To ensure a proper and adequate HR Cycle, the ministry plans to revamp the Performance Management system by evaluating the current system, restructuring and addressing the formation and salary scales of all ministries and promote the hiring of necessary and qualified staff to combat the lack of capacity. To improve productivity by enhancing and strengthening the effectiveness and efficiency by ensuring correct updated legal position policies, workshops to facilitate increased productivity and a service-oriented environment, providing recommendations of the study information sessions, conducting employee information sessions, drafting annual personnel plan per ministry, monitoring the performance of the assessment cycle and its results, and executing medical re-examinations in the context of the sick leave policy. With the implementation of the recommendations of the study into fringe benefits (measure B.5), optimizing personnel deployment (measure B.6), audit HR function (measure B.8), and strategic personnel policy linked (measure B.9), will allow the Ministry of General Affairs to improve the productivity of the Government Apparatus.

Introducing an intranet for staff

- Professionalization Public Administration

To strengthen our effectiveness in cooperation with our frontline stakeholders namely Fire Department and Disaster Management, Public Service Center and Security. The Ministry of General Affairs will implement a Digital Government Project alignment /PSC Improvement plan, user centered public services, modernization of one-stop shops, user-centric e-services, and customer compliance.

- Building Resilience

To develop a resilient and robust policy to provide stability in government's finances, economic reforms, healthcare, education, and strengthen the rule of law that can withstand natural disasters by the implementation of a disaster management policy.

To improve strategic planning, evaluate and monitor all governmental information with improved collaboration including all ministries by way of access to information and communication systems.

2.1.1 Policy prioritization

Environment and reduced Climate Change

To achieve a Community wellbeing, the Ministry strives to the following goal:

- Improved government outreach to the community of Sint Maarten

This goal is linked to Theme A, Financial Management, from the country package. This is an ongoing effort to ensure a resilient and stable community. This Ministry began the plans in 2021 as stated in approach A5 and the execution of said approach is the ongoing focus point for the Ministry in 2023.



Policy actions are as follows:

Environment

- Allocation of a Disaster/business Recovery Fund

Despite our financial position, it remains important to set up a Disaster Risk Management Fund. The aim of the ministry is to have a disaster budget of Naf. 5 million for preparedness and emergency response measures in the event of a disaster. However, with limited resources, critical choices had to be made. As such, the Parametric Risk Insurance, namely the Caribbean Catastrophe Risk Insurance Facility (CCRIF), will be covered by the Trust Fund up and until 2024. This will alleviate the financial burden on the Government of Sint Maarten for an additional year.

Disaster Risk Management Policy, with a component to Disaster Risk Financing

In addition to the CCRIF insurance and the disaster budget, a layered approach is being sought for disaster risk financing. Technical assistance is underway in several areas. These are micro insurance and the creation of a separate Disaster Risk Management fund. The establishment of a comprehensive disaster management plan was the focus of 2021 and 2022 and the implementation of policy through strategy in the year 2023. This is a priority for Government and it is taken up in the country package (measure A.5). A Steering Committee consisting of representatives from the Ministry of General Affairs along with technical assistance through the RESEMBID program is supporting this endeavor.

The specific objectives for Disaster Risk Management are:

- Strategic objective 1: to mainstream disaster risk management in day-to-day advising and decision-making / mainstream disaster risk management into national development planning for sustainable development;
- Strategic objective 2: to enhance operational aspects of the disaster management structure / strengthen disaster risk management governance;
- Strategic objective 3: To develop and implement disaster risk financing instruments.

National Security

To achieve Confidence and Trust by the community in the government, the Ministry strives to the following goals:

- Improve synchronization of the public service internal and external
- Improve information sharing and public access to government information
- Strengthen external communication
- Strengthen effectiveness and efficiency of the government organization
- Achieve greater compliance and accountability with the use of government resources



These goals are linked to Theme B, Cost and Effective Public Sector, from the country package. As of 2021, the Ministry has already started working on drafting the plan of approach for B4, B8, and B11. The execution of said approaches will be the ongoing focus point for the Ministry in 2023. Policy actions are as follows:

Legislation –Internal & Kingdom Relations & Regional Collaboration

- Vetting and ratifying of the National Development Plan

In order to accomplish the vetting and ratifying of the National Development Plan, it is required to Strengthen the external communication especially with the Cabinet of the Minister Plenipotentiary and improved synchronization of the public service internal and external, via the policy platform internal operational manuals.

- Establish a partnership with the University of Curacao

Achieve greater compliance and accountability with the use of government resources by increasing capacity in the long term and seeking immediate solutions to remedy the current capacity shortfalls.

Prioritizing reforms and key legislation that will support the growth of government's efficiency to reduce costs and increase income.

In 2021, staff of the department followed the course on the legislative drafting techniques. The objective was to make the staff more all-around. The department is divided in two sections. The section Judicial Affairs and the section Legislation. In the interim via a measure taken up in the implementation agenda, assistance from the Netherlands was received to ensure execution of deadlines where legislative changes are mentioned in the country packages will be sought via a legislative pool to be provided and managed by the TWO. This measure can be found under B4 and is ongoing. A MOU was signed with the University of Curacao, to offer immediate assistance. In addition, the legislative agenda for 2022 focused on the amending of the legal regulations to facilitate the execution of the structural reforms as agreed on in the country package and will continue with the same trajectory in the year 2023.

Records & Information Management

- Revamping Personnel

Strengthen effectiveness and efficiency of the government organization by ensuring the correct legal positions of all Civil servants, evaluate and address the salary scales in keeping with cost-of-living realities (this is also to be done concerning the cost-cutting measures). Ensure that policies are in place which facilitate all civil servants to increase productivity, such as the necessary restructuring of Ministries and Departments with Government; facilitating and promoting the hiring of necessary and qualified staff (fill critical vacancies) to combat the lack of capacity. (measure B.8). Ensuring that personnel receives the necessary training required to optimally execute their tasks.

- Upgrade the information management process to ensure that all documentation is synchronized, thereby guaranteeing a smooth flow of information
- Integrate information systems to provide better service to businesses and the community
- Further development of e-government



Helping to improve the synchronization of government public services to the community of Sint Maarten, the ICT department works in collaboration with PSC and various departments on initiatives to provide better public services to the community. As a method of allowing services to always be available, the department is adopting a cloud first procedure, which will allow systems to always be available to the public, regardless of disasters, and other unforeseen circumstances. This also allows departments to be able to quickly be operational, as well as become less reliant on having to operate out of government offices.

Improving internal and external communication, as well as improve information sharing and public access to information, the ICT department will be revamping the government website and online services site as well as re-introduce the intranet, to make information more easily and readily available as well as enhance communication both internally and externally.

Strengthening effectiveness and efficiencies of the government organization – The ICT department is engaged in digitizing business processes for various departments to reduce manual processes, unnecessary data entry, reduce error prone data and strengthen transparency and efficiency within the departments.

Strengthening effectiveness and efficiencies of the government organization – The ICT department is required to continue to maintain and improve the applications used by the organization, from email and office applications to line of business applications and automation of advice processes. This includes Microsoft Enterprise Agreement, Fortinet Security Fabric, CRM and Website Maintenance. (measure B.11)

- 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.
- Improve Government productivity by establishing standards and deadlines by which services and information provided to citizens must be met.

Improved synchronization of the public service internal and external to achieve the department's goals by acting as the first and central point of contact with the customers of all departments (including public information, callcenter), provisioning quick, accurate, specific and qualitative information to internal and external customers and providing front office services for organizational units.

Border Control related

- Implement joint border control at PJIA / the French –Dutch treaty

Strengthen external communication by maintaining diplomatic relations in the context of the Kingdom, with other countries in the region, including cooperation between Sint Maarten and Saint-Martin, and with international and regional organizations. The Directorate also heads Sint Maarten delegations and functionaries abroad by Kingdom Representations as well as heads and/or supports Government Delegations traveling abroad. Training Seminars on Human Rights

Costs for implementation & info sessions privileged persons

Miscellaneous (lectures, events)



Good Governance

To achieve a strengthened, cohesive and strategic government apparatus, the Ministry strives to the following goals:

- Improve strategic planning and increase the monitoring and evaluating for all of the ministries
- Improve collaboration between ministries
- Improve access to information and communication systems for all ministries

These goals are linked to Theme B, Cost and Effective Public Sector, from the country package. This is an ongoing project and is expected to be completed in 2025 as outlined in approach B11. The execution of said approach will remain a focus point for the Ministry in the coming years. Policy actions are as follows:

Macroeconomic Stability

- Establish a comprehensive e-Government System

Strengthen effectiveness and efficiency of the government organization by improving access to information and communication systems for all ministries. The Digital Government Transformation Project (DGTP) supported by a US\$12 million grant from the Sint Maarten Recovery, Reconstruction and Resilience Trust Fund, administered by the World Bank. As an effective condition for the digital government transformation project (DGTP), the Ministry of General Affairs is required to establish a project unit that will be the technical counterpart to the implementing agency (NRPB).

2.1.2 Policy actions

Dienst/ Afdeli	Beleidprioriteit	Bedrag (Naf)	Begrotingspost	Landspakket/ Regeerakkoord
PSC	Implementation of Digital Government Project alignment /PSC Improvement plan	4.7M	n/a	TF/NRPB
	User-centered public services			
	Modernization of one-stop shops			
	User-centric e-services			
P&O	Implementing the recommendations of the study into fringe benefits		BZK	Landspakket B.5
	Implementing recommendations for optimizing personnel deployment			Landspakket B.6
	Implementation of recommendations audit HR function			Landspakket B.8



	Implementation of strategic personnel policy recommendations			Landspakket B.9
BAK	Management Platform (SG, PP platform)	7047	43499-3201	Landspakket
	National Development Vision			Regeerakkoord
	Sustainable Development Goals (SDG's)			Kingdom Agenda
BAK	Disaster Management	59,500	43489-3201	Landspakket

2.1.3 Management

Dienst/ Afdeli	Beleidprioriteit	Bedrag	Begrotingspost	Landspakket/ Regeerakkoord
PSC	Public Campaign/Awareness/Surveys (recruiting of temporary workers to carry our surveys			
PSC	Skills Training/Coaching/Webinars	956	43480-3203	
BRZ	SLA /Centric	121,000	43010-3103	
	SLA/ Multipost			
BRZ	Digitalising	250,000	43419-3103	
	Transfer deeds			
	Blank ID and Driver License Cards			
BRZ	Training of personnel	0	43480-3103	
BRZ	Cleaning of Basic administration	25,500	43499-3103	
BRZ	Address inquiry project			
BRW	Uniforms	250,000	43411-3102	



BRW	Professional competence	206,206	43480-3102	
BRW	Setting up of training institute	30,099	43499-3102	
DIV	Training of certain departments within the government organization in archive and documentary information provision procedures	1,000	43480-3304	
DIV	Archive Digitization project. Policy justification: Organization decision of MINAZ art 17.d.VII			
DIV	Adjusting/completing the concept of "archive national ordinance". policy justification: Organization	128,342	43000-3304	
DIV	Process description of the course of documents. Policy justification: Organization decision of MINAZ art 17.d.I			
DCOMM	Upgrading of the Production Room: Needed upgrading since Hurricane Irma to host the CoM and Gov Insider Programs. This is a project that is	147,953		
	Upgrading of CoM Press Briefing Room: Based on the DCOMM Master plan to host CoM Press Briefings: Needed upgrading since Hurricane Irma to host the CoM and Gov Insider			
	Upgrading of the TV Channel: To manage our own IPTV Channel in order to provide another avenue for the dissemination of information to			
	Purchasing of New Equipment: To keep up to date with new technology and software. Currently the Production Team is using their own			
FZ	SLA, Contracts and Licenses	528,919	43010-3305	
P&O	Cursussen en Opleidingen	50,000	43480-3306	
	Ambassador's Conference/BOBB	8,500		



DBB	Verdrag Overleg		41204-3202	
	Visa Conference			
	ACS Ministerial			
	ECLAC			
	OCTA Ministerial			
	Border Negotiations			
	Q-Meeting			
	UNGA			
	COP28			
	CEDAW Hearing			
	CESCR Hearing			
	UPR Hearing			

2.1.4 Differences in budget 2022 and 2023

Begrotings post/Koste	Bedrag 2022	Bedrag 2023	% verschil	Reden voor verhoging/verlaging
41204-3102	2,223	12,223	450%	The department needs to travel for the following reasons: 1.Orkaanconferentie 2 personen 2.Voorzitter en secretaris commandanten overleg 2 personen 3.DCC overleg 2 personen 4.Expertgroepen vakbekwaamheid, mens en mobiliteit en
43499-3102	10,099	30,099	495%	The department plans to perform address searches to clean up the



43000-3304	38,250	128,342	161%	<p>Adjusting/finalizing the draft "National archive ordinance".</p> <p>policy justification: Organisational decision of MINAZ art 17.d.II</p> <p>Trial description of the course of the documents. Policy accountability:</p>
------------	---------------	----------------	-------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

2.1.5 Cost-increasing measures

The parking lot located at the Clem Labega Square is now operational and is earning a total of \$ 800 per day. The Facility Services department will have the parking lot fully operational for 6 days per week. In 2023, the department anticipates an increase from Naf 151,455 to Naf 400,000 based on the daily earnings.

2.1.6 Risks in the budget

In presenting the 2023 budget, the Ministry of General Affairs faces some risks in the year 2023 due to uncontrollable circumstances.

As stated in the Country Package, the Department of Facilities Management is advised to reduce the total rents of buildings by 20% over the next five years.

The building rental budget has been reduced by Naf 363,942 to anticipate the reduction, while the contracts have not yet been terminated. The target should then be to cancel these contracts in the year 2023. The ministry is also anticipating the move of several departments to the BTP building in the year 2023.

The communications budget has been cut over the years, in anticipation of the VOIP system being fully operational, resulting, of course, in the reduction in telephone charges. Should the system not be operational by 2023, the ministry will have a deficit in the communications budget. The electricity budget has also been cut, with the expectation that plans to combat high energy prices will be implemented. If this plan is not developed and implemented by 2023, the ministry will have a deficit in the electricity budget.



2.2 Ministry of Finance

Vision:

The Ministry of Finance strives to execute macroeconomic fiscal policies and initiatives that aids in the expansion and diversification of Sint Maarten's economy, provide fiscal sustainability and to be the catalyst for innovation regarding government operations.

Mission:

Efficiently oversee the country's finances by adopting new methods and technology to improve, standardize, streamline, and automate processes.

Provide accountable advice to the government in its policy areas and execute it by providing the public with accurate, relevant information and exceptional service.

The ministry is focused on lifelong learning for its staff and the public to empower persons to reach their full potential.

Normen en waarden

Integrity and CARE (I-C.A.R. E)

- Integrity: Always do the right thing
- Collaboration: None of us is as smart as all of us
- Accountability: We take ownership and accountability
- Respect: We value our colleagues and the people we serve
- Excellence: We give our best at all times.

Policy Prioritization

The Ministry of Finance will focus on the following policy areas in the coming years:

- Financial management (A1.5)
- Revision of the tax system and Modernization of the Tax Administration (C1 and C4)
- Mitigation risk of natural disasters (A5)

Financial Management

The primary goal of the Ministry of Finance is to put financial management in order.

The importance of this is endorsed by the inclusion of this goal in the country packages (A1) with which the improvement initiatives are secured.

The ministry strives to receive an unqualified audit opinion as soon as possible. The ministry commenced with initiatives that will positively contribute to realizing this.

These tasks are linked to the implementation of an ERP system and the reorganization process; by streamlining and automating the financial processes.



Tax Legislation

St. Maarten has a somewhat lower Tax/GDP ratio compared to the Latin American and other Caribbean countries. The Country has set a goal of increasing tax revenues by not only adapting legislation accordingly but also strengthening its executive branch within the organization. This initiative has also been included in the country package to ensure its implementation. (C4)

Compliance with international obligations

St. Maarten desires to comply with international obligations and agreements regarding taxation by implementing the so-called minimum standards of the Base Erosion and Profit Shifting Project (BEPS Project) in the tax system of St. Maarten. These minimum standards include combating harmful tax practices and treaty abuse and improving dispute resolution on interpretation of tax treaties. To achieve this, the Tax Regulation Netherlands-Sint Maarten, should also be amended and brought in line with these minimum standards, whereby, among other things, the prevention of possible profit shifting is considered.

This initiative is taken to prevent tax avoidance through erosion of the tax base (base erosion) and profit shifting.

Mitigate risk of natural disasters

The 2017 natural disaster that severely damaged the island not only exposed the technical vulnerability of much of our infrastructure but also demonstrated the fragility of our economy.

The goal is to increase St. Maarten's financial resilience through a combination of collateral arrangements such as insurance, participation in regional collective financial safety nets and by building adequate reserves.

2.2.2 Policy actions

Dienst/ Afdeli	Beleidprioriteit	Bedrag	Begrotingspost	Landsp akket/
Financial Administratio n/ Staf-SG	Based on existing and/or additional research, it will be determined how the financial column will be strengthened. This will in any case involve looking at financial and policy control (centrally and in the departments), the audit function, and the position of the Advisory Council and the Audit Chamber.	1.057,698.00	43476.4021.00014. 4301 (LP)	A1.1/ t/m A1.5



Staf-SG	A Disaster Risk Management policy, including a Disaster Risk Financing strategy, will be created, and implemented.	75,000.00	43476.4021	A5
Fiscale Zaken	<p>To increase revenue and create more robust and simpler system, a comprehensive review of the tax system including the income tax will be conducted. The following proposals will be considered:</p> <ul style="list-style-type: none"> - Broadening of the tax base, shift from direct to indirect taxes and introduction of a VAT of 12.5 percent, in accordance with proposals by the Fiscal Affairs Department (FAD) of the IMF or ABB in accordance with the tax system of the Caribbean Netherlands. - Measures aimed at substantial reduction of tax expenditures and contributions/transfers to third parties. - Limit administrative interference/discretionary powers of both civil servants and administrators (about deductions, 'tax holidays'). Based on the review and recommendations proposals 	1000.000.00	43476.4101	C1.1

2.2.3 Business Operations

Dienst/ Afdeli	Beleidprioriteit	Bedrag	Begrotingspost	Lands pakke
Tax Administratio n	The Tax Administration will start receiving required data from the banking sector, if it is not already doing so.	300,000	43010.4403	C2.2
Tax Administratio	Compliance programs will be pursued/established.	300,000	43010.4403	C.3



Tax Administration	Existing and/or additional research will be used to determine whether and how the Tax Administration can be optimized and modernized. Such as Quick wins: a. Cleaning of data base b. Elimination of backlogs c. Accelerated collections	2,098,502.55	GBrek-00000.4021.00014.4403 NB (Verschillende boekingscombinaties)	C.4
--------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------	---------------------------------------------------------------------------	-----

2.2.4 Differences budget 2022 and 2023

Begrotings post/Koste	Bedrag 2022	Bedrag 2023	% verschil	Reden voor verhoging/verlaging
40.41204	8,554	60,000	601.39 %	Travel and hotel expenses were reduced or eliminated in the 2021 National Budget, due to National Ordinance Covid 19 cuts. Nevertheless, this measure was not accepted by the Kingdom Council of Ministers. Gradually, we would like to bring this amount back into the budget. The Minister of Finance has the
4010.41204	7,000	60,000	751.14 %	
4021.41204	0.00	10,000	100 %	
4101.41204	0.00	10,000	100 %	
4402.41204	0.00	20.000	100 %	
4403.41204	0.00	40.000	100 %	
40.43489	125,000	175,000	-100 %	Re-class to budget booking combination 40.13476
4100.40002	2,000.000	400.000	-75%	This a central budget with regards to provisions for unforeseen expenses. The last three years reported figures between zero and a half a million
4100.42100	0.00	10,000.	100 %	In accordance with the entry policy, once the HR-cycle has been successfully completed the governments settles a portion of the applicant's study debt annually. This
4100.43489	1,500.000	0.00	-100 %	Projects are reimbursed through the Country packages.
4402.43489	3,612.000	0.00	-100 %	



4401.43411	0.00	7000.00	100 %	The employees of the tax department are provided with uniforms. To maintain the image of the tax department, uniforms must be replaced annually. Nevertheless, uniforms have not been replaced in the past two years because these items were placed at zero, due to Covid 19 cuts. These items were
4402.43411	0.00	1000.00	100 %	
4403.43411	0.00	2500.00	100 %	
4404.43411	0.00	7000.00	100 %	
4401.43472	41,200	120,000	191.26 %	By law, taxpayers must be sent reminders to submit their income tax returns before automatic assessments are imposed. The functionality to send these reminders was not available but has recently been added to the system. On the other hand, there is still no provision in the law for digital
4021.43480	20.000	70.000	250 %	This booking combination has been refilled after being temporarily reduced due to covid 19 cuts. This booking combination represents the entire Ministry of Finance
4403.43010	0.00	600,000	100 %	Execution of C.2 of the country package required acquisition of MDES software. This amount concerns the license rights together with the support fees as well as the functional management and hosting of the MDES web portal. This is a

2.2.5 Revenue Enhancement Measures

- **Tax system**

The objective is to increase the tax base through simplification of the system while increasing compliance. Tax types that are not currently enforced will be eliminated or merged with other existing tax types. New tax types can also be introduced to provide new revenue. The increased revenues are used to finance tax cuts that are deemed appropriate in the context of stimulating the economy.

- **Tax Administration**

An integrated improvement program for the Tax Administration has been prepared, in pursuance of achieving a modern, professional, and customer-oriented service to the taxpayers. This program addresses all operational elements such as knowledge and skills, staffing, ICT, work processes and communication aimed at an efficient and effective organization.



It is anticipated that the modernization of the tax system is correlated to an increase in the fraction of income/GDP to an average level apropos to that of the region. The goal is to achieve a 26% fraction, which should gradually increase government's income by NAF 100 million.

- **Collaboration with SZV and use of ATS**

Futuristic merging of parts of SZV with the Tax Administration (following the Dutch example), is being reviewed as to what extent this initiative can positively impact the objectives. At present, legislation impedes collaboration with ATS; this obstacle must be eliminated in pursuance of strengthening the audit function which should result in an increase of income.

2.2.6 Risks in the budget

Limited capacity across all functions within the policy areas as well as in the executive departments. More specifically:

- Staff Office Finance: Policy officer vacant
- Fiscal Affairs: Understaffing of tax lawyers, Outsourcing of legislative tasks unavoidable
- FBBB: Vacant positions of Policy workers, AO/IC No occupancy within this department
- Financial Administration: Department Head of Financial Administration vacant

Tax Administration:

- Department Head of Inspection vacant
- Department Head of monitoring & Detection vacant
- Understaffing of high-skilled positions within the monitoring & detection department (limited highly qualified personnel)
- Positions insufficiently filled for all departments.
- Absence of a good functioning system.
- Absence of structural performance evaluations for all employees.
- Absence of information regarding access to PIVA, Chamber of Commerce, etc.
- Absence of adequate office for the entire Tax Administration; absence of all tax administration employees under one roof. (Receivers employees is separated)

Other:

- Limited Legislative capacity available by central department JZ&W
- Excessive workload on all fronts, partly due to country packages.
- Necessity to safeguard opportunities for investments. (Specifically applies to multiannual investments).
- Transformation capacity limited by central ICT department due to County Packages and NRPB-initiatives. (E-government)
- Availability of financial resources needed for improvement measures



2.3 Ministry of Justice

2.3 Ministry of Justice

Mission

To create the conditions necessary for the maintenance of safety, order and tranquility and to ensure the legal certainty of the community of Sint Maarten.

Vision

The Ministry of Justice takes care of the legal order, law enforcement, security and public order within the country of Sint Maarten.

The policy prioritization for fiscal year 2023 has been established in the context of the vision and statutory tasks of the Ministry of Justice. For the coming years, the policy plan for the Ministry will be mainly linked to the Country Package Theme H, with the aim of contributing to the strengthening of the rule of law, by focusing at least on strengthening border control, tackling financial-economic crime and improving the detention system. Further elaboration and explanation is given under the theme National Security within the Government Program and the aforementioned Theme H of the Country package.

2.3.1 Policy priority

National Security

A resilient and well-structured Ministry of Justice with clear responsibilities and the means (money, people, resources) to ensure that the legal tasks are carried out efficiently, effectively and with integrity."

- The organization is adequately organized with a clear description of (legal) duties and responsibilities for the various services, departments and functions within the Ministry. This includes with is not limited to, Strengthening Customs, House of Detention and the Police Force departments through staff training and expansion.
- Effective and efficient data collection and processing.
- An efficient and dynamic border control. This includes but is not limited to: Strengthening the cooperation between customs, immigration, and border control, combating human trafficking and implementing joint border control at the airport under the Franco-Dutch agreement.
- Efficient and effective operations. This includes, but is not limited to, improving the timeline of procedures for the assessment and response of applications by simplifying the process of work and residence permits by reviewing and optimizing the current processes.
- Sufficient staff to perform their duties with the highest work ethic, integrity and compliance. This includes but is not limited to:
 - Ensuring that immigration policies allow for the hiring of qualified local workers, taking into account local labor market opportunities and conditions.
 - Conducting a comprehensive and thorough evaluation of the immigration function based on an ongoing assessment of the need for non-local available labor.



The organization is transparent, accessible, professional, reliable and accountable, adheres to laws, regulations and policies to ensure the safety and security of the society of St. Maarten. "

- A knowledge-based learning organization
- The departments and executive services are publicly and internally known, accessible to specific target groups in need.
- Driven, passionate and dedicated staff that feels safe.
- A work environment that fosters good work ethics, morality and compliance.
- Work processes that ensure quality and integrity. This includes but is not limited to:
 - Managing oversight of the Crime Prevention Fund.
 - Ensuring a positive image of the organization and its personnel.

A justice chain that is sustainable and commensurate with the needs of St. Maarten."

- Optimal structured cooperation between chain partners.
- Less dependence on external financial and technical assistance.
- A ministry that is cost efficient and effective. This includes but is not limited to: the cost of doing business through automation, improved services and simplified procedures.

A society (residents & visitors) that is aware of and motivated to comply with local, regional and international laws and regulations (law-abiding citizens)"

- Informed and aware population that complies with local, regional and international laws and regulations. This includes but is not limited to:
 - Increased police visibility across districts. More police vehicles and a new post at the Border at Cole Bay.
 - Curbing illegal employment of foreign workers.
- Laws that meet the needs of society and support security. This includes but is not limited to combating fraud and money laundering.
- Personnel that uphold the Friendly Island Culture.

The sections below elaborate on the various policies of the Ministry which will be implemented within the respective service year.



2.3.2 Policy actions

Service/ departement	Policy priority section	Amount	Budget post	Country package/ Governing
Stafbureau	Preparation of comprehensive management agreements between SG and executive department heads.		Operational costs	
Stafbureau	Plan of approach to research to improve productivity within the departments and services of the Ministry		Operational costs	
StafBureau	Youth delinquency project - Justice Bootcamp	60,000	43489-5021-500**	Governing accord
Stafbureau	Reorganization and establishment of the Crime Fund Unit under the office of the Ministry		Operational costs	Country package H.12
Stafbureau	Process descriptions have been set up and implemented in close contrast to the management of executive		Operational costs	Governing accord
Various departments	Further develop recommendations for revenue enhancing measures for the Ministry including reforms in the gambling sector, ICT applications MOT, card system immigration, review of firearms licensing legislation and fees regulation		Operational costs	Country package H.2
Customs & IBP	Reorganization of the executive departments to strengthen operational cooperation border		Operational costs	Country package H.11 / Governing accord
MOT & IBP	Digitalization of process in admission of persons through use of ICT improvements with the aim of automatic data sharing with various government agencies. Strengthen border control	10,000 15,000	43010-5206 43445-5206	Country package H.11 / Governing accord



2.3.3 Business operations

Service/ departe ment	Policy priority section	Amount	Budget post	Country package/ Governing
KPSM	The hiring of new and existing employees to promote staffing and flow in the ranks of the Sint Maarten Police Force. (Growth plan KPSM)		Personnel Costs	
KPSM	Telem, only provider to accommodate the services CCTV. ANGNAF 4 million was invested.	226,742	43010.5201	
National detectives	The country's criminal investigation department is known internally and externally for the specific target groups	7,000	43516-5204	
Prison	First phase of construction of the new prison/detention building in Point Blanche.		Capital investment	Country Package H.20
Prison	Internal projects to support rehabilitation and resocialization of prisoners	1,200,000	43489-5202	Country Package H.20
Various departments	Filling critical positions within the Ministry to run an efficient and effective organization		Personnel Costs	Country Package H.1
Various departments	Execution of the tasks of the Jvo, Judicial Four Countries consultation, harmonization of the protection of personal data	1,492,025	Operational costs	Country Package H.9
Various departments	Various executive services should be in possession of appropriate work clothing to properly perform their statutory duties	222,000	43411	
IBP & Customs	Further research and elaboration into ICT Applications border control APIS / ASYCUDA / PCR		Operational costs	Country Package H.11
IBP	Purchase and implementation RADEX ICT application border control		Capital investment 5203.0112043010 .5203	Country Package H.11



Prison	Payments for detainees in the Netherlands	2,800,092	43498.50007	
Prison	Payments for detainees in Curaçao	500,000	43498**	
Various departments	The function book is implemented in which the tasks and responsibilities		Operational costs	
Various departments	The implementing services have sufficient resources to carry out their statutory tasks	100,000 0 5,000 248.000	43419 43512 43504 41204	Country Package H.1
Court of Guardianship	The further establishment and development of the Victim Support project	400,000	43489.50008	
Various departments	CFTAF fourth round evaluation (2023-2024)		Operational costs	
Various departments	Training and proper training of the staff of the departments and executive services, including HVB in collaboration with Dutch resources.	2,111,000	43480	Country Package H.20



2.3.4 Differences Budget 2022 and 2023

Begrotingspost/ Kostenplaats	Bedrag 2022	Bedrag 2023	% ver schil	Reden verhoging/verlaging voor
434760-50	275.000	100.000	-64%	The 2023 budget was reduced and adjusted based on actual expenditure in 2022.
41204-5021	20.500	10.000	-51%	The 2023 budget was reduced and adjusted based on actual expenditure in 2022.
43476-5021	200.000	340.000	70%	The 2023 budget has been increased and adjusted based on actual expenditure in 2021. Due to cost patterns, additional budget is required to address the Ministry's various legal matters.
43489-50007- 5021	206.647	0	-100%	HVB Electronic monitoring has been reclassified to HVB's budget item.
43489-50008- 5021	200.000	0	-100%	Victim support has been included in 2022 and has therefore been transferred to the relevant subsidy item in the budget.
43499-5021	15.696	7.500	-52%	The 2023 budget was reduced and adjusted based on actual expenditure in 2021.
43476-5101	10.000	20.000	100%	The 2023 budget was reduced and adjusted based on actual expenditure in 2021.
43480-5101	4.000	10.000	150%	The budget was increased based on the commitments



				made in 2022 to facilitate the necessary training of staff.
43499-5101	40.000	10.000	-75%	In 2022, various expenditures have been booked under this budget item. In the 2023 budget, the various expenses have been transferred to the respective budget items.
41039-5201	2.330.000	0	-100%	<p>Due to various budget cuts, this item was completely cut back.</p> <p>The retroactive payment budget item of ANG 2.3 million is insufficient. However, the Minister of Justice has committed to the Union that this amount will be budgeted to facilitate the obligation to pay the police officers, which is not properly scaled. However, due to the fact that the function book is not yet in force, this budget was cut.</p> <p>As of August 2022, the court ruled in favor of the 15+ employees of class 2011/2015 to place them in the correct salary scale/position and granted these employees their continued payment with retroactive effect.</p>
42100-5201	50.000	11.000	-78%	The 2023 budget was reduced and adjusted based on actual expenditure in 2021.



43480-5201	50.000	100.000	100%	A budget was allocated for the hiring of new police personnel in 2023, therefore the budget had to be increased to allow for the necessary training.
43498-5201	9.000	30.000	233%	The 2023 budget has been adjusted based on the actual expenditure in 2021 to compensate for the medical costs of detainees in the KPSM.
41003-5202	600.000	300.000	-50%	Due to the various cuts in 2023, this budget item was cut by 50%, but budget was allocated to hire additional staff to compensate for the decrease in the overtime budget.
41039-5202	100.000	50.000	-50%	The 2023 budget was reduced and adjusted based on actual expenditure in 2021.
41204-5202	805	25.000	3006 %	The 2023 budget has been adjusted based on actual expenditure in 2021 to compensate for mandatory travel/housing accommodations
43320-5202	25.000	0	-100%	It has been agreed in 2023 that the procurement/maintenance of ammunition/weapons will be centralized in KPSM..



43403-5202	20.000	5.000	-75%	<p>The respective budget item was reduced and the remaining balance was transferred to KPSM.</p> <p>The 2023 budget was reduced and amended based on actual spending in 2021, also taking into account the estimated amount for online subscriptions to help the efficiency of operations</p>
43430-5202	119.000	0	-100%	The budget was transferred to 434380-5202
43438-5202	15.000	100.000	567%	Necessary repairs are carried out at the HVB. BZK has promised to subsidize specific repairs to the HVB, such as renovations to the chapel and the entire building, fire alarm system, etc.
43440-5202	20.000	0	-100%	In 2023, the budget item was reduced. The rental agreement amounting to Ang 11,880 for HVB personnel will no longer be reimbursed
43468-5202	176.000	75.000	-57%	The 2023 budget was reduced and adjusted based on the actual expenditure in 2021. In 2022/2023, the tendering procedure will be carried out in line with the available budget for medical costs for the detainees
43476-5202	20.000	10.000	-50%	The 2023 budget has been adjusted based on actual expenditure in 2021 and taking into account the



				average required to offset any legal costs
43498-5202	211.000	700.000	232%	The increase in 2023 is mainly due to the expenditure related to the detainees in Curaçao. This is not included in the 2022 budget.
43499-5202	50.000	10.000	-80%	In 2022, various expenditures have been committed to this budget item. In the 2023 budget, the various expenses were transferred to the respective budget items.
43501-5202	21.000	10.000	-52%	The 2023 budget was reduced and adjusted based on actual expenditure in 2021.
43504-5202	22.000	35.000	59%	Based on cost behavior in 2022, it was deemed necessary to increase this budget to compensate for travel obligations
43515-5202	29.000	54.108	87%	In 2023, the budget was increased with the need to have additional vehicles to properly perform obligations for regular operations. The tender process will start in Q4-2022 and the lease will end on January 1, 2023



41019-5203	141.852	401.061	183%	The increase in the various allowances is due to the increase in the workforce from 67 to 115. The extra staff comes from the KPSM department, which has been awarded an allowance to compensate for their additional tasks that must be performed at IBP.
41204-5203	2.000	30.000	1400 %	Based on cost behavior in 2022, it was deemed necessary to increase this budget to compensate for travel obligations
43474-5203	5.400	1.000	-81%	In 2023, this budget item was reduced on the basis of the actual expenditure recorded in 2021
43480-5203	5.000	15.000	200%	Compulsory training for 1.PV drawing up Decisions training / Knowledge LTU. Critical Training Needed: 1. Coaching on Behavior; 2. Microsoft Office (Excel) pivot tables; 3. Write policy; 4. Statistics and Business Intelligence; 5. ICT networks and network security: * Improving skills at strategic, technical and operational levels
43504-5203	10.000	40.000	300%	Based on cost behavior in 2022, it was deemed necessary to increase this



				budget to compensate for travel obligations
41204-5204	1.080	10.000	826%	Based on cost behavior in 2021/2022, it was deemed necessary to increase this budget to compensate for travel obligations
43480-5204	40.000	20.000	-50%	The 2023 budget was reduced and adjusted based on actual expenditure in 2021
41021-5205	40.260	17.850	-56%	The child allowance decreased in 2023 due to a correction in the personnel overview (the number of personnel entitled to child allowance fell from 46 versus 26)
41019-5206	47.015	0	-100%	Budget 2023 has been cut and adjusted taking into account the fact that the MOT can recruit for 2 positions
43474-5206	13.500	1.000	-93%	The 2023 budget was reduced and adjusted based on actual expenditure in 2021
43476-5206	11.520	5.000	-57%	The 2023 budget has been reduced and adjusted based on the actual expenditure in 2021 and the estimated budget required for this department
41019-5207	12.1035	69.300	473%	In 2023, including the compensation (on-call arrangement) of ANG 525 per employee per month/annual is ANG $(525*11)*12=$ ANG 69,300.



43484-5207	10.000	5.000	-50%	The 2023 budget was reduced and adjusted based on actual expenditure in 2021
44301-5220	664.870	0	-100%	In 2023, the budget for EPU was transferred to budget item 434890-5220.

2.3.5 Revenue-enhancing measures

During 2022, the Ministry of Justice will further research on revenue enhancing measures to cover the increasing costs of the Ministry. The current revenue streams of the Ministry of Justice are primarily acquired from Residence Permits, Certificate of Good Conduct, Immigration fees and various fees and charges related to immigration and admission.

The Ministry intends to optimize the efficiency of the related revenue streams for the Ministry through the integral application of ICT across the various departments and services. Policy decisions will also have to be made regarding the pricing of the products and services provided. For this purpose, a start has been made on the legislative process for the necessary revisions to the Leges Ordinance for the Ministry of Justice.

Further research is also being conducted into new sources of income whereby the Financial Intelligence Unit (FIU) can be charged for the services that they provide, which includes access to the portal of the Financial Intelligence Unit. The Ministry of Justice also intends to acquire further income with the revision of the firearms licensing legislation by making use of the available capacity for the necessary education, training and inspection.

The financial benefit of the revenue-enhancing measures will, however, depend on the policy choices that will be made regarding changes in legislation, processes and the price of the relevant products and services.

Below is an overview that provides insight into the estimated revenues after year 1 of implementation.

In the overview, a limited increase in the price level has been chosen, which remains dependent on the policy choices made as mentioned above.



Inkomstensoorten Ministerie van Justitie	Prijsbepaling (NAF)	Volume	Jaar 1 Inkomsten
Kosten verblijfsvergunning buitenlandse werknemer	ANG 1,080.00	3000	ANG 3,240,000.00
Kosten verblijfsvergunning buitenlandse dansers	ANG 2,160.00	250	ANG 540,000.00
Kosten verblijfsvergunning bestuurders	ANG 9,000.00	500	ANG 4,500,000.00
Verlenging van het verblijf op Sint Maarten	ANG 200.00	100	ANG 19,999.80
Verklaring van Goedgedrag	ANG 90.00	2000	ANG 180,000.00
Crew Member Pre-Clearance	ANG 144.00	6000	ANG 864,000.00
Kosten uitvoering visumadviesproces	ANG 249.98	100	ANG 24,998.40
Wapen vergunningskosten	ANG 1,300.00	200	ANG 259,999.20
Jaarlijk toegang FIU Portal bankwezen	ANG 10,800.00	6	ANG 64,800.00
Jaarlijk toegang FIU Portal Geldkantoren	ANG 18,000.00	4	ANG 72,000.00
Total verwachte inkomsten			ANG 9,765,797.40

2.3.6 Risks in the budget

1. The function book is being formally adopted and placement of employees will begin during the service year. The adoption of the function book will result in salary adjustments for a large number of employees within the Justice Ministry. This budget has been prepared with current staffing levels. This means that after the placement, personnel costs will increase compared to the current situation.

The following is a quantified overview of the risks associated with each department in 2023 for the placement in the current placement plan, including the number of positions involved

Section	FTE's	Amount
Stafbureau	6	ANG 39.648,43
Justitiele Zaken	5	ANG 19.763,39
KPSM	88	ANG 865.500,91
HVB	92	ANG 136.413,16
Landrecherche	3	ANG 3.832,69
IND	91	ANG 218.893,29
Douane	36	ANG 223.507,76
MOT	3	ANG 29.181,06
Total	324	ANG 1.536.740,69

As the function book was not approved until 2021, there will be employees such as KPSM, IBP and National detectives who will be eligible for a retroactive payment stemming from previous years, this cost is estimated at NAF 18,000,000.00. Taking into account the country's current budget deficits, these payments will be spread over the coming fiscal years. The aforementioned amount is therefore also included in the draft multi-annual budget of the Ministry of Justice.



2. Numerous prisoners from Sint Maarten had to be housed elsewhere in the Kingdom since hurricanes Irma and Maria severely damaged the infrastructure of the Point Blanche prison. Most of the detainees were sent to the Netherlands, a small number to Curaçao. In addition, prisoners at Point Blanche prison could not have stayed at the prison for security reasons. Instead, they were sent to Sentro Di Detenshon (a penitentiary housing) in Curaçao through a process known as ORDs (Mutual Arrangement detention capacity), which allows detainees to be housed elsewhere in the Kingdom under certain conditions (CUR). Since 2017, there has been a cumulative estimated outstanding amount of NAF 1,716,250. Although this is not included in the budget, this outstanding amount has to be settled. Based on the occupancy in 2022, the estimated annual fees for the year 2023 are NAF 456,250. No settlement has taken place as per December 2022.

The costs for housing detainees at Sector GW Centraal Financieel Dienst SSC Dienst Justitiel Inrichting (DJI) in the Netherlands amount to 976,800 euros. The budgeted annual fees for 2023 amount to 1,226,465 euros which is equivalent to 2,800,000 Naf.

3. By national decree of 17 August 2015 (LB-15/0696), the country of Sint Maarten agreed to the implementation of the camera project by Sint Maarten Telecommunication Operating Company N.V. (TELEM). The aim is to ensure safety in society with the implementation of the Camera Project and thereby promote the feeling of safety among the population.

To organize the connection between the various cameras and the CCTV center, a fiber point to Multi point circuit must be used. This circuit is provided by TELEM.

On 1 February 2019, the CCTV project officially started. From the start of the project, it has proven its worth for the maintenance of public order and for the investigation after the commission of criminal offences.

Documents and contracts have been drawn up for the entire camera project. The service level agreement with TELEM includes the following obligations for TELEM:

- TELEM will make the fiber circuit available and maintain it for 32 camera poles. Each pole has a point to point connections.
- TELEM will make the cross-connections available and maintain them at the ground station.
- TELEM will make the fiber connection between the ground station and KPSM available and maintain it.
- TELEM will make space available for a server rack in the ground station for KPSM.
- TELEM will make technical resources available for the installation of the switches in the ground station.
- TELEM will provide access to third-party personnel for server maintenance.

For KPSM, the following obligations are included:

- The fiber circuit is only for the benefit of camera surveillance.
- KPSM will not resell or make available the capacity of the fiber circuit for purposes other than camera surveillance.



- KPSM is responsible for making the technical resources available in the ground station and the software for the interface and its maintenance.
- TELEM is not responsible for malfunctions caused by software/hardware changes, modifications or upgrades by KPSM.
- Under no circumstances will KPSM carry out repairs, changes or maintenance to the fiber circuit.

The service level agreement has a term of 15 years and will then be automatically renewed annually per year. The effective date has retroactively started on March 1, 2019 and expires on February 28, 2034.

The costs associated with the contract are:

- NAF 17,259.26 (monthly recurring costs lease local circuit)
- NAF 1,725.93 (monthly recurring cost MRC)
- NAF 2,670,- (one-time installation fee)
- NAF 945,- (monthly recurring costs server rack)
- NAF 3,615,- (advance with NRC and MRC)

There is an outstanding amount of NAF 683,402 for the year 2019-2021 that has not been paid as of date. However, the annual fees of NAF 227,822.28 are included in the 2023 budget.

To date, these contracts have not yet been formally signed. The documents are currently being submitted to the Minister of Justice for signature. KPSM requests the Minister to agree to the signing of the service level agreement with TELEM in order to implement the objective of camera surveillance.

4. Stichting beheer ICT Rectshand handhaving (SBIR): All Caribbean (egg) countries within the Kingdom of the Netherlands, namely Aruba, Bonaire, Saba, St. Eustatius, Curaçao and St. Maarten, use (similar) applications within the law enforcement chain and within the same management organization as much as possible. Organizations such as the Police, the Admissions Organization, Immigration, the Coast Guard, the Royal Netherlands Marechaussee, the Guardianship Council, Probation Service, the Public Prosecution Service, the Court of Justice, Youth Care and the Judicial Institution use the same ICT suite. This suite enables integral cooperation between the various agencies. Such close cooperation promotes an integrated approach to crime and intensive law enforcement cooperation between the various (egg) countries. Sint Maarten has been working with SBIR since 2017 and the compensation resulting from that cooperation has been handled with funds from ORVG, for which the contribution has been made. The ORVG grant was used in 2020 to pay the NAF 890,000 contribution for 2021 and 2022. According to the 2022 invoice (NAF 1,011,973), there is another debt of NAF 121,973. The outstanding balance was not included in the 2022 budget. The 2023 contribution of NAF 1.492,025 could not be granted due to numerous budgetary constraints. The above-mentioned departments are largely dependent on the services of
of SBIR ICT.



5. The third-party services provided to prison have fallen short by NAF 371,622 as a result of the 2022 budget reduction; this difference has not been taken into account in the 2023 budget.
6. Claim of AEGIS security amounting to NAF 2,394,327 in connection with unpaid invoices 2016-2022. This is an ongoing legal dispute. There was no formal agreement with Aegis, but the security services were provided to HVB/MLC. The ministry requested Aegis to cease its activities, but the company continued to provide the services and as such more costs were incurred.
7. Marguerita Grocery has a significant amount of NAF 292,050, mainly for various food and cleaning supplies provided from 2014.
8. An amount of NAF 319,811 is open to the Common Court. The amounts paid did not correspond to the annual budgetary contribution.
9. There is NAF 230,053 in claims from the families of the detainees.



2.4 Ministry of Education, Culture, Youth and Sport

The Ministry of Education, Culture, Youth & Sport strategic plans are framed within the mission, vision, and legal tasks, the Governing Program, the Strategic Plan 2016-2026, and the National Recovery & Resilience Plan. The long-term ambitions of the ministry are based on the following:

- Required conditions are in place to achieve equal opportunities and accessibility to quality education, culture, and sports for all residents of Sint Maarten;
- Continuous development of human capital for economic growth through quality education, culture, and sport is supported and promoted;
- Nation-building, social cohesion, and identity development through education, culture, and sport;

Mission:

- Our youth will thrive and reach their full potential to become active citizens with a sense of shared responsibility.
- We will ensure that there are ample opportunities for the people of Sint Maarten to be life-long learners.
- We will safeguard our cultural identity by protecting and promoting our tangible and intangible heritage.
- We, our citizens, will actively participate in sports and other physical activities.

Vision: “We meet demands and support the people of Sint Maarten to become self-confident, resilient, lifelong learners, creative and critical thinkers who will thrive in 2026.”

The policy priorities for 2023 for the Education, Culture, Youth, and Sport sectors are steered by the Governing Program, the country reform packages, and the Ministries resilience project financed through the Trust Fund.

The priorities are:

- ✓ To improve a qualitative and sustainable educational system; the development of legal and policy frameworks is prioritized, as included in the governing program and Country reform package for Education joint action plan.
- ✓ To restore access to safe and adequate education, sport, and cultural facilities, and enhancement of the infrastructure, through Trust Fund financed projects.
- ✓ To enhance the resilience for vulnerable youth, students, and staff in the various sectors, through the Trust Fund financed projects of the Fostering Resilience Learning Project (FRLP) and Child Resilience and Protection Project (CRPP).
- ✓ To protect and promote the natural, tangible, and intangible cultural heritage and a strong shared cultural identity.

The total formation of the Ministry amounts to 407 FTE’s, the budgeted FTE’s are 316 FTE, which amounts to a total under occupancy of 25%. The table shows per entity, the FTE’s, the vacancies, costs, and budget post.



FTE #	ECYS Entities	Budget	Vacancies Budgeted	Vacancies not budgeted	Total Budget	Budget post
1	Minister	1	0	0	223,509.00	41001 60
6	Cabinet	6	0	0	773,490.00	41001.6010
9	Stafbureau	8	1	1	1,048,860.00	41001.6021
18	Education Department	15	1	3	1,430,649.00	41001.6110
11	Culture Department	8	0	3	836,578.00	41001.6120
8	Youth Department	6	1	2	614,905.00	41001.6130
15	Sport Department	9	0	6	1,010,734.00	41001.6140
22	Division Inspection	13	0	9	1,198,610.00	41001.6240
8	Division Study financing	8	0	0	634,872.00	41001.6220
14	Student Support Services Division	14	0	0	1,275,706.00	41001.6230
21	Division Education Innovation	9	2	12	831,018.00	41001.6310
6	Division Exams	6	0	0	639,950.00	41001.6210



10	Division Public Education	6	3	1		
258	Public Edu. Schools	207	2	54	17,051,257.00	41001. 6320
407	Total OCJS	316	10	91	27,570,137.00	

2.4.1 Policy Priorities

Education

To improve the quality and sustainability of the educational system, policy priorities in the Education Sector in 2023 are aligned with the government's programmatic focus on a transformation of the system that creates skilled citizens to meet society's demands and opportunities for life-long- learning.

- ✓ The development of policies focused on the improvement of the quality of education and on a more efficient and effective education system, taking into account recommendations coming out of the Public Expenditure Review. These policy areas include the following:
 - Development and Implementation of a New School Bussing Policy;
 - Development of a Policy regarding the introduction of standardized assessments for students in Primary and Secondary Education, to foster mastery of the fundamentals to further enhance academic achievement;
 - Implementation of the Summer School Policy;
 - Development and Implementation of a strategy to improve Literacy, Numeracy and Presentation;
 - Development and Implementation of a language Policy; and,
 - Development of a Plan for Reformed Secondary Education that integrates culture, sports and education programs, labor market needs, and innovative developments.

- ✓ The implementation of the Special Needs Policy within an inclusive education strategy ensures that adequate provision is made for students to participate and thrive in society.

- ✓ The 'Vierlandenoverleg' (4LO), is a platform of the 4 Kingdom countries where collaboration takes place on the country reform initiatives of quality education, education, labor market link, transitioning



streams between education levels, and cooperation between educational institutes, and the development of institutes in the region and the Netherlands.

- ✓ The amendment of the “Lbham Bekostiging” in 2023 focuses on enhancing the effectiveness, efficiency, and accountability related to the funding of Education, through the amendment to existing policy established in the Lbham Bekostiging Onderwijs based on research related to Bovenschools Management, the SOAB Report on the assessment of the current usage of funding, and the establishment of a standardized reporting framework.
- ✓ To execute a program for professional development for teachers and potential teachers and amend the related policy framework.
- ✓ To conduct research into the compensation of Education Personnel and to review the functions in Education.
- ✓ To continue to develop policy and Plans related to Disaster Risk Reduction to reduce the vulnerability of the Sector and to increase its resilience in facing various hazards.
- ✓ Implementation of the Education review for the reform agenda.
- ✓ To strengthen the supervision in education, the legislation regulating the supervision of Education will be presented for ratification and related regulations will be developed. Collaborative arrangements between inspectorates as agreed in the country package action plan will continue.

The Education Services responsible for the execution and supervision of educational policies are responsible for the following core tasks:

- Ensuring educational innovation and supervising their implementation
- Ensuring educational funding and the supervision of its implementation
- Ensuring educational support and the supervision of its implementation
- Acting on behalf of the government as a school board aimed at establishing and maintaining a quantitatively and qualitatively optimal system of public education.

Capital investments:

Naf. 500,000 Drafting of schools’ modification plans to meet student special education needs.

Culture

Nation-building, social cohesion, and identity development through education, culture, and sport, is adopted in the government program strategy towards the fostering of a social environment and an appreciation for cultural legacy, objectives for 2023 are to:



- ✓ Promote a strong shared cultural identity through increased awareness and recognition of the freedom of expression, national symbols, national pride, cultural diversity, and tolerance on national holidays and other (International) cultural events.
- ✓ Increase and improve the Country's Cultural Infrastructure, with a focus on the development of the creative industries to further diversify and strengthen the overall sustainability as an island.
- ✓ Conduct research, gather inventory towards content creation on Sint Maarten (S'Maatin) Culture that will be available in formal and informal institutions, school and afterschool programs Raise Awareness of and Inspire Pride in our Culture and Natural Heritage.
- ✓ Support cultural activities and creative industries to generate employment, further diversify the economy, and strengthen our sustainability as an island.
- ✓ Actively protect and promote the natural, tangible, and intangible cultural heritage of St. Maarten in partnership with the Sint Maarten National Commission for UNESCO, and in particular within the 4 Kingdom Countries Platform to implement our national agenda.

The policy actions for 2023 in collaboration with UNESCO ICH through the four Kingdom countries platform are amongst others:

- Framework for the Kingdom Culture Research & Documentation
- Underwater archeology policy; preparations for the co-ratification process for the Maritime ordinance for Underwater Archaeology, and Underwater Heritage Convention.
- Culture Education.
- Producing an action plan for the establishment of a Culture Council, and financing of research.
- The Talent Scholarship
- The Development of the Dance Arts; motion from parliament
- Cultural law: the development of an action plan towards the possibility of reaching this goal or revamping current laws.
- Core Cultural markers: The Department is creating a document and an action plan for identifying Sint Maarten's core Cultural markers i.e. national food, cloth, dance etc. This process should take two to three years.
- Monument Fund: The establishment of the fund.
- The Cultural Policy Framework: The Department of Culture is making use of the Cultural policy framework as a guideline in structuring the Department of Culture's policy documents. This is an ongoing process.

Youth

The core tasks for the development of young people on Sint Maarten, is the advising of government on the allocation of resources based on research, progress reports and forecasts from the program organizations, safeguarding youth policies and legislation and the monitoring thereof, and promoting continued development and optimization of the quality and quantity of the human resources of Sint Maarten which are framed in the international convention of the Rights of the Child with a focus on the



implementation of recommendations of the Child Rights Committee, including the monitoring and reporting of the status of children.

Collaboration with other ministries aimed at the development of policies and instruments that protect children and youth are therefore critical.

The focus for the next four years is on re-aligning the Youth Policy to amplify the youth sector within St. Maarten. The policy priorities for 2023 follows the governing program strategy that aims for holistic empowerment of the youth by:

- ✓ Developing and supporting legislative reforms and policy development by establishing, strengthening, and improving both structures and institutions that give priority to children's perspectives, thus strengthening capacities of human resources of government organizations and implement accountability mechanisms on multi levels of youth serving organizations, government and an independent monitoring body. These are the policy actions for 2023:
 - Institutional strengthening of the Early Childhood Development Sector and quality improvement as recommended in the multi-sectoral policy document Early Childhood Care and Development.
 - Realization of the Integrated Youth Policy Plan 2020-2025: a multi-sectoral approach to youth development, including the strengthening of mechanisms for coordination and collaboration within and between government and youth-serving organizations;
- ✓ Promoting preventive strategies, programs, and child-friendly services. This policy objective include the following actions:
 - Realization of the Youth Desk and implementation of the recommendations of the Youth Round Table Conference.
 - Programmatic approach of life skills and family-planning.
 - Enhancing meaningful youth participation within society.
 - The Business Outreach & Placement Program to aid the youth with development of skills of the labor market.
 - Promotion of capacity and quality improvement of structured programs, which offers opportunities during extended school hours and extracurricular activities.
- ✓ Ensuring the enforcement of the international convention of the Rights of the Child, and the recommendation of the Children Rights Committee including reporting on the Rights of the Child. The policy action linked to this policy objective:
 - Promoting awareness of children's rights in society and the implementation of the 2018 Memorandum of Understanding on improving the rights of the child.

These activities support the development and involvement of youth as highlighted in the governing program objectives for:

- ✓ Develop and implement an integrated youth development policy and the relevant laws and legislation together with all stakeholders.



- ✓ Fostering a strong and closely aligned partnership with NGOs and youth organizations with sufficient knowledge and capacity to provide the necessary support to youth.
- ✓ Young people are being informed about topics such as reproductive health, healthy eating habits, and healthy lifestyles.
- ✓ Enhance youth policy through involvement.
- ✓ Aid in reducing youth unemployment by better synchronization of the qualifications and skills of the youth of St. Maarten with the labor market.
- ✓ Promotion of extracurricular activities for youth and,
- ✓ Develop and maintain supportive communities, which nurture the growth of the youth with a focus on youth with high-risk behavior.
- ✓ Expand collaboration with other ministries to create policy aimed at the protection of children and youth.

Sport

The policy priorities for 2023 follow the governing program strategy that aims for a healthier society, that compliments economic diversification opportunities and as an instrument in nation-building, wherein 2023 the focus is primarily geared to:

- ✓ Facilitate the provision of safe, adequate, and qualified sports facilities in neighborhoods and other locations to ensure the availability of the necessary sports facilities for recreation and top sport.
- ✓ Stimulate the integration of physical education, sports, and nutrition in the educational curriculum.
- ✓ Facilitate and mobilize the support of talented sports students for further education or a career in sports and top athletes in representing Sint Maarten (inter)nationally.
- ✓ Promote sports tourism as a national diversification strategy.
- ✓ Facilitate the development and functioning of sports associations.
- ✓ Facilitate the promotion of participation of citizens/companies in sports activities.

To achieve the policy priorities, the following activities are planned for 2023:

- Promotion of the availability of sports facilities and financial support for the execution of after-school programs and school tournaments.
- Continuous support for the National Sports Institute (NSI) and the St. Maarten Sports and Olympic Federation (SMSOF) and other sports organizations in the interest and development of athletes and vulnerable groups.
- Supporting, facilitating, and monitoring:



- improvement plans for sports organizations, the execution of their programming, and the development of their athletes;
 - the development of athletes for further education or career in sports;
 - programs for vulnerable groups and the general population to engage in sports activities.
- Promotion of local, regional, and international events and tournaments.

Capital investments:

- Naf 3.5 million Priority Repair of the Raoul Illidge Sport Complex and John Cooper / Jose Lake Ball Park sports facilities

2.4.2 Policy Plans

The Policy Actions for the Education, Culture, and Sport sectors and for the Youth are based on the policy priorities, legislative trajectories that are in a finalization and/or implementation phase. The policy actions per department/divisions are:

Division / Department	Policy Priority	Amount	Budget Post	Country Package Governing
Education	Development and implementation of a Policy regarding the introduction of standardized assessments for students in Primary and Secondary Education.	50,000	43489.6110.60073	✓
Education	Implementation of a strategy to improve Literacy and Numeracy.	50,000	43489.6110.60073	✓
Education	Development and Implementation of Language Policy.	75,000	43476.6110	✓
Education	Development of a Plan for Reformed Secondary Education & Implementation.	600,000	43489. 6110. 60073	✓



Education	Legislative Matters: 1. Amendment to Lbham Bekostiging; 2. Higher Education Ordinance and the Decree regulating the funding thereof 3. Regulation on Education	75,000	43476. 6110	✓
-----------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------	-------------	---

Division /Dep	Policy Priority	Amount	Budget Post	Country Package
Youth	Development of an integrated training strategy through the further execution of the Business Outreach	75.000	43489-6130-67028	✓
Youth	Promoting awareness of children's rights in society and the implementation of the 2018 Memorandum of Understanding on	35.000	43489-6130-67029	✓
Youth	Programmatic approach of life skills and family-planning.	37.500	43489-6130-67030	✓
Youth	Promotion of capacity and quality improvement of structured programs, which offers opportunities during extended school hours and extracurricular activities.	1.231.321 120.960 147.840 200.000 125.000	43489-67003 44301-67002 44301-67008 44301-67014 44301-67059	✓
Youth	Institutional strengthening of the Early Childhood Development Sector and quality improvement as recommended in the multi sectoral policy document Early Childhood	50.000 80.000	43489-67005 44301-60052	✓
Youth	Realization of the Integrated Youth Policy Plan 2020-2025: a multi-sectoral approach to youth development, including the strengthening of mechanisms for coordination and collaboration within and between government	50.000	43489- 6130-67054	✓



Youth	Realization of the Youth Desk and Implementation of the recommendations of the Youth Round Table Conference.	50,000	43489-6130-67031	✓
Youth	Enhancing meaningful youth participation within society.	35,000	43489-6130	✓

Division	Policy Priority	Amount	Budget Post	Country Package
Culture	Arts Development: Talent Scholarship.	100,000	43455.6120	✓
Culture	Arts Development: Dance Promotion	200,000	43489.6120.62006	✓
Culture	Arts development: Creative Industry.	50,000	43489.6120.61018	✓
Culture	Securing Heritage: Maritime Ordinance (Underwater	18,000	44301.6120.61013	✓
Culture	Securing Heritage: Culture Council	45,000	43501.6120.61004	✓
Culture	Securing Heritage: Intangible cultural heritage (IRICH).	39,459	43489.6120.61009	✓
Culture	Securing Heritage: Promoting Culture Nationally (events policy) culture calendar.	200,000	43489.6120.61010	✓
Culture	Securing Heritage: Culture Education 4LO (collaboration) inventorying for cultural contents to meet with information and formal education	65,000	43489.6120.61008	✓

Division	Policy Priority	Amount	Budget Post	Country Package
Sport	Supporting and facilitating the development of athletes for further education or career in sports.	50,000	43455	✓
Sport	Facilitate the promotion of participation of citizens/companies in sports activities.	10,000	43489	✓



2.4.3 Implementation Plans

Division	Policy Priority	Amount	Budget Post	Country Package
Education, Division of Inspection	Evaluation of FBE.	200,000	43476.6110	✓
Education, Division of Educational Innovation, Student Support Services	Implementation of Special Needs Policy.	200,000	43489.6110.60073	✓
Education, Division of Educational Innovation	Phased Implementation of the Summer School Policy.	1,100,000	43489.6110.60073	✓
Education, Division of Educational	Implementation of the Professional Development Program.	500,000	43489.6110.60073	✓
Education	4LO related matters including Study Success Caribbean Students, Dutch as a foreign language	150,000	43489.6110.60073	✓
Education, Division of Educational Innovation	Full implementation of the ROA.	100,000	43489.6110.60074	✓
Education, Division of Educational Innovation	Curriculum Reform (History).	100,000	43476.6110	✓
Education,	Implementation of a New School Bussing Policy.	4,200,000	Operational Costs	
Education	Legal Matters.	50,000	43476.6110	
Study Financing	Implementation of the study financing policy through the granting of Study Financing	4,137,026	44231-6220	



Student Support	Testing of Labour Oriented Students	37,500	43489.6230.60035	
	Support group for Teenagers	50,000	43489.6230.67053	
	“School Safety Initiatives”	100,000		
Examination	Developing reliable and valid educational tests and exams	450,000	43457.6210.	
Inspection	Efficiently and effectively monitoring the implementation of laws and regulations and policies in the field of education, youth, culture, and	10,000	43489.6240.60028	
Educational Innovation	Implementation of policies and innovations in the field of education. Implementation and the providing project management in the execution of projects.	340,000	43489.6310.	
Public Education	Public Education Reform	298,323	43489.6320	
	Public School Security	1,289,153	43491.6320	
	Public School Maintenance:			
	- Leonald Conner	100,000	43430.6320.6800343430.6320.68004	
	- Genevieve deWeever	100,000	43430.6320.68005	
	- Martin Luther King	100,000	43430.6320.	
		100,000	43430.6320.	

Division	Policy Priority	Amount	Budget Post	Country Package
----------	-----------------	--------	-------------	-----------------



Culture	Boeken en abonnementen (The supporting of publishing of local books in relation to culture and the	5,000	43403.6120	✓
Culture	Advertising Costs (Placing of advertisements in the newspapers as part of the promotion of the Department of Culture and its activities)	1,000	43470.6120	✓
Culture	Supporting of creative industries through Incidental Subsidies.	50,000	43489.6120.61018	✓
Culture	Monument Care (Monument funds): Establishing of monument fund.	212,500	44301.6120.61005	✓

Division	Policy Priority	Amount	Budget Post	Country Package
Sport	Facilitate the provision of safe and certified sports facilities in neighborhoods and other locations to ensure the availability of the necessary sports facilities for	480,000	43456	✓
Sport	Financial support for the execution of after-school programs and school tournaments.	354,000	43489	✓
Sport	Supporting, facilitating and monitoring improvement plans for the National Sports Institute and the sports organizations, the execution of their programming and the development of their athletes. Continuous support for the St. Maarten Sports and Olympic Federation and other sports	500,000	44301	✓
Sport	Supporting, facilitating, and monitoring improvement plans for sports organizations, the execution of their programming, and the development of their athletes.	260,000	43489	✓
Sport	Promotion of local, regional, and international events and tournaments	325,000	43489	✓



Sport	Capital Investment (sport facilities repairs).	3,500,000	01104	
-------	------------------------------------------------	-----------	-------	--

Division	Policy Priority	Amount	Budget Post	Country Package
Staffbureau, Division Education innovation, Education, Culture, Youth, Sport Student Support Services	Technical and support capacity is prioritized through the Trust Fund financed projects for: <ul style="list-style-type: none"> - the repairs of the schools, gym and sport facilities (ERP1); - the reconstruction of 2 primary schools, the Library and the development of a Ministry Management Information System (MMIS) under the Fostering Resilient Learning Project (FRL) and, the Child Resilience 		Operational costs	✓
Staffbureau & Management OCJS	To implement the safety and emergency agenda in the education, culture, youth and sport sector, the overarching 'Safety and Emergency Management Committee' (SEMC) will continue to focus on safety and emergency preparation, response and recovery.		Operational costs	✓
Staffbureau & Management OCJS	Revision Organizational structure		Operational costs	✓

2.4.4 Differences Budget 2022 and 2023

Differences between the budget 2022 and 2023, that represents an increase or decrease of 50% or more are:

Budgetpost	Amount 2022	Amount 2023	% difference	Reason for increase/decrease
41204.6110	0	25,000	N/A	Representation is necessary and had to be reallocated from other budget posts in 2022
43002. 6110	0	7,0000	N/A	Allocation of funds to hire in Intern to support delivery of Core tasks.



43489. 6110.60074		100,000	N/A	Planned establishment of the ROA in 2022, therefore budget required in 2023
43000-6130	78.605	-	-100%	Temporary staff is no longer needed due to the filling 2 of the 5 vacancies of the ministry at the Department of

2.4.5 Income increasing measures

The film ordinance provides for fees to be collected for film display. The process of building an infrastructure to implement the Ordinance, that facilitates increase of revenue for the Ministry will start in 2023 for implementation in 2025.

Sport

It is expected that ANG. 26,221.86 is received from the Anti-Doping fund (UNESCO) for the implementation of an anti-doping campaign.

2.4.6 Budget Risk

The second-largest budget post represents the personnel costs. The continued personnel stop results in several critical departments and divisions functioning under the desired occupancy level, which compromises the execution of the government's core tasks and responsibilities. More specifically the department of Education and the Inspection.

To facilitate the Ministry, it is necessary that the organizational structure is adapted; as the current risk is that some tasks are not executed or not embedded within a legal framework. A main organizational change is the change of Public Education into a 'Public Entity' allowing a more autonomous status as the other subsidized schoolboards.

Whereas the Ministry continues to be challenged with additional tasks related to the implementation of the recovery agenda, while simultaneously executing the core tasks and ensuring adherence to legal commitments. As the government structure and funding have not been adapted adequately to facilitate the recovery agenda, this poses a strain on the already limited capacity efforts, more specifically on the Department of Education, Stafbureau, and Division Education Innovation, the latter as the responsible division for the implementation of projects. The same can be mentioned for the SEMC, which would require budget and external expertise to execute tasks.

The continuation of the liquidity support in the form of Sint Maarten being allowed a budget deficit for 2023 is assumed, and in the event that this is not granted then the risk of having to further cut costs, and thereby negatively affect the planned policy priorities.

Education



The largest subsidy post of the Ministry is the financing of the public and subsidized schools with the risk of high legal cost when reform actions are not timely implemented. Scarce public resources impact subsidized entities and activities as a result of the conditions outlined in the country reform package.

Another challenge for 2023 is the uncertainty related to the recommendations for reforms that will be forthcoming from the Education Review which commenced in 2021 and is expected to be finalized in 2022 for additional activities in 2023. It is impossible to prioritize a budget for reforms until clarity regarding findings and recommendations is available. In addition, the 12.5% austerity measure is expected to adversely affect the quality of education at some educational institutions and will certainly affect morale across the Sector which could lead to leakages in human resource costs.

The department lacks legal technical expertise and there is the threat of available technical staff being lured to other functions as a result of the austerity measures imposed with the Country Packages. The hiring of technical experts supports this process, but delays in appointments affect the planned utilization of the budget. This delays education reform and adversely affects the required monitoring and evaluation of the sector. If the implementation of a New Policy for the school bussing service is delayed in 2022, this will lead to uncontrollable overruns in 2023. Overruns here are also expected given the need for deviations in bussing arrangements in connection with the ongoing repairs of educational institutions.

Culture

The required legislation and regulations for the protection of culture, monument identification, and preservation are fragmented and are lagging behind, this in combination with the understaffed inspection capacity leads to further weakening of the conservation of our cultural heritage. Without a legal framework, the available funding to repair monuments is at risk. In addition, the key ambitions of insufficient development of the creative industries as an economic sector and support of talented youth and further delay in the realization of the national theatre for the performing arts and adaptations to John Larmonie Center are at risk.

Youth

The lack of financial resources and limited capacity will result in the revision of policy priorities, programs, and projects for the department of youth. The Risks associated with not implementing a division of policy versus implementation tasks pose a risk for guaranteeing quality due to insufficient capacity for the execution of core tasks.

Risk of insufficient funding are:

- Failure to implement policies and programs due to strong dependency on the policy priorities and capacity of other ministries and youth institutions, and more specifically the Integrated Youth Policy 2020-2025 and the National Early Childhood Development Policy;
- Failing to fund prevention programs, youth participation, and the establishment of the “Youth Desk” as a link to the youth will have serious social consequences, for the well-being of the youth and,
- the lack of additional resources to invest in the new policy initiatives as a result of the recommendations of the Children's Rights Committee 2022 and the implementation of the



"Memorandum of Understanding 2018 on the Improvement of the Rights of the Child" signed by the Kingdom countries.

Sport

Reducing the required financial resources will have a negative impact on sports development and sports capacity. The current state of the damaged facilities impacts the overall user experience and results in limited participation in sports negatively affecting the well-being of the people. The many outdated facilities, if not invested in, incur increasingly higher maintenance costs. In addition, the facilities do not meet the (inter)national standards to host tournaments to risk further loss of revenues from sports tourism and stagnating the national athlete development.



2.5 Ministry of Public Health, Social Affairs and Labor

Mission

- To promote a healthy and socially supportive community.
- To prevent unhealthy living conditions, protect socially vulnerable groups and promote employment.
- Promote the general well-being and quality of life of our population through services such as health protection, health promotion, job placement, employment and dismissal permits, emergency medical services, social security, community development, social work and counseling, and supervision.
- To ensure access to health insurance and social security systems.

Vision

To be a knowledge institute, which will result in being the recognized governmental authority for public health, social development, social security, labor related policy and service domains.

2023 Goals:

1. Reduce inequalities amongst disadvantaged and marginalized populations, with a keen focus on social inclusion and participation;
2. Foster a healthy population physically and mentally ensuring a healthy lifestyle for its citizens, including actively participating in physical activities;
3. Foster care for our families and vulnerable people;
4. Invest in our human capital through skill development and job training in order to boost employment amongst our local labor supply.
5. Strengthening of our Social protection system where we will be looking at;
 - An effective social welfare system to cushion the inability of citizens to provide for themselves, particularly in the vulnerable conditions of youth, old age, sickness, disability and unemployment.
 - Modernize the social welfare system to make it more efficient, effective and just.
 - Collaboration and Integration between health and social care.
6. Enhance the standard and quality of health care services.

Currently there 142 employees working for the Ministry. In the 2023 budget we only have five vacancies budgeted due to the financial constraints. If these five vacancies are to be filled this year, the Ministry will be on approximately 82% of its total formation.



Below you will find the policy priorities that the ministry will be working on in 2023 in order to achieve the goals set in the NDV 2030 and the various measures referred to in the Country Package. The emphasis will be on the following components of the governance program:

- Healthcare
- Community and comprehensive social care
- Labor

The various policy areas will be further elaborated in the paragraphs below.

2.5.1 Policy priorities

Health Care

Taking proper care of the health of the residents and visitors of Sint Maarten. To achieve this on long-term basis, the Ministry will focus on:

1. Public awareness campaigns for Non Communicable Diseases, Communicable Diseases and healthy living such as:
 - Hypertension, cardiovascular diseases
 - Healthy Weight and Nutrition
 - Oral Health
 - Diabetes
 - Breast and Prostate Cancer
 - STI (Sexually Transmitted Infections)
 - Mental Health
 - Breastfeeding
 - Vector Control
2. Execution of the Youth Vaccination and Dental Program
3. Implementation of the approved Non Communicable Disease Plan, which is a multi-ministerial implementation plan to be executed in collaboration with PAHO consisting of a multitude of programs and projects such as but not limited to diabetic foot care, cardiovascular diseases , Breastfeeding program, and mental health.
4. Create a health information system for the surveillance and following up on Non Communicable Diseases, Communicable Diseases and mortality.
5. Strengthen structured reporting mechanism for Communicable Diseases, which supports the International Health Regulations (IHR)



6. Develop a Contingency Plan for Communicable Disease Outbreak preparedness and mitigations. Learning from the COVID-19 experience it is of the utmost importance to secure a budget to respond to any public health emergency of international concern/outbreak.
7. The establishment of a registration system for health care professionals in line with international quality standards.
8. Digitalizing the Inspection application system.
9. Improving the legislation, policy and regulations for the following:
 - Establishment of medical professionals
 - Mental Health Care Legislation
 - Public Health Ordinance
 - Data Protection for personal health information to guide the collection, analysis, sharing and storage of health related data
 - Medical Waste Policy
 - Pharmaceutical Legislation
10. Implementation of Multi-Sectoral Action Plan for Prevention and Control of NCDs (Non-Communicable Diseases)
11. Cooperation between the hospitals within the Kingdom (CAS-BES) in the event of crisis and disasters.
12. Execution of a Port Health Program at the country's points of entries to ensure the public safety from outbreaks originating from abroad.
13. Develop a border health protection strategy and further regulate border health protection to mitigate the spread of Public Health Emergencies of International Concern.

Community and Comprehensive Social Care

With regard to Community and Comprehensive Social Care for the elderly and vulnerable, the budget for 2023 shall be allocated to the below key areas:

1. To develop community development programs through an integral and neighborhood-oriented approach such as:
 - Budgeting Program
 - Backyard Gardening Program



- Elderly Seminars
 - Disaster Awareness Preparedness Program
 - Home Repair Program
 - Develop a guided living and assistance living program for vulnerable persons in need of housing
2. To carry out households assessments to identify the social economic needs of the population in order to better project and develop needed services.
 3. To continue with the Community Resilience Projects, funded via the EU, which are linked to measure A.5 of the Country's Package. Projects that will be executed in 2023 include:
 - To establish Community Emergency Response Teams (CEIRT) within the community to map the vulnerabilities and capacities for the population and the districts.
 - Development of an evacuation and a mass care & distribution strategy plan through a community based approach.
 - Development of a community awareness and communication plan for disasters.
 4. To review the outcome of the research carried out on the Social Security System and execute the plan of approach. This is directly linked to E.4 from the Country's Package.
 5. The implementation of the Social Registry System as outlined and approved in National Recovery Resilience Plan document. For the implementation, we will need to recruit some specific expertise.
 6. ESF7 will carry out community-based trainings and update their processes to ensure effective mass distribution.
 7. Digitalization of the Crisis Care Process
 8. To implement legislation and policies in the Social Development Sector such as:
 - Develop a policy for voluntarism
 - Update AOV legislation to include flanking measures
 9. The ministry will maintain the ongoing Transitional Shelter Program" which functions as a transition 'house', meaning that all clients are under a care plan that focuses on their reintegration to society and to facilitate the moving to their own home/apartment.
 10. The development of legislation for Rental Subsidy in order to alleviate the financial burden of the vulnerable members of the population.



Labor

With regard to Labor, the Ministry intends to work on the following long term goals such as:

1. To further develop proposals regarding 'flexsecurity' of the labor market in close collaboration with social partners
2. The development of policy proposals in regards to the illegal employment of foreign workers
3. The development of E-platforms for:
 - TWV (Employment Permits)
 - Dismissal Applications
 - Labor Disputes
 - Business Registration
 - Vacancy Registration
 - Employment Services Registration
4. To reactivate the Council of Education and Labor (ROA) by fostering the collaboration between the Labor and Education departments to improve the facilitation of employment for educated persons, which is part of the Governing Program.
5. To conduct various workshops to educate the public pertaining to their labor rights and to enhance their job seeking opportunities such as:
 - Workshop employee rights and responsibilities
 - Workshops role of the unions and mediators
 - Workshop employability enhancement
 - Workshop computer literacy
 - Workshop development of skills training (NIPA)

2.5.2 Policy actions

Dienst/ Afdeli	Beleidprioriteit	Bedrag	Begrotingspost	Landspakket /
CPS	Public awareness campaigns for Non Communicable Diseases, Communicable Diseases and healthy living	30,000.00	43489-7250	
CPS	Youth Vaccination Program	115,000.00	43489-7250	



CPS	NCD Implementation plan	105,000.00	43489-7250	
CPS	Create disease database for the surveillance and following up on NCD's, CD's and mortality	200,000.00	43489-7250	
CPS	Developing a structured reporting mechanism for Communicable Diseases	150,000.00	43489-7250	
CPS	Outbreak preparedness (PHEIC)	1,000,000.00	43489-7250-00013	F.1
Public Health	The establishment and staffing of a registration system for health care professionals	150,000.00	43489-7110	
Inspectorate	Digitalizing the Inspection application system	75,000.00	43489-7220	
Public Health	Improving the legislation, policy and regulations for the following: Mental Health Care	224,640.00	43489-7110	F
Public Health	Public Health Ordinance	5,000.00	43489-7110	
Public Health	Data Protection Policy for personal health information	70,000.00	43459-7110	
Public Health	Medical Waste Policy	450,000.00	43489-7110	
Public Health	Action plan prevention Non Communicable Diseases CAS/BES	500,000.00	43000-7010	
Kabinet	Continuation of the Port Health Services	400,000.00	43489-7110	
Public Health				



CDFHA	Budgeting Program	20,000.00	43489-7260	
CDFHA	Backyard Gardening Program	20,000.00	43489-7260	
CDFHA	Elderly Seminars	10,000.00	43489-7260	
CDFHA	Disaster Awareness Preparedness	10,000.00	43489-7260	
CDFHA	To carry out households assessments to identify the social economic needs of the population in order to better project and develop	100,000.00	43489-7260	
Social Development	To establish Community Emergency Response Teams (CEIRT)	N.A.	European Aid	
Social Development	Development of an evacuation and a mass care & distribution strategy plan	N.A.	European Aid	
Social Development	To review the outcome of the research carried out on the Social Security System and execute the	75,000.00	43000-7120	E.4
Staff Bureau	The implementation of the Social Registry System as outlined and approved in National Recovery	470,000.00	43000-7021	
Social Development	ESF7 will carry out community-based trainings and update their processes to ensure effective mass	40,000.00	43499-7025-7120	
Social Services	Digitalization of the Crisis Care Process	100,000.00	43489-7210	
Social Development	Develop a policy for voluntarism	N.A.	41001-7120	
Social Development	Update AOV legislation to include flanking measures	150,000.00	43476-7120	
Social Development	The development of legislation for the rental subsidy	150,000.00	43489-7120	
Department of Labor	The development of policy proposals in regards to the illegal employment of foreign workers	150,000.00	43476-7130	E.3



Labor Affairs	The development of E-platforms for: TWV (Employment Permits) Dismissal Applications Labor Disputes Business Registration Vacancy Registration Employment Services Registration	N.A.	ICT	
Department of Labor	To reactivate the Council of Education and Labor (ROA)	N.A.	41001-7130	Governing Program
Labor Affairs	To conduct various workshops to educate the public pertaining to their labor rights and to enhance their job seeking opportunities such as: Workshop employee rights and responsibilities Workshops role of the unions and mediators	43489-7270	1,500.00	

2.5.3 Differences budget 2022 en 2023

In this paragraph, all the differences between the 2022 budget and the 2023 budget will be explained. This concerns increases or decreases of 50% or more.

Budgetpost/ t/	Amount 2022	Amount 2023	% differe	Reason for increase/decrease
41204-7010	20,000.00	30,000.00	50%	Due to the easing of the COVID-19 measures the minister is planning to attend more meetings abroad for
43000-7010	0	500,000.00	100%	Port Health Services will be placed directly under the Kabinet
43000-7021	0	470,000.00	100%	Increase due to the hiring of 4 key essential personnel for the SRS. In addition, the hiring of a PP



43403-7021	10,000.00	5,000.00	-50%	Decrease due to expenditure behavior in the past
43499-7021	11,000.00	20,000.00	82%	Increase due to expenditure behavior in the past
41204-7110	15,000.00	40,000.00	167%	Due to the travelling with staff to Washington DC (PAHO) and to
43459-7110	40,000.00	170,000.00	325%	Creation of a Data Protection Policy, Lab Policy and Environmental Health
43480-7110	1,250	0	-100%	Decrease due to expenditure behavior in the past
43489-7110	250,000.00	1,496,000.00	498%	Increase due to various projects such as: Public Health Ordinance, Proj. NCD's with PAHO, Mental Health, HIV/AIDS Medication, BIG Registration, Port Health System,
43499-7110	5,000.00	10,000.00	100%	Increase due to expenditure behavior in the past
43000-7120	25,000.00	75,000.00	200%	To hire expert to review outcome of research of the social security
43403-7120	1,000.00	0	-100%	Decrease due to expenditure behavior in the past
43476-7120	350,000.00	150,000.00	-57%	Decrease due to cuts.
43489-7120	1,740,360.00	150,000.00	-91%	Decrease due to transferring funds for the Transitional Shelter Program towards CDHFA. Remaining balance intended for the development of
43499-70025-7120	25,000.00	40,000.00	60%	To purchase supplies and materials for ESF7 community based trainings
43512-3025-7120	0	60,000.00	100%	Trainings for ESF7 community based trainings
43403-7130	500.00	0	-100%	Decrease due to expenditure behavior in the past
43459-7130	25,000.00	0	-100%	Decrease due to cuts.
43474-7130	1,500.00	0	-100%	Decrease due to expenditure behavior in the past
43476-7130	350,000.00	150,000.00	-57%	Decrease due to cuts
43000-7210	0	75,000.00	100%	To hire a medewerker Zorg via job placement agency.



43474-7210	1,000.00	0	-100%	Decrease due to expenditure behavior in the past
43489-7210	229,000.00	100,000.00	-56%	Decrease due to cuts.
43000-7220	25,000.00	0	-100%	Decrease due to cuts.
43489-7220	31,500.00	325,000.00	932%	Increase due to the implementation of a digital application system & for the staffing of the BIG Registration
43403-7240	600.00	11,100.00	1750%	Yearly subscription for Mijn Dienst Rooster, Priority Dispatch System
43411-7240	18,000.00	9,000.00	-50%	Decrease due to expenditure behavior in the past
43474-7240	3,000.00	0	-100%	Decrease due to expenditure behavior in the past
43487-7240	36,000.00	0	-100%	Decrease due to expenditure behavior in the past
43000-7250	382,000.00	150,000.00	-61%	Decrease due to cuts.
43000-00013-7250	1,414,320.00	0	-100%	Decrease due to cuts.
43419-00013-7250	200,000.00	0	-100%	Decrease due to cuts.
43489-00013-7250	2,550,000.00	1,000,000.00	-61%	Decrease due to cuts.
43489-7250	400,000.00	600,000.00	50%	Increase due to the implementation of a database for NCDs and CDs
43499-7250	5,000.00	8,000.00	60%	Increase due to expenditure behavior in the past
43403-7260	2,000.00	0	-100%	Decrease due to expenditure behavior in the past
43435-7260	0	3,000.00	100%	Increase due to expenditure behavior in the past
43489-7260	510,000.00	2,600,961.00	410%	Increase due to the transferring of the funds for the Transitional Shelter Program from Community
43499-7260	5,000.00	10,000.00	100%	Increase due to expenditure behavior in the past
43000-7270	60,000.00	113,000.00	89%	Contracts for 2 administrative workers through a job agency
44201-70001-7280	50,000.00	150,000.00	200%	Increased subsidy amount due to request for extra subsidy



44201-70002-7280	0	230,000.00	100%	Subsidy for Turning Point taken away in 2022 and transferred to Justice via budget amendment but reinstated
------------------	---	------------	------	-------------------------------------------------------------------------------------------------------------

2.5.4 Risks in the budget

When looking at the risks, which could have an impact on the 2023 budget, we need to take in consideration the following:

1. Above-average cost increase in the health sector compared to constant premiums
2. Increasing demand for social security provisions and increasing social security provisions with decreasing financial resources.
3. A new variant of the COVID-19 virus and/or the Monkeypox may cause the expected economic growth to lag, leading to an increase in unemployment, extra strain on the already limited available medical capacity and the associated social problems.



2.6 Ministerie van Toerisme, Economische Zaken, Verkeer en Telecommunicatie

Mission

Our aim is to be the primary institute for delivering policy for the stimulation and facilitating of a sustainable economic development of St. Maarten and to provide it in a swift and professional manner to be analytical, objective, and thorough and provide reliable information.

Vision

To play a central role in producing policies geared at developing the economy and sustainable economic development

Job List 2022

Organisatie eenheid	Functie	FTE	Schaal	Budget
Afdeling EVT	Senior Beleidsmedewerker	1	12	Ja – voor 9 maanden
Afdeling EVT	Juridisch beleidsmedewerker	1	11	Ja - voor 12 maanden
Dienst L&S	Sectiehoofd Scheepvaart	1	12	Ja – voor 6 maanden
Dienst L&S	Lucht- en Scheepvaart Jurist (Sectie Scheepvaart)	1	12	Ja – voor 8 maanden
Inspectiedienst TEZVT	Sectiehoofd Vervoer	1	10	Ja (vacant per 5 april 2021)
Inspectiedienst TEZVT	Sectiehoofd Economische Controleurs	1	10	Ja Can't be filled Sulaica Davelaar is using that budget, she is in another Ministry Cabinet)
EV	Secretaresse	1	6	Div 23043 onslag dag van ondertekening van het landsbesluit
STB	Markt Onderzoeker	1	10	Resign in June
STB	Medewerker Marketing	1	10	Need to redu selection
STB	Medewerker Marketing	1	10	Need to redu selection
STB	Hoofdmedewerker VS & P	1	10	Selection process

Vacancy list 2023 (5 new fte)

Organisatie eenheid	Functie	FTE	Schaal	Budget
Afdeling EVT	Beleidsmedewerker Economie	1	11	12- maanden
Afdeling EVT	Beleidsmedewerker Economie	1	11	12- maanden
Dienst L&S	Sectiehoofd Luchtvaart	1	12	12- maanden
Dienst L&S	Scheepvaartinspecteur / expert	1	11	12- maanden
STB	Informatiedesk medewerkers	1	4	12- maanden



2. 6.1 Policy priorities

Economic Growth

What are the policy priorities/actions within the policy area, the following questions need to be answered:

- Why is it important to carry out priority and to which task of the Ministry is this linked?
- How is priority linked to elements of the coalition agreement and/or national package
- Stimulate the development of micro, small and medium-sized enterprises (ie MSMEs) through training and facilitating access to finance.
- Stimulate local entrepreneurship and vending through various vending outlets such as Koop Avond and SXM Market.
- Pursue and launch initiatives to diversify the economy and promote exports.
- Promoting investment through the re-establishment of EDC
- Identify, pursue and facilitate economic opportunities within the maritime and civil aviation industry.
- Implement the recommendations of the E6 report.

Economic Aid

Offering/realizing (socio-)economic aid

- LPG Model Review and Price Monitoring
- Setting maximum food prices (via MR)
- Food price monitoring and publication
- Setting maximum prices for petroleum products (Petrol, Gasoil and LPG)

Enforcement

Civil Aviation

- Ensuring that the various operators meet and operate within legal standards.
- Continue to promote the air transport system;
- Ensure that the individuals within the aviation industry meet and comply with the requirements.
- Ensure that the interpretation of aviation industry regulations is adapted to the activities of Sint Maarten;



Shipping and Maritime

- Ensure oversight of all major port facilities (key priorities);
- ensure supervision of port facilities and ships, coastal and territorial waters and ships of Sint Maarten (core responsibilities);
- Task Force Inspection.
- Special anchor zone
- Identify, pursue and facilitate economic opportunities within the industry.

Economic and passenger transport

- Workforce Automation
- Noise pollution ie music from catering establishments
- Public transport reform
- Harassment & Solicitations
- Tackle companies without a permit
- Ensuring fair trade through properly calibrated weights and measures
-

Service improvement and information sharing

Automation of systems

- Automation of inspection and control activities
- Automating noise and environmental pollution

Providing economic data and information for informed decision making

- Consumer Price Index / Inflation
- National Accounts Survey (NAS) & Business Survey (BCS)
- Tourism Exit Survey (TES)
- Tourism Satellite Accounts (TSA)
- Labor Market Survey

Dissemination of data to the general public and key stakeholders

- Regular press releases
- Promotion of statistical website and social media platforms
- Publications
- Stakeholder presentation

Improve synchronization of systems and important data sources

- Dev info / SXM info (i.e. SDG indicator Monitoring)
- Port Community System (PCS) source of trade data)
- Spatial Analysis (GIS) / Mapping



Tourist Development

- More overnight visitors by realizing marketing initiatives & activities
- PR & Marketing campaigns target the US, Canada, the EU and the Caribbean.
- **uspc**
- **Airline Development:** coop Marketing campaigns to increase occupancy and bookings to the destination
- Promote and market the destination through unique events and increase tourism revenues and help the private sector partners to set up the events.
- Diversification within tourism and product development that facilitates the diversification.
- Niche market tourism.
- Improving tourism awareness through educational initiatives
-

Organizational strengthening and development

Staff training

- Training for selected employees is Microsoft Office 365 including Excel and team.
- Staff training in CRMs
- Training for staff in English and Dutch report writing
- Training of the relevant staff members in continuous training and development of staff covers critical thinking and problem solving related to license processing. The aim is to simplify the economic licensing process.
- Training of the relevant personnel in safety management system Training of the relevant personnel in personnel licenses
- Training of the relevant employees in Seabury Solution, the digital processing of inspections, certificates, licenses, incident reporting

2. 6. Policy Actions

Services/ Department	Policy priority	amount	Budget item	Country Package/ coalition agreement
EVT	SME development	140,000.00	8270.44301.8004 4	E6
EVT	Promotion of investments	122,500.00	8270.44301.8003 2	E6
EVT	Philipsburg revitalization	100,000.00	8270.44301.8004 5	



EVT	Agri development	250,000.00	8270.44301.8000 8	
EVT	Gaming Authority	250,000.00	8270.44301.8003 7	H2
EVT	Development of legislation and research/studies	200,000.00	8110.43489.8003 4	

2. 6.3 Operational management

Services/ Depar	Policy Priority	Amount	Budget item	Country Package/
DEL	Education	15,000.00	822043480	
DEL	Personnel development	10,000.00	822043474	
MET	Education	54,000.00	8210/43480	
MET	public relations	10,000.00	8210/	
MET	QMS Certification	70,000.00	8210/43000	
MET	Buy new and reliable equipment	425,000.00		
L&S	Education	100,000.00	8260.43480	
STAT	Consultants NAS, CPI, TSA + Demographer	196586.96	8250.43000	
STAT	Labor Force Survey 2023	98460	8250.43505	
STAT	TSA Fieldwork	45000	8250.43505	
STAT	National Accounts Survey	50000	8250.43505	
STAT	Index of consumer prices and inflation	38970	8250.43505	



STAT	Tourism Spending and Satisfaction Surveys (TES)	45000	8250.43505	
STAT	Miscellaneous research for other departments etc.	150000	8250.43506	A2*
Tourism	Product development	420,000	8240.43516.8 0024	
Tourism	Movie. Industry Tourism	300,000	8240.43516.8 0038	
Tourism	Music, Fest, Culinary Events	75,000	8240.43516.8 0026	
Tourism	Cruise Conversion	50,000	8240.43516.8 0035	
Tourism	USA Market PR and Marketing	1,000,000	8240.43516.8 0001	
Tourism	Can market PR and Marketing	500,000	8240.43516.8 0002	
Tourism	PR and marketing of the EU market	600,000	8240.43516.8 0003	
Tourism	LATAM Market PR and Marketing	250,000	8240.43516.8 0004	
Tourism	Caribbean Market PR and Marketing	250,000	8240.43516.8 0005	
Tourism	Coop Airline Marketing	300,000	8240.43516.8 0030	
Tourism	Expedia Coop Marketing Campaign US, EU, SA	200,000	8240.43516.8 0031	
Tourism	Carnival Grant	350,000	8270.44301.8 0010	



Tourism	SMART Grant	120,000	8270.44301.8 0014	
Tourism	Heineken Regatta Grant	350,000	8270.44301.8 0028	
L&S	Seabury Solutions	79,521	8260.43411	
L&S	Caribbean Memorandum of Understanding (CMOU)	16,200	8260.43411	

Please note country package project B3 received support in kind, and therefore is not reflected in the budget.

2.6.4 Differences budget 2022 and 2023

All differences between budget 2022 and 2023 should be explained here, it concerns increases or decreases of 50% or more.

Budget Item/Co	Amount 2022	Amount 2023	% differe	Reason for increase/decrease
8260-43499	200.00	0	-100%	The budget amendment for the Capacity Study was scrapped.
8230.43480	135,000	50,000	-62.96%	In 2022, an additional ANG100,000 was allocated to the department's training budget for the remuneration of Bavpol training for new employees. This amount has been reduced for 2023 due to more focused training in a focus group.
8230.41204	2,500	12,500	491.55%	Increase travel budget to attend industry conferences related to
8250.43000	80000	196.137	145.17%	Consultants for help with GDP + TSA + CPI. TSA (Tourism Satellite
8250.43474	2000	10000	400%	DCSS chairman representation.
8250.43505	150000	277.571	85%	= NAS survey + CPI fieldwork + TES surveys (2 for stat /2 for STB) + TSA fieldwork + labor survey



8250.43506	1,200,000	300000	-75%	The census is expected to provide quite a lot of information, so there will be less need for extraordinary surveys in 2023
------------	-----------	--------	------	----------------------------------------------------------------------------------------------------------------------------

2.6.5 Cost-increasing measures

It must be indicated here which income-increasing measures the ministry is taking. It must also be indicated what the expected time schedule is for the implementation of each specific measure and how much is expected to be achieved with this

To measure	Description	Status	Expected ETA
<i>Fees for lottery booth operators.</i>	Draft LBHAM should be established to regulate fees for lottery booth operators.	Concept has been approved by the Minister and the Council of Ministers.	The design will be submitted to the RvA as an urgent document. Pending a positive advice from the RvA, we expect it to come into effect at the beginning of Q4 2022.
<i>Costs for online gaming licenses.</i>	Design to create LBHAM to regulate fees for online gaming licenses.	Design LBHAM has been completed and is currently under review.	The design will be submitted to the RvA as an urgent document. Pending a positive advice from the RvA, we expect it to come into effect at the beginning of Q1 2023.
<i>Rates for public transport</i>	Amendment of the fee regulations to include a permit application and license fee for public transport permits.	Draft is still being edited.	Mid 2023.



Cost for economic licenses

Aviation safety costs

Fees for issuing LVV-related permits

	National Decree, containing general measures, to amend the National Decree on Aviation Supervision in connection with the rates for services and activities (Aviation Rates Decree)	Legislation approved.	Q1, 2023
	Amendment of the fee regulation to include a permit application fee for LVV permits.	Legislative work has not yet started.	Q4, 2023

2. 6. 6 Risks in the budget

A summary must be mentioned here of all the risks that are foreseen in the budget.

- Limited legislative (non-legal) powers of action within the ministry
- Government financial challenges



2.7 Ministry of Housing, Spatial Planning, Environment and Infrastructure

Missie

The mission is to ensure an integrated design and management of public space by establishing and implementing policy and legislation, as well as managing to guarantee an optimal living, working and recreational environment for the inhabitants of Sint Maarten.

Visie

The Ministry's vision is to realize an optimal living, working and recreational environment for Land Sint Maarten through efficient services for the community, the citizenry and the administration of Sint Maarten.

Policy Prioritization:

The ministry will focus on the following four strategic objectives over the next four years (2022-2026).

1. A resilient, sustainable and responsible spatial development.
2. Sufficient supply of housing and infrastructure.
3. A protected environment with responsible use of natural resources and minimal dependence on fossil fuels.
4. VROMI's operation and services are consistent, effective, efficient and transparent.

The Ministry of Housing, Spatial Planning and the Environment strives for a good organization and focus on its core business, namely serving and representing the population of Sint Maarten with integrity and transparency. With this in mind, these goals focus on, among other things: resilient, sustainable and responsible spatial development, sufficient housing supply, care for the environment and nature and improving the organizational performance of the ministry.

The various policy areas are further elaborated in the paragraphs below.

2.7.1 Policy priorities

A resilient, sustainable and responsible spatial development

A resilient, sustainable and responsible spatial development

This means that spatial development can be tackled in such a way that it can adequately cope with shocks and disturbances and that it rebounds quickly and functions normally again. It concerns compact and dense urban and spatial development that fulfills all functions without coming into conflict with each other.

Main lines of the policy priorities/actions within this policy area are:

1. Create conditions to ensure that all new buildings and infrastructure investments are constructed and maintained to withstand inclement weather and prevent deferred maintenance.



2. The aim is to achieve optimal and efficient use of the available infrastructure.
3. Achieve that Spatial Development takes place in a way that meets all function needs and avoids incompatible/conflicting functions.
4. Compliance with rules, norms and values for spatial development is the order of the day.

Sufficient supply of housing and infrastructure

Sufficient supply of housing and infrastructure

This includes the core task of the government to improve the quality of life of the residents of Sint Maarten. It is about improving the living environment of residents in order to increase their quality of life. It concerns improved infrastructure to promote mobility and transport. It's about making sure public spaces are safe, clean and well-maintained.

Main lines of the policy priorities/actions within this policy area are:

1. Improved infrastructure to promote safe mobility and public transport.
2. The aim is to increase the quality and output of Sewerage and Water Management in such a way as to ensure that communities are not flooded during severe weather and infrastructure is not adversely affected.
3. Ensuring safety in public spaces and public roads (working lighting/surveillance cameras) and (clean) and properly maintained.
4. There are rules and preconditions to ensure adequate housing, available for different income classes.

A protected environment

A protected environment

This means protecting the environment with responsible use of natural resources and minimal dependence on fossil fuels. It concerns increased use of renewable energy, sustainable management of solid waste, sewage and wastewater treatment and sustainable management of all public spaces.

Main lines of the policy priorities/actions within this policy area are:

1. Increased use of renewable energy to reduce carbon footprint.
2. Our natural resources (i.e. soil, water, beaches, ponds, montane forests, biodiversity, caves) are protected and/or sustainably qualitatively restored for future generations.
3. introducing stricter measures to prevent public pollution of social spaces and the natural environment. Our environment is not randomly polluted.
4. There is a sustainable comprehensive waste management system (with effective recycling and reuse).



5. Our wastewater disposal is done in such a way that wastewater no longer contributes to negatively impacting community health and polluting the environment.

6. Promoting compliance with environmental rules, standards and values is the order of the day

Effective functioning and services of VROMI

Effective functioning and services of VROMI

This means a consistent, effective and transparently functioning organization. It's about allowing employees to grow and improve their skills to improve performance so that they feel respected, valued in their work environment and involved in their work.

Main lines of the policy priorities/actions within this policy area are:

1. Creating clear preconditions to promote an effective and efficient performance of tasks and to safeguard and realize the Ministry's goals.
2. Employees feel respected and valued for input/performance they deploy and are happy and committed to performing their duties.
3. Integrity is of paramount importance and employees proudly wear their civil servant status.

FTE-overview personnel VROMI

Overzicht Personeel	FTE	NAF
Current Personnel	99	
Cost current personnel		8.272.563
Amount of vacancies	45	
Cost current vacancies		3.994.048
Totaal benodigd personeel	144	
Cost needed personnel		12.266.612
Budgeted vacancies:		
Replacement vacancies	14	
Critical vacancies	11	
Costs vacancies		1.165.225
Budgeted personnel current year (incl. vacancies):		



Budgeted for entire year	113	
Total costs entire year		9.437.788

2.7.2 Policy actions

Shift/ Departm VROM/ DOMAIN	Policy priority	Amount (NAF)	budget item	Country Package/
VROM	1. Land allocation policy	0	Personnel budget	Yes, part of E7 measure
VROM	2. Spatial Strategy	0	Personnel budget	Yes, part of E7 measure
VROM	3. National Ordinance VROMI and 7 underlying LB Hams	20,000	43476: Rechts- en ander deskundig advies	
VROM	4. Implementing development plans (zoning plans)	30,000	43476: Rechts- en ander deskundig advies	
VROM	5. Protecting and enhancing Biodiversity and native flora and fauna on Sint Maarten	48,600	43476: Rechts- en ander deskundig advies	
VROM	6. Developing new environmental standards: (This policy should be adopted in 2022, however, delays are already underway, hence the possibility	18,000	43476: Rechts- en ander deskundig advies	



<p>NEW PROJECTS</p>	<p>Consultancy costs: Waste Water Treatment Plant in Cole Bay.</p> <p>In reference to the joint collaboration project with the French counterparts on a single central wastewater treatment plant and in accordance to the Country Sewerage Master plan, the Government of St. Maarten is taking the initiative to construct the 1st phase of the wastewater treatment plant and expanding the sewerage network in the area.</p>	<p>75,000 (EU35K)</p>	<p>43476: Rechts- en ander deskundig advies</p>	
<p>NEW PROJECTS</p>	<p>Sewage pressure-lines Welgelegen road.</p> <p>This Project goal is to upgrade the current infrastructure condition on the Cay Hill main road (Welgelegen road) with the implementation of a sewer network system and house connection.</p> <p>The works for the main road included the laying on sewerage</p>	<p>50,000.00</p>	<p>43476: Rechts- en ander deskundig advies</p>	



<p>NEW PROJECTS</p>	<p>Consultancy cost: Unesco-IHE, Connect study Project.</p> <p>The reconnect project is of great important to St. Maarten, as the current wave of natural disasters within the tropic and sub-tropic regions is increasingly occurring year after year. As St. Maarten geographical location is open to Hurricanes and Tsunami. The reconnect project will aid us in creating strategical scenarios on how to better be prepared. The case by case studies will enlighten the government of St. Maarten on the preparedness on how to better create a warning procedure, education emergency guidelines, alertness and protectiveness with the end resulting in safe zones and escape routes.</p>	<p>75,000.00</p>	<p>43476: Rechts- en ander deskundig advies</p>	
----------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------	-------------------------------------------------	--

Shift/ Departm	Policy priority	Amount (NAF)	budget item	Country Package/
<p>INSPECTION</p>	<p>Advice to VROMI Enforcement Policy is completed</p>	<p>0</p>	<p>Personnel budget</p>	



INSPECTION	<p>Increasing the number and quality of Inspections:</p> <ul style="list-style-type: none"> • Inspections on wastewater infractions are executed Internal training related to the drafted manual waste water is provided. Enforcement of beaches/coastal and inner. <i>*Sea Vessel Cost Calculation breakdown attached to position paper</i> • Work supplies, for execution of duties and enforcement. Additional funds is required in budget amount (One time & essential purchases) *See Policy initiatives paper for cost breakdown. Additional budget of NAF 8,071.34 is needed. 	38,341	9230.43425: Onderhoud Vervoersmiddelen	
INSPECTION	Implementation of a collection fee for electrical safety inspections LVV/LBHAM.	0	9230.43447: apparatuur en Personnel Budget	
INFRASTRUCTURE	Upgrade VROMI Yard and Maintenance of Heavy Equipment	480,000	9210.43499. 91202: Beheer	



DOMAIN	<ul style="list-style-type: none"> -To develop policy on collection of Outstanding canon fees. - Develop policy for pricing Long-term lease. - To develop policy for implementation of an Administrative fee on per requested service. - Collaboration with Land Registry to receive cadastral information for updating the ground lease registration system (TMTO Book/CRM). 	0	Personnel budget	E7 measure: Develop and implement land policy and spatial planning policy
DOMAIN	Develop public space rental policies for (e.g. billboards, parking lots, bus stops, etc.)	0	Personnel budget	
DOMAIN	Implementation of an administrative fee for services (e.g. transfer, division, exchange, and change of destination, renewal, re-issuance of expired decision, issuance and extension).	-50,000	9220.53204: Canon Erfpacht (Income)	
DOMAIN	Hiring permanent staff (3x) to perform inspections, eliminate department understaffing and clear the accumulated backlog of processing requests.	Min. 201,329 Max.	Personnel budget	
DOMAIN	Hiring temporary (2 years) staff (2 Chief Employees) to clear the accumulated backlog of requests from the public.	201,329	9220.43001: Inhuur derden	
DOMAIN	Further development of staff competencies and skills through training.	3,000	9220.43480: cursus en trainingen	



<p>DOMAIN</p>	<p>Office Resources:</p> <ul style="list-style-type: none"> - Well-functioning computer systems. - Telephone equipment. - Sufficient furniture, such as desks, chairs and filing cabinets. - Larger office space. (the current office space is approximately 50 m²) 		<p>Budget AZ/FZ</p>	
<p>DOMAIN</p>	<p>Purchase land for a cemetery.</p> <p>The Infrastructure Management department has indicated that there is an imminent need for additional public cemeteries on Sint Maarten.</p>	<p>Nader te bepalen</p>	<p>CAPEX</p>	



2.7.3 Operations

Shift /Depart	Operations	Amount (NAF)	Budget item	Country Package
Cabinet VROMI (90 en 9010)	<ul style="list-style-type: none"> - Representation costs and hiring - Cabinet supporting budgets 	153,580	Minister 90.	
		215,403	Cabinet 9010.	
Stafbureau (9021)	General policy support budgets of the Stafbureau	121,845	Stafbureau (9021)	
VROM (9110)	<ul style="list-style-type: none"> - - Making an action plan to implement the E7 measure - - Inventory and collection of data as input for the spatial strategy (desk research) - - Writing of seven (7) underlying Lhbammen - - Writing the letters requires external expertise in the form of a consultant with a legal background - Implementation of the zoning plans - Implementation of the 'Blue flag certification' program and education training in new environmental standards - It is expected that the Inspection and Permits department will have to receive training in the new environmental standards. An external trainer must be 	<p>20,000</p> <p>30,000</p> <p>48,600</p>	<p>Personeel Budget</p> <p>9110.43476: Rechts- en ander deskundig advies</p>	Ja, onderdeel van E7 maatregel



VROM (9110)	Subsidy contribution: SMHDF-performance agreement Management agreements: <ul style="list-style-type: none"> - Nature Foundation SLA - Others 	728,744 304,000 1,000	9115.44201.9100 2 9115.44102.9000 1 9115.44102.9000 9	
NIEUWE WERKEN (9250)	Hiring expert advice for: <ul style="list-style-type: none"> - Preparation and design, Sewer installation, Hope Estate - Unesco-IHE research for the Reconnect project 	98,006	9250.43476: Rechts- en ander deskundig advies	
INSPECTIE (9230)	For enforcement purposes: <ul style="list-style-type: none"> - Deployment control of violations within territorial waters and within water. - Supplies for the effective execution of the inspections on land and on water. - BAVPOL training for new inspectors (4x) 	39,000 18,000 18,000	9230.43425: Onderhoud Vervoermiddelen 9230.43447: Apparatuur en technische ondersteuning 9230.43480: Cursus en Opleidingen	
VERGUNNINGEN (9240)	<ul style="list-style-type: none"> - Kosten personeel derden - Apparatuur en technische ondersteuning - Algemene kosten 	20,000 24,116	9240.43000 9240.43447	



INFRASTRUC- TUUR (9210)	- Onderhoud en Beheer binnenplaats (ROB Yard)	347,000	Project 904	
	- Benzinekosten Zwarte Equipe	50,000		
	- Onderhoud wegen			
	- Onderhoud Openbare Verlichting	2,000,000	Project 905	
	- Onderhoud Parkeervoorzieningen	616,376	Project 906	
	- Onderhoud Verkeersregelingen			
	- Onderhoud afwatering netwerk	55,000	Project 907	
	- Onderhoud Districten schoonmaak			
	- Onderhoud Begraafplaatsen	412,521	Project 908	
	- Water en fontein onderhoud	1,598,832	Project 909	
	- Calamiteit Districten onderhoud			
	- Ophaal afval en huisvuil	4,335,198	Project 910.91006	
	- Overige diensten Districten Onderhoud			
	- Onderhoud openbare Toiletten Philipsburg	350,000	Project 910.91001	
	- Beheer Stortplaatsen en Beveiliging			
	- Onderhoud van zwaar materiaal Stortplaatsen:	47,000	Project 910	
	- Beheer Riolwaterzuivering installatie (WTP)	466,711	Project 910	
- Algemene kosten	8,984,802	Project 910.91004		
	280,000	Project 910		
	45,000	Project 911		



Shift/ Depart	Operations	Amount (NAF)	budget item	Country Package/
Domein Beheer (9220)	Developing Policy for the benefit of: - Collection of overdue canon - Leasehold pricing policy	0	Personeel budget	
Domein Beheer (9220)	- Hiring temporary staff to clear the accumulated backlog of requests from the public. Temporary 2 Head Employees will have to be hired on a special project basis, for a maximum period of 2 years.	Max 288,152	9220.43000: Personeel van derden	
Domein Beheer (9220)	- Further development of staff competencies and skills through training. Training in ground lease law is given by a notary. - Cost of lawsuits including Gibson.	3,000	9220.43480: cursus en trainingen	
Domein Beheer (9220)	Purchase land for a cemetery. The exact number of square meters required cannot be determined at this time, as no assessment of potential locations and costs has yet taken place. Collaboration with the New Ways of Working and Infrastructure departments is necessary.	Nader te bepalen	CAPEX	



2.7.4 Differences budget 2022 and 2023

Budget Item/ Cost	Amount 2022 (NAF)	Amount 2023 (NAF)	% difference	Reason for increase/decrease
9230.43447: Apparatuur en technische ondersteuning	8,000	16,071	96.07	One time purchase at the cost price of NAF 5,478.30 will be purchased once & Essential purchases at the cost price of NAF
9230.43480: Cursus en trainingen	15,000	32,356	115.70	Due to Bavpol training required for department.
Domain Personnel Budget	0	288,061	100	Revision Formation Plan
9220.43480: Cursus en trainingen	0	2,000	100	

2.7.5 Income-enhancing measures

Costcenter/ Budget item	Specific Measure 2023	Expected increase 2023	Time schedule
9230.53402: Controle Inspectie Elektriciteit	Collection fee for safety electrical inspections.		
9230.53489: Overige Opbrengsten	Administration/Enforcement Penalties		
9220.53204: Canon Erfpacht	Implementation of an administrative fee for services (e.g. transfer, division, exchange, change of destination, renewal, re-issuance of expired decision, issuance and extension).	50.000	



2.7.6 Risks in the budget

Costcenter/ Budget item	Expected Risk 2023	Risk 2023	Amount	Consequences with no coverage
Personnel budget Inspection	<p>Landsverordening VROMI (LVV) for collection of fees for safety Electrical Inspections:</p> <p>The implementation of the L.V.V. and the Lbham for regulating the collection fees for Electrical safety inspections will generate an increase of revenues.</p>	N.A.		Failure to complete the L.V.V. would mean that no Lbham can be made to legally collect fees for electrical safety inspections. This can affect the Ministry negatively due to law suits that can be filed against country Sint Maarten as a result of lack of legal grounds to collect these inspection fees. This can result in high litigation costs and missing of potential income.
9230.43425 (Inspection)	<p>Sea vessel:</p> <p>The purchasing of a boat to patrol and control the waters will increase the awareness of the violations and the issuance penalties coming out of this enforcement will also increase the revenues.</p>	38,071		Not purchasing a boat will allow the continuation of environmental pollution as it is taking place in our waters, bringing much damage and misbalance to the Ecosystem. Such damage is resulting in high costs of repairs, cleanup and unfortunately sometimes-irrevocable damage to the ecosystem, what in turn translates into also lost of revenues.
9230.43480 (Inspection)	<p>Training of Inspectors:</p> <p>Basic Law Enforcement training (Bavpol training)</p>	17,356		Can result in lack of knowledge in issuing of a process-verbaal and administration penalties/fines.



9230.43447 (Inspection)	Purchasing of equipment for inspections and controls	16,071	The requested equipment is necessary in order to carry-out active enforcement procedures, this will result in eliminating the violations.
9220.53204	Loss of income	To be determined	Failure to hire both permanent and temporary employees will result in continued lower productivity and efficiency in the Domain Management service. This situation will lead to a continuous annual loss of income for the Ministry of Housing, Spatial Planning and the
9220.53204 (Domain)	High legal costs consumes the department's (potential) level of Income.	For 2021, the provisional costs up to and including Q3-2021 are NAF. 108,612.	Low productivity and inefficiency will lead to higher legal costs, mainly due to: <ul style="list-style-type: none"> – Increase in lawsuits against leaseholders for non-payment of their rent, caused by an incomplete registration system. – Increase in lawsuits against Domain



<p>CAPEX</p>	<p>Domein Beheer:</p> <p>Purchase land for a cemetery.</p> <p>The exact number of square meters required cannot be determined at this time, as no assessment of potential locations and costs has yet taken place. Collaboration with the New Ways of Working and Infrastructure departments is necessary.</p>	<p>To be determined</p>	
<p>Personnel Budget (Domain)</p>	<p>Demotivated, physically and mentally overloaded staff</p>		<p>Lack of personal development (training) and insufficient office resources can lead to demotivated employees, which as a result can have a negative effect on the overall productivity of the service. The long-standing staff shortage has led to overload of the incumbent staff.</p>



3. Draft Budget of the Financial Year 2023

3.1 Revenues

The table below shows the adjusted income by revenue category for 2023.

REVENUES (x NAf 1 mln.)	Real 2021	Budget 2022	OB 2023	Diff
Wage tax	124.6	138.9	156.7	17.8
Income tax	2.1	0.6	4.9	4.3
Corporate income tax	104.2	141.6	155.4	13.8
Profit tax	21.4	25.8	30.1	4.3
Motor vehicle tax	10.7	10.3	10.8	0.5
Stay over tax	4.0	2.5	8.0	5.5
Tourist tax	0.0	0.0	10.0	10.0
Lodging tax Airbnb	0.0	0.0	5.0	5.0
Rental car tax	0.5	0.5	0.9	0.5
Time Share Fee	1.7	1.3	3.1	1.8
Transfer Tax	12.4	11.0	16.3	5.3
Other Taxes	0.8	1.6	1.7	0.1
Wage tax	13.0	8	8.0	0.0
Totaal Belastingen	295.4	342.1	410.9	68.8
Business licences	6.3	7.7	8.9	1.2
Work permits	1.1	1.1	1.3	0.2
Building permits	1.5	1.1	2.0	0.9
Restaurant licences	-0.2	2.9	2.9	0.0
Residence permits	2.3	2.0	2.2	0.2
Totaal Vergunningen	11.1	14.8	17.4	2.6
Bank License Fees	15.1	19.5	24.0	4.5
Concession fees	6.5	10.5	10.5	0.0
BTP result	0.0	1.5	1.5	0.0
BIE result	0.0	0.0	0.0	0.0
Casino and Lottery Fees	5.2	4.9	7.2	2.3
Dividend Government Companies	0.0	0.0	0.0	0.0
Totaal fees en concessies	26.9	36.4	43.2	6.8
Casino Controllers	2.9	2.2	2.2	0.0
Long-lease	6.2	5.9	7.1	1.2
Other income	11.3	8.9	11.8	2.9
Project monies received		8.5	2.1	-6.4
Totaal overige baten	20.3	25.6	23.2	-2.4
Totale baten	353.7	418.8	494.7	75.8



1.2 Government expenditure

Government expenditure per ministry (in million NAf)

Costs per Ministerie (x NAf 1 mln)	Expected realization				Diff	Line
	2021	Budget 2022	Budget 2023			
Country Sint Maarten totaal	494.8	520.1	494.7	25.4		1
41 Personnel Cost	194.6	220.2	215.1	-5.1		2
40 Miscellaneous	0.0	1.8	0.4	-1.4		3
42 Depreciation	0.0	8.2	10.6	2.4		4
43 Goods and Services	102.2	136.6	121.9	-14.7		5
43 Rechts en deskundig advies	2.4	7.0	5.1	-1.9		5a
44 Subsidies	143.7	100.6	96.1	-4.5	▼	6
45 Interest	11.3	11.2	11.7	0.5	▼	7
47 Social Benefits	37.8	31.2	30.5	-0.7	▼	8
48 Study loans	2.7	3.3	3.3	0.0	▼	9
Parlement en higher councils e.d.	19.0	25.3	25.6	-0.3		10
41 Personnel Cost	13.5	14.3	14.9	0.6	▼	11
43 Goods and Services	4.5	7.0	6.7	-0.3	▼	12
44 Subsidies	1.0	4.0	4.0	0.0	▼	13
Ministry of General Affairs	70.8	76.6	79.1	-2.5		14
41 Personnel Cost	26.7	28.6	28.6	0.0	▼	15
43 Goods and Services	24.0	24.6	26.6	2.0	▼	16
43 Rente	14.4	14.9	14.8	-0.1	▼	16a
44 Subsidies	5.7	8.5	9.2	0.7	▼	17
47 Social Benefits	0.0	0.0	0.0	0.0	▼	18
Ministry of Finance	84.1	52.2	52.6	-0.3		19
41 Personnel Cost	17.4	20.5	20.7	0.2	▼	20
40 Miscellaneous	0.0	1.8	0.4	-1.4	▼	21
42 Depreciation	0.0	8.2	10.6	2.4	▼	22
43 Goods and Services	8.5	10.3	8.8	-1.5	▼	23
44 Subsidies	47.0	0.2	0.4	0.2	▼	24
45 Interest	11.3	11.2	11.7	0.5	▼	25
Ministry of Justice	72.9	89.1	80.1	9.0		26
41 Personnel Cost	46.1	53.9	50.3	-3.6	▼	27
43 Goods and Services	10.8	19.0	16.7	-2.3	▼	28
44 Subsidies	16.1	16.2	13.1	-3.1	▼	29
47 Social Benefits	0.0	0.0	0.0	0.0	▼	30
Ministry of ECYS	109.4	117.6	114.0	3.6		31
41 Personnel Cost	24.8	27.7	27.7	0.0		32
43 Goods and Services	9.6	18.6	17.3	-1.3		33
44 Subsidies	72.3	68.0	65.6	-2.4		34
47 Social Benefits	0.0	0.0	0.0	0.0		35
48 Study loans	2.7	3.3	3.3	0.0		36
Ministry of VSA	91.2	92.5	88.5	4.0	▼	37
41 Personnel Cost	43.7	48.5	46.9	-1.6		38
43 Goods and Services	8.6	11.7	9.6	-2.0		39
44 Subsidies	1.2	1.1	1.5	0.3		40
47 Social Benefits	37.8	31.2	30.5	-0.7		41
Ministry of TEATT	16.6	26.5	24.7	1.8	▼	42
41 Personnel Cost	14.0	15.6	16.1	0.4		43
43 Goods and Services	2.5	9.1	7.0	-2.0		44
44 Subsidies	0.1	1.8	1.6	-0.2		45
Ministry of VROMI	30.7	40.3	30.2	10.1	▼	46
41 Personnel Cost	8.6	11.0	9.9	-1.1		47
43 Goods and Services	21.8	28.5	19.6	-8.9		48
44 Subsidies	0.3	0.8	0.7	-0.1		49



Lines 2,11,15,20,27,32,38,43 and 47 Personnel expenses

Personnel expenses per ministerie (x NAf 1 miljoen)					
	Presumed realization 2021	Budget 2022	Budget 2023	Difference	Reason of difference
Parliament and high council	13.5	14	14.9	0.9	
General Affairs	26.7	28.7	28.6	-0.1	
Finance	17.4	20.2	20.7	0.5	
Justice	46.1	53.9	50.3	-3.6	
ECYS	24.8	27.7	27.7	0.0	
Public Health	43.7	48.5	46.9	- 1.6	
Economic Affairs	14.0	15.6	16.1	0.5	
VROMI	8.6	11.0	9.9	-1.1	
Total	194.6	219.6	215.1	-4.5	

Line 16 Material expenses General Affairs: Increase in disaster fund, additional cost for CRIFF, since this year it is the government's responsibility (-2.4)

Line 17 Transfers and subsidies: costs increased due to PSS subsidy (0.7)

Line 21 Contingency FIN: Decrease contingency (-1.6). In accordance with art 15 paragraph 3 of the Accounting Ordinance, a contingency is included for unforeseen expenses. This has been reduced as some of the contingencies were already included in 2022.

Line 22 Depreciation expenses FIN: Depreciation expense increased based on new capital investment account from NRPB (+2.4)

Line 33 Tangible expenses ECYS: Decrease in tangible expenses especially under projects and activities(-1.3)

Line 34 Transfer and subsidies ECYS: Decrease in subsidies especially for the schools, the calculation is done per number of students (-2.4).

Line 39 Tangible expenses Health: Projects and activities COVID related (-2.1).

Line 44 Tangible expenses Economic Affairs: Decrease in tangible expenses mainly because the Census was carried out in 2022. 1 mln was budgeted for the Census in 2022 (-2.1).

Line 43 Tangible expenses VROMI: Decrease in expenses due to a large decrease in road maintenance of 4.9 mln, assuming road capital investment projects will continue this year. Decrease in waste collection of 2.1 mln (-8.9).



3.3 Capital Investment Account

Following the discussions with Cft in 2022, an integral analysis was done on the investments budgeted and, based on this analysis, it was decided to include in this budget only those investments for which underlying plans are available, and therefore immediately executable, after obtaining the capital investment loan.

Capital Investment Account 2023		
SNACode	Description	Amount in NAf
AN111	Dwellings	3.850.000
AN1121	Non-residential buildings	9.739.852
AN1122	Other Structures	27.676.800
AN1123	Land Improvements	10.349.100
AN1131	Transport equipment	1.428.532
AN1132	ICT equipment	26.704.123
AN1139	Other Equipment	75.000
AN1171	Research and development	421.110
AN11731	Computer Software	963.000
Total Capital goods		81.207.517
	Loans	333.774.516
Total Capital Investment		414.982.033

For capital goods, a total amount of NAf 81.3 million is included. Furthermore, loans totalling NAf 333.8 million include repayments in the amount of NAf 328.5 million and study loans in the amount of NAf 5.3 million. The repayments all relate to the liquidity support received in tranches from the Netherlands totalling NAf 316.4 million. Some of these loans were due to be repaid in April 2022. In April 2022, the country received a new loan from the Netherlands to repay the old loans, in the amount of NAf 292.4 million (refinancing existing loans, see Loan Overview in Section 3.4). The new loan has a maturity of 18 months and ends in October 2023. In 2022, a new loan was received as liquidity support in the amount of NAf 24 million with the same maturity as previous loans. Various discussions are currently taking place for the refinancing of the entire loan in the amount of NAf 316.4 million. In addition, the Government of Country Sint Maarten is also in the process of drawing up a financing plan in collaboration with Cartac to determine, among other things, what the capacity to support the Country of Sint Maarten is taking into consideration our total loans and repayments.



Ministry of Public Housing, Spatial Planning and the Environment -1
Information Investment: SNA-code AN1121 Non-residential buildings
Investment: 1.350.000
Country's Package: G.1.
Goal: Finishing renovation of Prince William Alexander public school
Description: The Prince William Alexander School (hereinafter PWAS) was condemned due to the asbestos problem and the building was declared unfit. Hence, the school had to be completely rebuilt to be declared fit again. Phase 1 of the rebuilding of the PWAS had started in 2016/2017, but had come to a halt after Hurricane Irma. Now phase 2 has to start to complete the renovation so that the students can return. The PWAS is the only school on the island school offering special education. Because it is special education, the building is designed to support such education. Currently the students and all teachers are at the Dr Alma Fleming campus, this was a temporary solution to ensure the children could get the education they needed. Because the daily operations of the school have been temporarily relocated and all related costs are still charged to the revenue and expense account, we do not expect any additional costs in terms of the daily operations of the school. So this means there will be no impact on revenue and expense account for future years, except possible maintenance of the new building in a few years' time. For more details, please refer to the detailed project plan.
Impact on the revenue and expense account: Insurance expenses under other goods and services will increase by about NAf 40,000 a year. Currently, a premium of NAf 1,133,420 is paid for all public and subsidised schools, which is a total of 28 schools. For maintenance, we do not expect substantial costs in the coming years.
New investment or replacement investment/renovation: Replacement investment

Ministry of Education, Culture, Youth and Sports -1
Information Investment: SNA-code AN1121 Non-residential buildings
Investment: 350.000
Country's Package: G.1.
Goal: Roofing for the larger playground of Martin Luther King School
Description: Article 31 of the UN Convention on the Rights of the Child states, "Every child has the right to rest, relax, play and participate in cultural and creative activities". The Martin Luther King school has two play areas. The larger play area is currently not covered which causes the playground to flood after rainfall which in turn leads to moss formation on the playground. This makes the playground unusable for recreational purposes. For this reason, the Ministry of ECYS deems it necessary to cover the playground. The roof will also ensure that children do not have to sit or stand in the sun while attending activities that will take place outside. This investment will not lead to material additional costs for future years concerns an enclosure which will require limited maintenance. For more details, please refer to the detailed project plan.
Impact on the revenue and expense account: Impact will be minimal on insurance. But less will have to be spent on maintaining and cleaning the playground. We expect the two to cancel each other out and impact on revenue and expense account will be nil.



Depreciation per year NAf 7,000 effective 2023
New investment or replacement investment/renovation: New investment

Ministry of Justice -1
Information Investment: SNA-code AN1121 Non-residential buildings
Title: Fase 1 New Prison
Investment: 7.147.486
Country's Package: H.21
Goal: Prison project is split into two phases, phase 1 will be implemented in 2022 and involves a survey including the preparation phase. Phase 2 will start in quarter 4 of 2023.
Description: Based on the current state of the prison and the limited capacity to detain people, it has been concluded that the Pointe Blanche Penitentiary and House of Detention should be replaced by a newly built prison and that there are no decisive arguments against this. In July 2020, contact was made with the United Nations Office for Project Services (UNOPS) and discussions resumed. Discussions focused on the specific needs of the prison system on St. Maarten, the critical aspects of the justice chain and the steps to be taken to build a new prison. Since December 2020, the Ministry of Interior and Kingdom Relations (BZK) has joined the discussions with UNOPS, partly as a result of an official request made in October 2020 to State Secretary Knops for cooperation to improve the detention situation on St. Maarten and his positive response to this request. The State Secretary has previously expressed his willingness for this and made it known that he is looking into the possibilities of financing part of a preliminary investigation. The Country's Package that the Netherlands agreed with Sint Maarten in December 2020 contains the long and short term measures that Sint Maarten needs to implement as a condition for future money lending/liquidity support. Measure H.21 in particular stipulates that 'Sint Maarten and the Netherlands commission UNOPS conduct a preliminary study to arrive at a long-term plan for the detention situation on Sint Maarten'. It is now known that for the financing of a new prison to be built by the Netherlands an amount of EURO 20,000,000. (Twenty million Euros) will be made available. The total amount included in UNOPS' Rule of Law Infrastructure proposal is US\$ 39,543,599 (Thirty-nine million five hundred and forty-three thousand five hundred and ninety-nine dollars). This is minus the total amount that the Netherlands is contributing of US\$ 23,000,000 (in EURO 20,000,000) leaving the Government of Sint Maarten's contribution at the amount of US\$ 16,543,599 (Sixteen million five hundred and forty-three thousand five hundred and ninety-nine dollars). The amount of US\$ 16,543,599 is currently the amount that Sint Maarten will have to contribute itself for the construction of the prison, based on the estimate in the UNOPS proposal. Additional costs and exploitation costs have not been taken into account. For phase 1, the total expected cost is US\$ 3,927,190.55. The expectation is that phase 1 will be paid for by the Netherlands, so the Government of Sint Maarten will not be submitting a loan request for this part. It is currently unclear whether a subsidy will be granted to the country or whether Unops will be paid directly from the Netherlands.



Since there is still uncertainty about this, it has been decided to include it in the budget in case payment goes via the the Government of Country Sint Maarten.
Output: Long term plan for the detention situation on Sint Maarten
Financing: The Netherlands (not via capital investment account loan)
Impact on the revenue and expense account: No impact on the revenue and expense account, this concerns the preparatory phase for the development and construction of the prison which will have an impact on the multi-annual budget, including the depreciation costs.
New investment or replacement investment/renovation: Replacement investment

Ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieu -1
Information Investment: SNA-code AN1123 Land Improvements
Title: Renovation main roads
Investment: 5.691.600
Country's Package: NA
Goal: Main Roads Renovation of in total 11 main roads in Sint Maarten
Description: The infrastructure of the country Sint Maarten has reached a point where much of the road network is in need of replacement and/or improvement. The aim is to improve traffic flow on the main roads through various measures in order to make a positive contribution to the country's economic growth. Some of these measures include the renovation of 11 main roads and the paving of the road surface of 22 existing roads. It is expected that the investment in the roads will lead to an increase in future maintenance costs of approximately Naf 2 million spread over the coming 4 years starting in 2024, this is to properly maintain the investment made and subsequently to continue to maintain the remaining roads which are not currently part of the investment. For more details please refer to the detailed project plan.
Financing: Capital Investment Account loan
Detailed plan: Document "Capital expenditures 2022 plans" Ministry Vromi
Impact on the revenue and expense account: Depreciation costs Naf 569,160 effective 2024 and maintenance expenses.

Ministry of Public Housing, Spatial Planning and Environment -1
Information Investment: SNA-code AN1123 Land Improvements
Title: Hard Surfacing Dirt Roads (Concrete/ Asphalt)
Investment: 4.657.500
Country's Package: NA
Goal: Hard surfacing of in total 22 existing roads for the improvement of the infrastructure.
Description: The infrastructure of the country Sint Maarten has reached a point where much of the road network is in need of replacement and/or improvement. The aim is to improve traffic flow on the main roads through various measures in order to make a positive contribution to the country's economic growth. Some of these measures include the renovation of 11 main roads and the paving of the road surface of 22 existing roads. It is expected that the investment in the roads will lead to an increase in future maintenance costs of approximately Naf 2 million spread over the coming 4 years



starting in 2024, this is to properly maintain the investment made and subsequently to continue to maintain the remaining roads which are not currently part of the investment. For more details please refer to the detailed project plan.
Financing: Capital Investment Account loan
Detailed plan: Document “Capital expenditures 2022 plans” Ministry Vromi
Impact on the revenue and expense account: Depreciation costs in the amount of NAf 465.750 starting in 2024 possible maintenance expense are included in the annual budget.

Various Ministries-1
Information Investment: SNA-code AN1131 Transport equipment
Investment: 1.320.532
Country’s Package: NA
Goal: Replacing cars in various ministries
Description: Replacement of cars in various ministries of which the economic lifespan have expired.
<p>Ministry of General Affairs van: 7 cars for the Council of Ministers NAf 350.000 1 Government car for DIV</p> <p>Ministry of Justice: 5 Government cars for the House of Detention NAf 250.000 3 Government cars for Immigration and Border Control NAf 150.000 Purchase cars for KPSM NAf 161.700</p> <p>After Hurricane Irma, the Ministry of Justice received several cars on loan from the Netherlands. This because Hurricane Irma had damaged several cars. The cars received at the time were second hand cars from the Netherlands and have since been written off. Gradually, the country wants to build up the fleet, of the executive departments, within the Ministry of Justice.</p> <p>Ministry of Tourism, Economic Affairs, Transport and Telecommunication 6 Government cars inspection NAf 323.832</p> <p>SER: 1 Government car</p>
<p>Impact on the revenue and expense account: Expenses for insurance, maintenance, depreciation and gasoline concerns mainly the replacement of cars for which the lifespan has expired and therefore minimum impact in the future budgets.</p> <p>Since these cars are all replacement cars, we do not expect any additional costs as far as insurance is concerned. For gasoline and maintenance, we expect a decrease in costs, as new cars are usually more fuel efficient and maintenance will be significantly less in the beginning. How much less both will be is currently unknown but we do not consider the impact to be material.</p>
New investment or replacement investment/renovation: Replacement investment



Ministry of General Affairs -1
Information Investment: SNA-code AN1132 ICT equipment (amount in NAf)
Title: Hard & Software (incl. ICT-middelen voor)
Investment: 1.750.000
Country's Package: NA
Goal: Investeren in voornamelijk ICT hardware.
Description: Currently ICT does not have equipment to replace obsolete equipment. With the start up of the E-governance project the department should have the right equipment. The Government of Country St. Maarten has not made any investments in the hardware systems since 2017 given the intention to further digitize, it is important to invest in this since most PCs that are still in use have already passed their economic lifespan. Most investments will be hardware investments hence the only expenses we expect are depreciation costs. For more details please refer to the detailed project plan.
Impact on the revenue and expense account: Depreciation cost approximately NAf 350.000 per year, for a depreciation period of 5 years. Property insurance is being paid hence no major impact is expected in this expense category.
New investment or replacement investment/renovation: Replacement investment

Ministry of Education, Culture, Youth and Sports -1
Information Investment: SNA-code AN1132 ICT equipment (bedrag in NAf)
Title: Hard & Software Public Schools
Investment: 244.242
Country's Package: NA
Goal: Purchase of new hardware and accessories for the Public Schools in order to enable the better use of ICT innovation.
Location investment: The hardware and software currently available at the public schools have not been replaced since 2012. Due to the various technological changes that have taken place in education over the past few years (technological innovation), we consider this investment necessary. The replacement is delayed mainly because of Irma. Scope of the project is to purchase new desktop computers and a number of accessories and spare parts. See list below. This investment will be divided among the different public schools.
Gedetailleerde plan: For more details, please refer to the TOR "Purchasing of Computers, Equipment and Accessories for Public Schools".
Impact on the revenue and expense account: Depreciation cost approximately NAf 48.848 per jaar, per year, for a depreciation period of 5 years. Property insurance is being paid hence no major impact is expected in this expense category.
New investment or replacement investment/renovation: Replacement investment



Ministry of Education, Culture, Youth and Sports -1
Information Investment: SNA-code AN1121 Non-residential buildings
Title: Repair of Sport Facilities
Investment: 2.242.365
Country's Package: NA
Goal: Repair of extreme damage to sport facilities which can lead to various....
<p>Description: Raoul Illidge Sports Complex (RISC) located in Cay Hill considered as a multi sport facility, the home court for football, athletics, tennis, swimming, netbal, volleybal and basketbal. To date the RISC has not been (fully) restored from the extreme damage to the facilities' infrastructure caused by the passing of Hurricane Irma and Maria in 2017. RISC is in urgent need of the complete replacement of the current football field and athletics track, which is used weekly by more than 2,500 athletes and students in its current deplorable condition.</p> <p>The current state of the football field and athletics track has a negative impact on the overall user experience and safety of athletes. The current condition of the facilities has a limiting effect on sports participation which then has a direct impact on the health and overall well-being of the country. Furthermore, the facility does not meet the minimum standards to qualify to host regional and international tournaments; sports tourism cannot be pursued; national teams have to travel abroad to play their official matches;</p> <p>The facilities have a negative impact on the development of young athletes to pursue a career in elite sport, to name a few.</p>
Location investment: Raoul Illidge Sports Complex - Welgelegen road, Sint Maarten
<p>Output:</p> <p>FOOTBALL - Due to the intensive use of the field (> 1000 playing hours per year), artificial grass is used for optimal play. Besides intensity of use and space, (maintenance) costs, reputation and durability are also important. Artificial grass allows a higher playing intensity (minimal wear and tear) and requires less maintenance than natural grass, leading to cost savings per hour of use.</p> <p>Playing field - The artificial football field will have the "Fifa Quality Pro" certification standard to comply with the Concacaf Stadium Guidelines 2022-2023 and the FIFA Quality Program for Football Turf. The Fifa Quality Pro certification meets the requirements for recreational, community and municipal football, with typically 40-60 hours of play per week. Playing field dimensions are length min 100m - max 110m and width min 64m - max 75m.</p> <p>TRACK - The track system has a prefabricated rubber surface, 13.5 mm thick, double durometer, vulcanised and calendered, with a special texture, including adhesive for installation. The track will have World Athletics (IAAF) Class 2 certification.</p>
<p>Urgency:</p> <p>1. GUARANTEEING SAFE SPORTS</p> <p>Having a football field and athletics track that meets safety standards has a direct impact on more than 2,500 weekly users at RISC! Safe facilities lead to increased user satisfaction and confidence,</p>



reduced risk of injury, increased participation and retention, and reduced liability from incidents, to name a few. STIMULEREN VAN SPORT PARTICIPATIE

A football field and athletics track in good condition and well-maintained is attractive to play on and encourages society to be active.

2. COMPLIANCE WITH THE LAW AND POLICIES

Compliance with: the Constitution, Article 18 and 21, promotion of the right to education, welfare, good health, cultural development and leisure; local policy, Chapter 3.12 "Security" of the St Maarten Sports Facilities Policy; Signatory Convention, United Nations Article 8 & 9, International Charter of Physical Education, Physical Activity and Sport, 2015, regarding adequate facilities, risk management and security issues.

3. ATHLETE DEVELOPMENT

Enhanced athlete development; enabling millennials to train in a relevant and high-quality sports environment to discover and capitalise on their talents. The proven SPLISS model (De Bosscher et al., 2006) identifies quality training facilities (infrastructure) as one of the 9 key drivers of international success.

A perfect example is the Bahamas, this small island nation has worn the crown of Olympic winner per capita more than once and has excellent sports facilities.

2. CERTIFIED FACILITIES

A CONCACAF and FIFA Quality Pro approved football field and a track certified by World Athletics (IAAF) offer numerous possibilities, from hosting major tournaments to facilitating off-season training camps for professional teams.

3. HOME GAMES NATIONAL FOOTBALL TEAM

With an approved field, a huge step is taken for our national football teams to play their home matches on their own ground. This not only relieves the football association of a huge expense when they travel abroad for their home matches, but also opens up economic opportunities that can be directly invested in the development of the sport.

4. RAISING THE LEVEL OF COMPETITION

Quality facilities increase the level of competition within national competitions, which in turn improves athlete development.

5. DEVELOPMENT OF SPORTS TOURISM

The National Development plan 2020 -2030 emphasises the need to strengthen our ability to host regional and international sporting events, where replacing the football pitch and athletics track will be a huge step towards being able to host regional and international tournaments.

Impact on the revenue and expense account:

New investment or replacement investment/renovation: Replacement investment

Projected begin date: June 2023

Projected end date: September 2023



Ministry of Education, Culture, Youth and Sports -1
Information Investment: SNA-code AN111 Dwellings
Title: Expansion and rebuilding John Larmonie Center
Investment: 2.000.000
Country's Package: NA
Goal: The importance of investing in our cultural infrastructure provides the island with facilities that can enhance the island experience, while also providing modern facilities for local, regional and international events that further boost Sint Maarten's Cultural Creative Industries.
Financing: Capital Investment Loan
Urgency: The JLC for Dance, Music and the Arts will focus primarily on the development of the visual and performing arts in the area, as well as training a new generation of theatre professionals in lighting, set design, sound engineering and multi-faceted training in technical arts production. John Larmonie Centre, one of the few multi-purpose arts centres on the island, is in dire need of renovation and expansion.
Impact on the revenue and expense account: maintenance costs, depreciation costs already part of insurance
New investment or replacement investment/renovation: Combination

Ministry of Education, Culture, Youth and Sports -1
Information Investment: SNA-code AN111 Dwellings
Title: NIPA
Investment: 500.000
Country's Package: NA
Goal: After the passing of Hurricane Irma and Maria, NIPA acted as a shelter. The hurricane caused significant damage to the buildings. This damage was of such nature that it required repairs that were initially promised by the Government of Country St. Maarten but did not materialise. The need for additional space is necessary to enable NIPA's growth and expansion. The expansion requires: 1. Construction of the Administration Office 2. Construction Student Engagement Centre with Café 3. Expansion of Nursing Simulation Lab 4. Expansion of Culinary and Hospitality Services
Impact on the revenue and expense account: maintenance costs, depreciation costs already part of insurance
New investment or replacement investment/renovation: Replacement investment

Ministry of Education, Culture, Youth and Sports -1
Information Investment: SNA-code AN11731 Computer software (Amount in NAf)
Title: Student Transport Management systeem (Tracking system)
Investment: 522.000
Country's Package: NA
Goal: The system for managing student transport which will lead to cost savings.



Description: The costs related to school bus transport since 10-10-10 have been excessive and in addition difficult to control, due to a lack of student transport policy and or a structure to adjust the supply of school bus transport to the corresponding student demand. Currently, the Ministry of Education has no control over what is billed and, in addition, there is no guarantee that the service is delivered as it should be. The government of Sint Maarten is currently working on an integrated policy that includes the implementation of the points below.

- “Ride the bus campaign”
- School bus passes for students
- Setting up Service Level Agreements with existing operators and new ones
- Research phase to analyse data and advise on renewed policies/billing methods/route assignments and other
- Drafting student transport policy
- Implementation of Student Transport Management system

The Student Transport Management system will ensure safety, and also allow better monitoring and control of the whole situation around transport. We expect the overall cost of school bus transport to decrease significantly, how much is not yet certain. The annual cost for school bus transport is about NAf 4 million per year. For further details, see build-up investment in the attached plan.

Impact on the revenue and expense account: Annual cost NAf 2,000 for the software under goods and services. Depreciation cost NAf 104,400 effective 2023. Savings on school bus expenses.

New investment or replacement investment/renovation: New investment

Ministry of Finance -1

Information Investment: SNA-code AN1132-1120 ICT Systeem (bedrag in NAf)

Title: 'Reform of ICT Tax Office Sint Maarten' and 'purchase of ICT portal Tax Office Sint Maarten'

Investment amount: 16.200.000

Country's Package: C.4.

Goal: Reform of the Tax Administration's current legacy source systems, through purchase of an Integrated Tax Management System and Purchase of (online) ICT portals for the Tax Administration

Financing: via TWO the Netherlands (not via capital investment account loan)

Impact on the revenue and expense account: Licence fees, maintenance of several of these expenses are already part of the investment amount.

New investment or replacement investment/renovation: Replacement investment

Ministry of Finance -1

Information Investment: SNA-code AN1132-1120 ICT Systeem (bedrag in NAf)

Title: Implementation ERP system government SXM

Investment amount: 5.880.000

Country's Package: A.1.

Goal: An ERP system is being procured for the entire Government of Country Sint Maarten.

Financing: via TWO the Netherlands (not via capital investment account loan)



Impact on the revenue and expense account: Licence fees, maintenance of several of these expenses are already part of the investment amount.
New investment or replacement investment/renovation: Replacement investment

Ministry of General Affairs and Ministry of Public Housing, Spatial Planning and the Environment -1
Information Investment: SNA-code AN1122 Other Structures
Title: Expansion of the sewage network co-finance NRPB & Netherlands
Investment: 27.000.000 (deel kapitaaldienstlening)
Country's Package: NA
Goal: Three main goals have been defined for wastewater management in Sint Maarten. The three main goals that would contribute to achieving the country's overall vision of creating an affordable, reliable, culturally acceptable and (economically) sustainable wastewater system are: (i) to protect public health from the potentially harmful effects of wastewater; (ii) to enable sustainable economic development by providing adequate, culturally acceptable and affordable wastewater services; and (iii) to protect the environment by minimising the adverse environmental impacts of wastewater discharges.
Description: The project has 3 core components: (i) Investment in wastewater infrastructure, (ii) Policy and institutional development and monitoring of coastal seawater quality, and (iii) Project management.
Urgency: 1. The environmental and social risks are moderate: The proposed project is expected to generate positive environmental impacts. The increase in sewerage connections and further wastewater treatment will reduce pollution and health risks to communities. Improved access to wastewater collection services will also reduce the number of connections to septic tanks in the targeted districts, thereby reducing pollution of ground and surface water.
Financing: Co-financing Trustfund NRPB and Capital Investment Account Loans
Impact revenue and expense account: The project includes the establishment of the wastewater management institution and the necessary legal and financial frameworks. It has been discussed with the NRPB team that a tipping fee will be strategically introduced for the sustainable maintenance of wastewater management infrastructure. The model will therefore describe as much as possible a cost-neutral impact on future budgets.
New investment or replacement investment/renovation: New investment

Ministry of Tourism, Economic Affairs, Transport and Telecommunications -1
Information Investment: SNA AN1122 Other Structures
Title: Vendors Village Development
Investment: 676.800
Country's Package: NA
Goal: The vendors' village aims to provide affordable retail spaces for food industry entrepreneurs, revitalise Philipsburg and stimulate economic activity among SMEs. In collaboration with the VROMI department, capital expenditure will be used to develop the area with basic needs for operations and facilitate the desired aesthetics as shown in the image included in the detailed plan.
Output:



Create employment

The development of the vendors' village creates jobs in the construction sector. Moreover, these small-business owners can create jobs for themselves and others.

Support MSME

One of the priorities of the ministry in Budget 2023 is to support MSME. Breaking into the food industry is a big challenge for St Maarten. Rental fees are very high and location is very important to generate turnover.

Revitalizing Philipsburg

The Philipsburg area is a busy town but only during the day, at night all activities are concentrated in the west side of the island. Very few activities are available and food stalls are open to attract visitors. In addition, on the west side of the island, especially in the Simpson Bay area, there is a congestion of food vendors, leading to noise pollution and zoning conflicts. This development will lead to a widening of the economic landscape.

Impact revenue and expense account: Maintenance costs, depreciation costs

New investment or replacement investment/renovation: New investment



Impact investment on the revenue and expense account

The table below summarises the total impact on the revenue and expense by economic category and SNA code. The cost of goods and services has been entered to the extent known. Depreciation costs are the total costs. The depreciation costs that are only effective as of 2024, the year after the capital investment account is acquired.

Uitsplitsing totalen naar hoofdcategorieën (bedragen x Naf 1.000)						
	2023	2024	2025	2026	2027	2028
Totaal lasten AN111 Dwellings Naf 3.850.000						
<i>Goederen & diensten</i>			-	-	-	-
<i>Afschrijvingen</i>		154	154	154	154	154
Totaal AN111		154	154	154	154	154
Totaal lasten AN1121 Non residential Naf 9.739.852						
<i>Goederen & diensten</i>		40	40	40	40	40
<i>Afschrijvingen</i>		169	169	169	169	169
Totaal AN1121		74	74	74	74	74
Totaal lasten AN1122 Other Structures Naf 27.676.800						
<i>Afschrijvingen</i>		0	45	45	45	45
Totaal AN1122		-	45	45	45	45
Totaal lasten AN1123 Land improvement Naf 10.349.100						
<i>Goederen & diensten</i>			250	250	500	1,000
<i>Afschrijvingen</i>			1,035	1,035	1,035	1,035
Totaal AN1123			1,285	1,285	1,535	2,035
Totaal lasten AN1131 Transport equipment Naf 1.428.532						
<i>Afschrijvingen</i>		418	418	418	418	418
Totaal AN1131		418	418	418	418	418
Totaal lasten AN1132 ICT equipment Naf 26.704.123						
<i>Afschrijvingen</i>		399	1,814	1,814	1,814	1,814
Totaal AN1132		399	1,814	1,814	1,814	1,814
Totaal lasten AN1139 Other equipment Naf 75.000						
<i>Afschrijvingen</i>		15	15	15	15	15
Totaal AN1139		15	15	15	15	15
Totaal lasten AN11731 Computer software Naf 963.000						
<i>Goederen & diensten</i>		2	2	2	2	2
<i>Afschrijvingen</i>		192	192	192	192	192
Totaal AN11731		194	194	194	194	194
Totaal lasten AN1171 Research and Development Naf 421.110						
<i>Goederen & diensten</i>		-	-	-	-	-
<i>Afschrijvingen</i>		84	84	84	84	84
Totaal AN1171		84	84	84	84	84
Totaal Goederen en Diensten		42	292	292	542	1,042
Totaal Afschrijvingen		1,431	3,688	3,688	3,688	3,688
Totaal Interest (1%)		135	555	555	555	555
Totaal		1,608	4,535	4,535	4,785	5,285



1.4 Loan overview

Concise Loan Overview (amount in NAf)			
Opening balance of loans as at beginning of January 2023			840.001.768
	Refinancing existing Liquidity Loans	316.400.000	
	Loan for capital expenditure 2023	65.279.403	
<i>Loan required for all of 2023</i>			<i>381.679.403</i>
Total Loans			1.221.681.171
<i>Repayments for 2023</i>			<i>-328.494.516</i>
Final balance of loans as at end-December 2023			893.186.655

As mentioned previously, the 7 tranches of liquidity support received in previous years were due to be repaid in the second quarter of 2022. Given the financial predicament that the country is currently still in, Sint Maarten has received a new loan from the Netherlands, totalling NAf 292,400.00 to repay the previous 7 tranches. The new loan is due to be repaid in October 2023. The government expects that another refinancing should take place for this amount and for the NAf 24,000,000 received in 2022 in the form of liquidity support. Furthermore, to finance the capital investment account, a loan in the amount of NAf 65.3 million will have to be taken out.



3.5 Public Companies

The negative effects of the COVID-19 crisis also affected the financial situation of public companies. In 2020 they also had to use their reserves and there were negative results across the board. We expect that for some of these companies this will continue in 2022. The negative results of recent times are not expected to have a direct effect on the functioning of the government. Where possible, government entities have also implemented cost cuts to absorb the shocks caused by COVID-19 and measures have been taken to improve the deteriorating liquidity positions. The main government entities are briefly discussed below.

1. GEBE: No recent information has been received from GEBE to date. The most recent information received relates to the period up to mid-2021. At that time, GEBE's financial situation was still good. For 2021, options for taking out a new loan for capital investment and strengthening cash flow are being explored.
2. TELEM: The result and the EBITDA development up to Q3 2022 of Telem is disappointing. By the end of 2022, the result is expected to be in line with this negative development through Q3. Solvency is still good and as long as the government pays its bills on time and pays the arrears on time, it is not expected that additional funding from the government will be required. However, Telem should indicate in the short term what its plans are to return to positive results.
3. HARBOR: The cash position of the Harbour is in order at the end of 2022 at USD 43.5 million, of which USD 8.8 million is restricted. As of the beginning of 2022, the Harbour resumed its regular monthly payments to the government of concession fees, and in November a settlement of various outstanding concession receivables and, on the other hand, a settlement of debts of government to the Harbour took place. On the balance, the Harbour thereby paid NAF 2.1 million to the government. In addition, the Harbour repaid the SLAC (SEO) loan to the government in full in December. In doing so, the Harbour transferred NAF 1.8 million in complete settlement of this loan, which expired at the end of 2022.
4. WINAIR: Revenue up to Q3 is already almost NAF 9 million higher than for the whole of 2021. EBITDA is positive and sufficient to cover depreciation and interest expenses. The high season starts again in Q4 and it is expected that 2022 will end with at least a positive result of around NAF 1 million.
5. PJIA: The EBITDA and earnings are positive for 2022. Solvency ratio also looks sound. For the government, there are currently no indications of any risks regarding additional financial contributions to be made. PJIAE is currently working hard on the reconstruction of the departure and arrival halls, which will eventually have a further positive effect on the further development of the airport's result.
6. POST NV: The PSS is a loss-making public company and it is basically only kept afloat with public contributions. It is important to define an adequate strategy from the government regarding this public participation and to determine what should eventually happen to it.



Annex 1

Multiannual expenditure per ministry



Parlement						Opmerkingen
Vergelijking lasten per categorie (bedragen x Naf 1 mln)						
		2023	2024	2025	2026	
Lasten volgens overheid						
Personeelslasten		14	14	14	14	
Goederen en diensten		7	8	8	8	
	<i>Goederen en Diensten</i>	7	8	8	8	
	<i>Studiebeurzen en toelagen</i>	0				
	<i>Onvoorzien</i>					
Afschrijvingen		0				
Sociale voorzieningen		0				
Subsidies		4	4	4	4	
Interest		0				
	Totaal Parlement	26	26	26	26	

Ministerie AZ						Opmerkingen
Vergelijking lasten per categorie (bedragen x Naf 1 mln)						
		2023	2024	2025	2026	
Lasten volgens overheid						
Personeelslasten		29	29	30	31	
Goederen en diensten		41	42	43	44	
	<i>Goederen en Diensten</i>	41	42	43	44	Toename door toevoeging CRIFF verzekering dat voor door NRPB werd betaald
	<i>Studiebeurzen en toelagen</i>	0	0	0	0	
	<i>Onvoorzien</i>	0	0	0	0	
Afschrijvingen		0	0	0	0	
Sociale voorzieningen		0	0	0	0	
Subsidies		9	11	10	9	Postbank subsidie neemt af
Interest		0	0	0	0	
	Totaal Ministerie AZ	79	82	84	84	

Ministerie FIN						Opmerkingen
Vergelijking lasten per categorie (bedragen x Naf 1 mln)						
		2023	2024	2025	2026	
Lasten volgens overheid						
Personeelslasten		21	22	22	22	
Goederen en diensten		9	10	10	10	
	<i>Goederen en Diensten</i>	9	9	9	9	
	<i>Studiebeurzen en toelagen</i>	0	0	0	0	
	<i>Onvoorzien</i>	0	1	1	1	
Afschrijvingen		11	16	15	15	Toename door aanschaf kapitaalgoederen
Sociale voorzieningen		0	0	0	0	
Subsidies		1	1	1	1	
Interest		12	12	11	14	Toename door leningen voor CAPEX
	Totaal Ministerie FIN	53	60	59	63	



Ministerie JUS						Opmerkingen
Vergelijking lasten per categorie (bedragen x Naf 1 mln)						
		2023	2024	2025	2026	
Lasten volgens overheid						
Personeelslasten		50	53	55	58	Toename door het aantrekken van meer personeel in Justitiële keten
Goederen en diensten		17	17	17	18	
	<i>Goederen en Diensten</i>	17	17	17	18	
	<i>Studiebeurzen en toelagen</i>					
	<i>Onvoorzien</i>					
Afschrijvingen						
Sociale voorzieningen						
Subsidies		13	13	13	13	
Interest						
	Totaal Ministerie JUS	80	83	86	89	

Ministerie OCJS						Opmerkingen
Vergelijking lasten per categorie (bedragen x Naf 1 mln)						
		2023	2024	2025	2026	
Lasten volgens overheid						
Personeelslasten		28	28	28	28	
Goederen en diensten		21	21	22	22	
	<i>Goederen en Diensten</i>	17	18	18	18	
	<i>Studiebeurzen en toelagen</i>	3	4	4	4	
	<i>Onvoorzien</i>					
Afschrijvingen						
Sociale voorzieningen						
Subsidies		66	69	69	69	
Interest						
	Totaal Ministerie OCJS	114	118	118	119	

Ministerie VSA						Opmerkingen
Vergelijking lasten per categorie (bedragen x Naf 1 mln)						
		2023	2024	2025	2026	
Lasten volgens overheid						
Personeelslasten		47	49	50	52	
Goederen en diensten		10	10	10	10	
	<i>Goederen en Diensten</i>	10	10	10	10	
	<i>Studiebeurzen en toelagen</i>					
	<i>Onvoorzien</i>					
Afschrijvingen						
Sociale voorzieningen		31	32	33	33	Toename door verhoging in onderstand
Subsidies		2	2	2	2	
Interest						
	Totaal Ministerie VSA	89	92	95	97	



Ministerie TEZVT						Opmerkingen
Vergelijking lasten per categorie (bedragen x Naf 1 mln)						
		2023	2024	2025	2026	
Lasten volgens overheid						
Personeelslasten		16	17	17	18	
Goederen en diensten		7	7	7	7	
	<i>Goederen en Diensten</i>	7	7	7	7	
	<i>Studiebeurzen en toelagen</i>					
	<i>Onvoorzien</i>					
Afschrijvingen						
Sociale voorzieningen						
Subsidies		2	2	2	2	
Interest						
	Totaal Ministerie TEZVT	25	26	26	27	

Ministerie VROMI						Opmerkingen
Vergelijking lasten per categorie (bedragen x Naf 1 mln)						
		2023	2024	2025	2026	
Lasten volgens overheid						
Personeelslasten		10	10	11	11	
Goederen en diensten		20	20	20	21	
	<i>Goederen en Diensten</i>	20	20	20	21	
	<i>Studiebeurzen en toelagen</i>					
	<i>Onvoorzien</i>					
Afschrijvingen						
Sociale voorzieningen						
Subsidies		1	1	1	1	
Interest						
	Totaal Ministerie VROMI	30	31	32	32	