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As a result of the election on February 26, 2018, the United Democratic Party (UD) and the St. Maarten Christian Party (SMCP) formed the **Sint Maarten United Christian Democratic Coalition** to embrace a new era, focused on "Building a Sustainable Sint Maarten," that will lead to a prosperous and safe nation for all.

The devastation caused by hurricanes Irma and Maria in 2017 created unimaginable challenges, but it has also brought with it new opportunities for growth and general improvements. These times have united us and given us a unique momentum to rebuild a Sint Maarten that can meet the needs of our people now, and those of our future generations. It opens new doors for setting it right and taking
the government apparatus to the next level.

We will take full advantage of the opportunity to enhance our public services and plan comprehensively to deal with our administrative challenges and restructuring needs. We will face the challenges ahead together. This unity between the UD and the SMCP was not born solely out of a parliamentary majority, but also from a shared vision, of the need for urgent rebuilding and improvement of our economic viability, and of achieving our political and economic goals in a sustainable manner, fully aligned with the globally adopted sustainable development goals.

We want to offer hope for real and lasting growth complete with sound leadership. We recognize and endorse the belief that we must lead by example with the application of Christian democratic principles and good governance, stability, integrity, openness, accountability and transparency in government. This will lead to the restoration of trust in government.

We are most grateful for the support and the aid from Curacao, Aruba, BES (Caribbean Netherlands), and The Netherlands during and after hurricane Irma. We welcome future partnerships that align with government’s vision and that of the people of Sint Maarten. While we are grateful for all funding made available to us, these can by no means meet the demands for reconstruction in the manner that is envisaged by this coalition; therefore, our goal is to identify all potential funding sources to face the current economic realities.

We look ahead to a well-developed relationship with international institutions and other partners locally and regionally with the expertise to assist with our efforts in rebuilding.

Together, we will create a socio-economic environment that is conducive to the realization of a healthy community. We will provide affordable housing, provide job security, revitalize the economy, strengthen our cultural heritage and ensure that everyone has access to quality education and sports. We believe primary healthcare should be available to all. Therefore, we will work steadfastly to make health insurance and medical service more affordable and accessible.

At the same time, we will focus on providing reliable and alternative energy sources, take urgent action to address immediate environmental sustainability and economic challenges, and thus protect the lives and livelihood of our people.

While this governing program serves as a guide for this governing period 2018 - 2022, we remain cognizant of our need to be better prepared to face and manage natural disasters.

This program was prepared with the input of key stakeholders to understand better and address the needs of the entire community.
Through consistent dialogue and improved public services, the government will strive to realize a socially and economically sound Sint Maarten.

As we move forward, we will seek to reposition ourselves as the forerunner in the region now, in the area of innovation. To this end, we endeavor to exchange knowledge and become partners in forums that promote innovations as a tool for sustainable development.

We want to be a beacon of cooperation with our neighbors, especially our friends across the border and establish a shared vision for Sint Maarten.

Our journey does not end with the drafting of this governing program but will continue with constant monitoring and follow-up to ensure successful implementation of the vision and agreements of the Sint Maarten United Christian Democratic Coalition.

May God bless Sint Maarten and its people.

Sincerely,

Theodore E. Heyliger
Leader of the United Democratic Party (UD)

Wycliffe S. Smith
Leader of the St. Maarten Christian Party (SMCP)

Sint Maarten, June 22, 2018

Signed in agreement by the Members of Parliament representing the Sint Maarten United Christian Democratic Coalition:

Theodore E. Heyliger (UD)
Sarah A. Wescot-Williams (UD)
Franklin A. Meyers (UD)
Luc F.E. Mercelina (UD)
Sidharth M. Bijlani (UD)
Chanel E. Brownbill (UD)
Signed in agreement by the incoming Members of Parliament representing the Sint Maarten United Christian Democratic Coalition:

- Tamara E. Leonard (UD)
- Claude A.H. Peterson (SMCP)

Signed in agreement by the candidate ministers for the Sint Maarten United Christian Democratic Coalition:

- Leona M. Romeo-Marlin (UD)
  Incoming Prime Minister / Ministry of General Affairs
- Wycliffe S. Smith (SMCP)
  Incoming Deputy Prime Minister / Ministry of Education, Culture, Youth and Sports
- Perry F.M. Geerlings (UD)
  Ministry of Finance
- Van Hugh C. de Weever (UD)
  Ministry of Justice
- Emil Lee (UD)
  Ministry of Public Health, Social Development and Labor
- Stuart A. Johnson (UD)
  Ministry of Tourism, Economic Affairs, Traffic and Telecommunications
- Miklos M.C. Giterson (UD)
  Ministry of Public Housing, Spatial Planning, Environment and Infrastructure
- Jorien Wuite (UD)
  Cabinet of the Minister Plenipotentiary
- Michael O. Somersall (SMCP)
  Cabinet of the Minister Plenipotentiary (Deputy)
Rebuilding Sint Maarten

On April 5, 2018 the United Democratic Party and the St. Maarten Christian Party formed the Sint Maarten United Christian Democratic Coalition and agreed that stability, transparency, openness, integrity, and accountability would form the basis of this government. The goal of this government is to act swiftly to improve the quality of life for the people, rebuild a vibrant economy, restore a robust social fabric and promote a resilient sense of community.

This governing program is a result of the economic and infrastructural reality that we are facing today. It reflects the objectives and plans of the coalition to restore and redevelop Sint Maarten. After hurricanes Irma and Maria, the Sint Maarten government accepted the pre-conditions set by the Dutch Government for financial support.
Subsequently, The Netherlands contracted the International Bank for Reconstruction and Development (the World Bank) as an expert authority on redevelopment to manage the recovery via the Trust Fund, which is comprised of a grant of €470 million.

According to the National Recovery and Resilience Plan (NRRP) the rebuilding of Sint Maarten would require funding of an estimated US$ 2.3 billion. We must keep a close working relationship with the World Bank and The Netherlands as well as seek other avenues to supplement the funds needed for full recovery of Sint Maarten.

Our recovery efforts also include the restructuring of our government. While we are building capacity and improving service levels, we must ensure self-reliance through proper training and empowerment of our civil servants, while ensuring accountability across the board.

One other concern when looking at our redevelopment is our limited pool of professionals. To reinforce our human resource base and provide support for swift rebuilding, the government of Sint Maarten will create a pool of external professionals through Stichting Overheidsaccountants Bureau (SOAB) to support the ministries and at the same time facilitate capacity building.
We set out to create a clear strategic direction to achieve the desired outcomes in the next four years and beyond. The challenge for us, is finding sufficient financial resources required for execution of the entire program, which includes the NRRP. The accessibility to these resources will influence the pace at which we are able to deliver.

Taking the NRRP and the Governing Program 2018 – 2022 into consideration the total need is beyond the US$ 2.3 billion.

Our national budget 2018 has a deficit of ANG. 197 million (US$ 110 million) and has a capital investment of ANG. 22 million (US$ 12 million).
It goes without saying that to cover these projects we must prioritize, cut costs and immediately seek additional funding.

There are several avenues from which Sint Maarten can secure funding. These include our national budget which consists of the operational budget and capital investments projects, the Trust Fund, insurance claims, private investments, additional Dutch aid, public-private-partnerships, EU funding and other financial institutions. The government will also aim for additional technical assistance from the Kingdom.

A coherent, well-coordinated and transparent prioritization plan and a sequencing process are necessary, and it is essential that the vision for the funding allocation is timely and well documented.
FUNDING THE GOVERNING PROGRAM

ESTIMATED RECOVERY AND RESILIENCE FUNDING NEEDS: 2.3 BILLION US$ *

ADDITIONAL FUNDING REQUIRED FOR GOVERNING SINT MAARTEN

EU FUNDING & OTHER FINANCIAL INSTITUTIONS

OPERATIONAL BUDGET

580 million US$ TRUST FUND

PUBLIC-PRIVATE PARTNERSHIPS

INSURANCE CLAIMS

ADDITIONAL DUTCH AID

PRIVATE INVESTMENTS

CAPITAL INVESTMENTS

>2.3 billion US$
The approach

The Governing Program entitled “Building a Sustainable Sint Maarten” sets out how we will shape the Sint Maarten we seek. It promotes a rebuilt Sint Maarten with a viable economy, with considerable improvements on our social and sustainable development.

This program articulates how we intend to address critical objectives over the next four years and beyond.

As a new approach to ensuring efficiency, the next step will be to develop an action plan for key priorities within our first quarter in office. We will also identify key stakeholders, activities, and resources needed and the required budget for their successful execution. The other initiatives will be worked out during
the remaining governing period with set deadlines.

Another important aspect of the governing program is that it includes a full monitoring component using the SmartGovernments tooling. We will take immediate corrective action where needed to ensure a positive outcome of each project.

We will ensure that the community remains fully abreast of the activities surrounding redevelopment programs. To do this, we will revamp our communication network and centralize the distribution of information for accuracy, while improving the speed of delivery and reliability.

We believe that this document reflects the approach and the messages that emerged from long engagements between stakeholders and the workgroup consisting of professionals from the two parties forming the coalition.

Government will continue to collaborate internally and with the public and private sectors to ensure sustained progress towards achieving the desired outcome of this Governing Program.
Strategic objectives & key priorities

This Governing Program identifies five strategic objectives divided into themes, initiatives and projects and shows the ministries that will take leading roles in their execution. To ensure the desired outcome, collaboration and communication within and between ministries and with the NRPB is required.

The five strategic objectives of the Sint Maarten United Christian Democratic Coalition are:

1. Setting it Right
2. Revive and restore
3. Restructuring government
4. Safety and security
5. Health and social well-being

The following chapters focus on each strategic objective and their related themes and initiatives.
In the appendices an overview per ministry is given. Next to the ministries there is also an overview of the current projects that are funded by the first tranche of the Trust Fund. These are listed under the NRPB, as it will manage the execution of these projects.

**KEY PRIORITIES**

**Setting it right | Putting Sint Maarten back on track**
1. Enforce disaster preparedness and long-term management plan
2. Facilitate urgent home and school repairs
3. Clean-up landfills & coastal waters and island wide clean-up
4. Establish waste and sewage management division under umbrella of GEBE
5. Invest in financial reconstruction and restoring of infrastructure

**Revive & restore | Rebuilding with emphasis on sustainability**
6. Stimulate entrepreneurship and job creation
7. Establish an economic masterplan and introduce incentive programs for (small) businesses
8. Restore Princess Juliana International Airport to full operation and realize USA pre-clearance
9. Create more homes
10. Diversify economy and promote tourism industry

**Restructuring government | Improving efficiency & providing better public service**
11. Review and strengthen government apparatus
12. Modernize IT operations and technology
13. Introduce Electoral reform and implement the Integrity Chamber
14. Practice sound financial management, strengthen Tax Office and improve compliance
15. Strengthen collaboration with Saint Martin and Kingdom partners
KEY PRIORITIES (CONTINUED)

Safety & security | Upgrading public protection & national security

16. Restore and improve street lightings, road signs and improve pedestrian safety
17. Introduce more community policing, provide equipment and advance training for the police officers
18. Strengthen and upgrade uniformed and disciplinary organizations
19. Construct a modern detention and rehabilitation center
20. Review the possibility of establishing a legal path to citizenship

Health & social well-being | Promoting health and well-being in our own lives

21. Complete the hospital project
22. Determine poverty line and assess social welfare benefits
23. Accelerate innovation in education
24. Promote the 50th Anniversary celebration of carnival
25. Improve Youth development, upgrade sports facilities and develop sports programs
Sint Maarten is still in a state of recovery following the devastation caused by hurricanes Irma and Maria during September 2017. Many homes and public service institutions sustained extensive infrastructural damages and many residents have lost jobs. In addition, visitor capacity has been extremely reduced due to the closure of most of the hotels and the combination of these losses have severely impacted our economy.

Despite the devastation, our people have shown resilience, and with the help and support from our Kingdom partners and international organizations, we are on the road to recovery. With the continued support of the people and good governance, we shall rise again.

We will use both the NRRP and the National Development Plan (NDP) (once it is finalized), in our quest to set Sint Maarten right. The NRRP identifies the immediate needs of our people as well as other recovery and resilience needs for the future while the NDP puts into perspective the long-term desired destination of Sint Maarten.

While we are still in a recovery mode, we will look at our overall disaster and recovery plan to ensure that we address our short-term goals to prepare us to face future disasters. We will evaluate, develop, monitor and enforce a comprehensive disaster preparedness and management plan and take advantage of the opportunities
created by the devastation caused by hurricanes Irma and Maria, to rebuild and improve. This reset will be an evolving initiative, and we will continue to define, refine and redefine our future.

THEMES AND INITIATIVES

<table>
<thead>
<tr>
<th>THEME</th>
<th>Redefine Sint Maarten</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>MINISTRY</td>
</tr>
<tr>
<td>Complete and execute the National Recovery and Resilience Plan (NRRP)</td>
<td>GA</td>
</tr>
<tr>
<td>Finalize the National development plan (NDP) (10 - 20 year vision)</td>
<td>GA</td>
</tr>
</tbody>
</table>

INSIGHT

DISASTER PREPAREDNESS

Setting the right goals is critical to the future success of Sint Maarten. At present rebuilding the country takes center stage and government must capitalize on the opportunity to get back on track, improving as we progress. We must first address the needs of the people who are presently displaced, execute urgent roof repairs and repair shelters. As government we must also ensure that we restore critical services for continuity and intensify efforts to prepare us for this present hurricane season.

We will use the lessons learnt from hurricanes Irma and Maria’s devastation to be as prepared as possible, ensuring that we protect key assets. Conducting an island wide clean-up is essential. During this phase of our recovery we will align our short-term recovery efforts with our long-term goals as we set out to do it right and do it better for greater strengthening of our country.

Being inside the hurricane belt, means that we must continuously educate our citizens on storm readiness practices. Our preparation must be constant with the use of effective drills and information distribution. Government and all strategic asset partners (e.g. must have a proper disaster plan in place, not only for hurricanes, but also for other types of disasters.

Theme(s): Short term hurricane disaster preparedness | Doing it right, doing it better
### THEME | Short term hurricane disaster preparedness

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish the management structure of the National Recovery Program Bureau for the recovery process</td>
<td>GA</td>
</tr>
<tr>
<td>Reinforce the short-term disaster preparedness operation</td>
<td>GA</td>
</tr>
<tr>
<td>Improve the disaster communication structure</td>
<td>GA</td>
</tr>
<tr>
<td>Replace and repair damaged assets of the emergency response units</td>
<td>NRPB</td>
</tr>
<tr>
<td>Facilitate urgent home repairs</td>
<td>NRPB, VSA, VROMI</td>
</tr>
<tr>
<td>Perform island wide clean-up</td>
<td>VROMI</td>
</tr>
<tr>
<td>Execute an advanced disaster preparedness plan</td>
<td>GA</td>
</tr>
<tr>
<td>Restore and provide essentials, facilities and infrastructure</td>
<td>VROMI, Justice, TEATT</td>
</tr>
</tbody>
</table>

### INSIGHT

**LANDFILL & WASTE MANAGEMENT**

Implementing a sound solution for proper disposal of waste material and sewage on Sint Maarten is a high priority. At present, we are still struggling to manage the increased amount of debris generated from clean up campaigns conducted in the aftermath of hurricanes Irma and Maria in 2017. This resulted in a second landfill, which must be removed for health and environmental reasons. Overall, waste management needs to be better managed and should be done preferably in collaboration with our counterparts on Saint Martin.

We will introduce incentive and awareness programs to encourage recycling and structure a waste and sewage management division under the umbrella of N.V. GEBE, who will incorporate a waste management fee in its monthly billing cycle to cover waste management. There are ongoing efforts to remove waste metal from the island. This, along with other short-term efforts will continue until a permanent solution for waste management is finalized and implemented.
<table>
<thead>
<tr>
<th>THEME</th>
<th>Doing it right, doing it better</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>MINISTRY</td>
</tr>
<tr>
<td>Evaluate and redefine the long term national disaster management plan</td>
<td>GA</td>
</tr>
<tr>
<td>Focus on financial reconstruction</td>
<td>Finance</td>
</tr>
<tr>
<td>Reconstruct according to sustainable standards</td>
<td>VROMI</td>
</tr>
<tr>
<td>Implement a waste-authority within GEBE</td>
<td>VROMI</td>
</tr>
</tbody>
</table>
Getting beyond the devastation, tops the to-do list for both citizens and government. Undertaking this task will include the execution of an economic revitalization and investment plan for our destination. It concentrates most of its efforts on restoring businesses to full operation and gives birth to new business initiatives by stimulating entrepreneurship and job creation.

As government, we will explore ways to introduce incentives and relief programmes for businesses.

At this juncture, we must ensure that in revitalizing our economy we set the tone for eliminating the complexities surrounding our dream of becoming a year-round tourism destination.

Central to our plan is making sure that the hotels are back in business and that Port St. Maarten and the Princess Juliana International Airport (PJIA) are restored to full operation.

Strengthen our data collection and implementing key performance indicators to measure economic productivity and growth will be part of our focus.

We will continue home rebuilding projects, and improve living standards while maintaining a vibrant economy and we will reduce unemployment.

To restore the economy in a sustainable manner the business community and partners must take their responsibilities as well and

Revive & restore
adhere to rules, regulations and practice of good corporate governance. Reviving our economy is a shared responsibility.

We will base our road network improvement on our carrying capacity and will rebuild with a clear emphasis on sustainability and environmental protection.

Within short, we will again be the most vibrant vacation destination to visit in the Caribbean.

THEMES AND INITIATIVES

<table>
<thead>
<tr>
<th>THEME</th>
<th>Promote economic growth</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Finalize the Labor reform plan</td>
<td>VSA</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Stimulate employment opportunities</td>
<td>VSA</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Address Youth unemployment</td>
<td>ECYS, VSA</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Review and strengthen the Statistics Department</td>
<td>TEATT</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Revisit the carrying capacity plan</td>
<td>TEATT</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THEME</th>
<th>Rebuild a vibrant economy</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Create and implement an economic recovery plan</td>
<td>TEATT</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Establish dialogue with the Central Bank on ways to stimulate our economy</td>
<td>Finance, TEATT</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Revitalize the Economic Development Corporation (EDC) to expedite and manage the economic recovery</td>
<td>TEATT</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Develop and execute a conditional tax incentive program for business</td>
<td>TEATT, Finance</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Establish a National Development Bank</td>
<td>Finance</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Work with the Dutch embassies to explore opportunities to generate international trade and economic activities</td>
<td>Plenipotentiary, GA</td>
</tr>
</tbody>
</table>
Sint Maarten has had a long history of being a leader in the Caribbean in the Tourism Industry. This success has been primarily due to the unique concept of being "two countries in one," with over 103 different cultures, exquisite cuisine, and scenery. To be number one again, we cannot merely restore or expand the hotels and return to normal airport operation. The time has come for us to finalize the establishment of US pre-clearance at the PJIA, which will propel us well ahead of most other Caribbean destinations and solidify our position as a regional hub as well.

The realization of the US pre-clearance facility at the airport must be aligned with restoring full operation of Port Sint Maarten and the return of our hotels to full service, and the arrival and increase of airlifts to our destination. These efforts will go a long way to restoring thousands of jobs that were previously lost due to the closure of hotels and limited operation of the Airport. Focus on these three objectives will create the economic boost the destination needs for it to be sustainable.

Theme(s): Destination revitalization
### Theme | Support economic development and promote the tourism industry

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intensify destination branding programs to improve Sint Maarten’s image</td>
<td>TEATT</td>
</tr>
<tr>
<td>Develop the market vendors facilities</td>
<td>TEATT</td>
</tr>
<tr>
<td>Stimulate tourism knowledge training and awareness programs</td>
<td>TEATT</td>
</tr>
<tr>
<td>Develop and structurally promote community based tourism (CBT)</td>
<td>TEATT</td>
</tr>
<tr>
<td>Make Internet part of the Sint Maarten product</td>
<td>TEATT</td>
</tr>
</tbody>
</table>

### Theme | Diversify the economy to complement the tourism sector

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Further develop medical tourism</td>
<td>VSA, TEATT</td>
</tr>
<tr>
<td>Develop Sports tourism</td>
<td>ECYS, TEATT</td>
</tr>
<tr>
<td>Accelerate the development of creative industries</td>
<td>ECYS</td>
</tr>
<tr>
<td>Create a knowledge hub</td>
<td>ECYS, TEATT</td>
</tr>
<tr>
<td>Promote Eco-Tourism</td>
<td>TEATT</td>
</tr>
<tr>
<td>Promote agriculture awareness practices</td>
<td>TEATT</td>
</tr>
</tbody>
</table>

### Theme | Invest in Infrastructure

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resume execution of the road network and public infrastructure development plan</td>
<td>VROMI</td>
</tr>
<tr>
<td>Realize the Philipsburg master plan</td>
<td>TEATT</td>
</tr>
<tr>
<td>Improve Telecom and the Internet accessibility and connectivity</td>
<td>TEATT</td>
</tr>
<tr>
<td>Repair damaged public buildings and facilities</td>
<td>VROMI</td>
</tr>
<tr>
<td>Improve Public Transportation</td>
<td>TEATT</td>
</tr>
</tbody>
</table>
Restructuring government

We see the challenge of rebuilding Sint Maarten as an opportunity to restore a sustainable and people-oriented government based on professionalism. The people have long awaited a government that promotes equal opportunity, transparency, integrity, and accountability. Good financial management and compliance, are some of the best practices we will be incorporating in the daily operation of government to achieve our goal of economic stability.

Government must review and restructure the organization to improve its operation and take an active role as shareholders towards the government-owned companies. We need to elevate our government apparatus by providing better public services and address pressure matters such as the IT within government and unauthorized absenteeism under civil servants.

We base our financial and policy vision for the country on the ideology of doing more with less. The government will not undertake the task to restore public services and rebuild our Sint Maarten alone. We will continue to collaborate with Kingdom partners and international organizations and incorporate best practices and the use of technology where possible to simplify our processes and maximize outcomes.
**INSIGHT**

**ELECTORAL REFORM**

Any reform on Election procedures can be viewed as political but we must consider that there is a fundamental public lack of trust in past governments. We believe that both constitutional and electoral reform can contribute to the restoration of trust. While it is clear that Sint Maarten enjoys free and fair elections, an increasing concern is that there is still a need to educate the community of our electoral system. To this end we will review the laws governing elections, improve electoral awareness on all levels and where necessary improve the democratic process of electing a parliament and appointing a government to office.

Theme(s): Transparency, Integrity, and Accountability

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**THEMES AND INITIATIVES**

**THEME | Reorganize the government apparatus**

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess the organization structure of government and determine if it meets current needs and make changes where needed</td>
<td>GA</td>
</tr>
<tr>
<td>Define and strengthen the role of the Cabinet of the Minister Plenipotentiary</td>
<td>GA</td>
</tr>
<tr>
<td>Restructure Stichting Overheidsgebouwen (Foundation Government Buildings)</td>
<td>GA</td>
</tr>
<tr>
<td>Address Personnel and Organization concerns</td>
<td>GA</td>
</tr>
<tr>
<td>Execute the yearly performance evaluation cycle of civil servants starting at the Secretary General level</td>
<td>GA</td>
</tr>
<tr>
<td>Empowerment of civil servants and organizational improvement</td>
<td>GA</td>
</tr>
</tbody>
</table>
Integrity and good governance is the fundament for the establishment of a proud and sustainable country. This government is determined and committed to address any issues of integrity and bad practices to ensure Sint Maarten’s growth as an autonomous Country. We intend to see the establishment of an Integrity Chamber for Sint Maarten and show our maturity as leaders taking our country into a future where everyone prospers.

In our vision, this Integrity Chamber should not only become an investigative body but should also provide us with the necessary preventive and educational components for reaching and maintaining a high level of integrity.

The establishment of the Integrity Chamber is one of the recommendations that falls under the scope of the Project Bureau Integrity. Government will continue implementing and monitoring the execution of other recommendations of the Integrity reports.

Theme(s): Transparency, Integrity, and Accountability
**THEME | Good Governance**

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the role, policy and staffing of the National Security Sint Maarten (Veiligheidsdienst Sint Maarten (VDSM))</td>
<td>GA</td>
</tr>
<tr>
<td>Address findings by Ombudsman based on the survey of civil servants &quot;on obstacles to good governance&quot;</td>
<td>GA</td>
</tr>
<tr>
<td>Promote Corporate Governance</td>
<td>GA</td>
</tr>
<tr>
<td>Strengthen the relationship with government owned companies, foundations and zbo's</td>
<td>GA</td>
</tr>
<tr>
<td>Strengthen the local Central Bank</td>
<td>Finance</td>
</tr>
</tbody>
</table>

**THEME | Fiscal sustainability and compliance**

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen the Tax Office</td>
<td>Finance</td>
</tr>
<tr>
<td>Improve tax compliance</td>
<td>Finance</td>
</tr>
<tr>
<td>Bring Customs department and Financial Intelligence Unit under the Ministry of Finance</td>
<td>Justice, Finance</td>
</tr>
</tbody>
</table>

**INSIGHT**

PUBLIC SERVICES

Establishing a service oriented culture is a top priority. This means government must offer its services in an efficient, transparent and client friendly manner. We will also be able to jump-start the rebuilding of our economy by providing better online services using the latest technology. Government will introduce a one-stop-shop for investors and business client aimed at improving efficiency in service delivery and revenue collection. These measures will result in enhanced public service, elimination of red tape, lower cost of operations and an overall compliance culture. Gradually government wants to move to the introduction of a unique identification number. This will give both the organization and citizens access to expedited services, while reducing the potential for delays when requesting personal information from government.

Theme(s): E-government, public services and communication
### THEME | Budget, financial reporting and financial accountability

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the budget cycle</td>
<td>Finance</td>
</tr>
<tr>
<td>Reduce cost</td>
<td>Finance</td>
</tr>
<tr>
<td>Explore additional income generating measures</td>
<td>Finance</td>
</tr>
<tr>
<td>Improve financial management</td>
<td>Finance</td>
</tr>
<tr>
<td>Promote financial responsibility</td>
<td>Finance</td>
</tr>
<tr>
<td>Enhance financial reporting</td>
<td>Finance</td>
</tr>
</tbody>
</table>

### THEME | Address financial legislation, policies and agreements

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address casino regulations</td>
<td>TEATT, Finance</td>
</tr>
<tr>
<td>Revisit the concession agreement of the Port St. Maarten and the Simpson</td>
<td>Finance, TEATT</td>
</tr>
<tr>
<td>Bay Lagoon Authority Corporation (SLAC)</td>
<td></td>
</tr>
<tr>
<td>Conclude the division of assets for Landsradio, Antelecom, UTS and Post</td>
<td>Finance, TEATT</td>
</tr>
</tbody>
</table>

### THEME | E-government, public services and communication

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and modernize IT operations and technology</td>
<td>GA</td>
</tr>
<tr>
<td>Clean up, synchronize and secure all data registries</td>
<td>GA, Finance, Justice, ECYS, VSA, TEATT, VROMI</td>
</tr>
<tr>
<td>Improve government communication</td>
<td>GA</td>
</tr>
<tr>
<td>Relocate the main Public Service Center and all other service departments</td>
<td>GA</td>
</tr>
<tr>
<td>under one roof</td>
<td></td>
</tr>
<tr>
<td>Establish more Public Service Center outlets within the community (wish)</td>
<td>GA</td>
</tr>
<tr>
<td>Modernize the Civil Registry</td>
<td>GA</td>
</tr>
</tbody>
</table>
Government will leverage the economic benefits derived from restructuring its companies. These organizations provide a public service and therefore we will implement an effective way to support and monitor their performance. Most of these institutions have been largely impacted by the hurricanes in 2017.

To strengthen these companies and government’s role as shareholder, we will begin the process of synchronizing these companies’ articles of incorporation, human resource policies, disaster management and preparedness programs, insurance services and cost structures. The government must play a more active role as shareholder of these companies, assisted by SOAB to create more transparency, improved services and create a higher level of corporate social responsibility.

Theme(s): Strengthen the relationship with government owned companies, foundations and zbo’s
Sint Maarten has a major challenge ahead to improve public financial management and finding alternatives to the shortfall that exists between the available money from the Trust Fund and its overall recovery and resilience needs while maintaining the day to day operations.

We must prioritize and immediately seek additional funding. There are several avenues from which Sint Maarten can secure funding. These include our national budget which consists of the operational budget and capital investments projects, the Trust Fund, insurance claims, private investments, additional Dutch aid, public-private-partnerships, EU funding and other international financial institutions. The government will also aim for additional technical assistance from the Kingdom.

On the other hand, we also need to implement cost cutting measures and improve our revenues through compliance and introduction of fees. As government we will improve our fiscal discipline, centralize financial control in all ministries, adhere to the various reports on financial integrity and improve our IT systems. In addition, we will build a reserve disaster fund and strictly apply the policies on dividend and concessions from government owned companies.
INSIGHT
COLLABORATION WITH SAINT MARTIN

Stronger collaboration between Saint Martin and Sint Maarten is essential for us to achieve broader economic, security and social development goals considering the proximity in which we both exist.

Therefore, forming a strong alliance and repairing a fragmented relationship with the leadership of Saint Martin is a focus of this government as it continues to pursue a better and safer future for its citizens. Both sides of the island are in favor of establishing a United Congress to discuss improvements of mutual benefits.

Working together will open doors to promoting synergy and allow us to collaborate on mutually beneficial projects. The relationship with Saint Martin helps our citizens as we will be able to explore joint funding initiatives for projects.

Theme(s): Strengthen cooperation with Saint Martin

<table>
<thead>
<tr>
<th>THEME</th>
<th>Foreign Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>MINISTRY</td>
</tr>
<tr>
<td>Finalize the border demarcation</td>
<td>GA</td>
</tr>
<tr>
<td>Establish a closer working relationship with neighboring islands</td>
<td>GA</td>
</tr>
<tr>
<td>Strengthen regional relationships</td>
<td>GA</td>
</tr>
</tbody>
</table>
As government, we believe that to realize a better relationship between Sint Maarten and the other Kingdom partners, clear lines of communication must be established.

We will start by strengthening the Cabinet of the Minister Plenipotentiary in The Hague and give them directives to build stronger ties and improve foreign relations. We must regain trust and establish equal partnership with the Netherlands.

The collaboration with the Caribbean Kingdom partners and The Netherlands will create avenues for sharing expertise and knowledge in areas of improving public service, engaging in joint venture projects, accessing funding, training, human resources and equipment.

Theme(s): Reorganize the government apparatus | Kingdom relations
To create a safe and more secure Sint Maarten, we will take the lead in promoting cooperation between police and the community. By executing programs geared towards strengthening our uniformed and disciplinary organizations in the fight against crime, we will be closer to creating a state of absolute safety, peace, and tranquility.

Key measures for this success of our program will include putting more blue on the street, a zero-tolerance policy on crime and completing the camera surveillance project.

We will also conduct necessary improvements to infrastructure in the Justice chain such as facilitating the construction of a modern detention and rehabilitation center that meets international requirements and local needs, upgrading the fire department and restoring other critical facilities and services that were destroyed by the hurricanes in 2017.

A sense of safety and security must also extend to protecting our industries. The use of technology is increasing in our daily lives and with that comes the demand to protect identity and personal data. For this reason, government will address the General Data Protection Regulation in the privacy law, organize general awareness programs and also actively combat cyber crimes.
Another area of concern which is vital to the recovery is protecting our market by combating illegal parallel imports. In order to do all these things it is of importance that the Justice chain functions properly. Government will address the regulations governing the legal positions of the personnel but also strengthen and empower the leadership.

### THEMES AND INITIATIVES

<table>
<thead>
<tr>
<th>THEME</th>
<th>Improve safety facilities and resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>MINISTRY</td>
</tr>
<tr>
<td>Upgrade the facilities within the justice chain</td>
<td>Justice</td>
</tr>
<tr>
<td>Modernize the Prison system</td>
<td>Justice</td>
</tr>
<tr>
<td>Upgrade the fire department with new equipment and expand the facilities</td>
<td>GA</td>
</tr>
<tr>
<td>Supply the police with proper tools and equipment</td>
<td>Justice</td>
</tr>
<tr>
<td>Ensure the restoration and improvement of street lighting</td>
<td>NRPB, VROMI</td>
</tr>
<tr>
<td>Improve pedestrian safety and reinstall &amp; upgrade road signs</td>
<td>VROMI</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THEME</th>
<th>Strengthen the Justice chain</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>MINISTRY</td>
</tr>
<tr>
<td>Review the organizational structure and personnel within the Ministry of Justice</td>
<td>Justice</td>
</tr>
<tr>
<td>Address immigration policy and procedures</td>
<td>Justice</td>
</tr>
<tr>
<td>Address Coast Guard improvements</td>
<td>Justice</td>
</tr>
</tbody>
</table>
Without a sound sense of security, the community becomes more fragmented, and interest in the destination decreases. To protect the people of Sint Maarten and visitors to our island, we must intensify the crime prevention practices in the Justice chain. Strategic and tactical deployment of our officers in critical business and residential districts are some of the much-needed deterrents against crimes.

However, we must not see crime prevention solely from the standpoint of increasing police presence. There must be significant investments in our Youth to prevent juvenile delinquency.

To reduce crime in general we will strengthen our neighborhood crime watch programs, deploy more blue on the street, better equip and train the community police officers, finalize and extend the camera project. However, the task of crime prevention does not stop here and will have to include active identity theft programs, and educate the community on the ills of the internet as it relates to private information.
The success of our society, especially following the traumatic experience of hurricanes Irma and Maria in 2017, will be dependent on significant improvement in its health and social well-being. As part of our commitment this coalition will implement more innovations in education, sports and social development.

The establishment of a hospital is central to the improvement of healthcare on Sint Maarten. With the funds being secured, construction of the new hospital can begin. Furthermore, this government will facilitate the execution of health care reform and regulate the financing of healthcare within this governing period, by introducing a basic health care package for all citizens. In addressing these matters a more sustainable solution for high volumes of off-island medical referrals will be realized.

Access to sports and cultural activities is at the heart of our social development plans. This governing program highlights different ways to promote sports, cultural development and the exposure of cultural events.

We will transform learning institutions to better serve the educational needs of our youth. This includes changes to the curriculum, working with USM to make it a self-sustained institution and at the same time creating attractive employment benefits to generate local and
international interest in becoming educators on Sint Maarten.

To address substandard living conditions and provide the necessary help to those who need it the most, we will ensure that there is a precise definition of what our poverty line is and establish data to help us determine who falls below this line and how we can best contribute to improving their living conditions. It is crucial to reduce poverty, but there is also a need to eradicate inequality. To undertake this task, we will enlist the support of the entire community.

Ensuring that the natural environment is thoroughly cleaned and the completion of the “new VROMI Ordinance” will also contribute to the improvement of the health and social well-being of our society.

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**INSIGHT**

**HOSPITAL**

On March 17, 1991 the St. Maarten Medical Center (SMMC) opened its doors to the growing population of Sint Maarten. Whilst our population kept on growing the size of the SMMC building remained the same. For decades our medical center has been carrying out hospital functions. The steady growth of our population over the last 27 years compels us to align the size and services of our medical center to the size and demands of our present population. In other words, Sint Maarten urgently needs a hospital that can meet its demands in an adequate manner. The limited capacity and services of the SMMC forces us to send a large number of our patients abroad for specialized medical services we cannot provide at the moment.

Having our own hospital that meets most of the present medical demands will enable us to cut the enormous costs involved in referring patients abroad. At the same time, we will be able to generate revenue through medical tourism and offer services to people from the surrounding islands. Currently we are catering to some of the needs of Saba, St. Eustatius and Anguilla.

With this in mind, we are firmly committed to ensuring construction of the new hospital within the four-year term of our government.

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Theme(s): Health city
# THEMES AND INITIATIVES

## THEME | Health City

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construct a new Hospital</td>
<td>VSA</td>
</tr>
<tr>
<td>Execute Healthcare Reform</td>
<td>VSA</td>
</tr>
<tr>
<td>Regulate the financing of healthcare</td>
<td>VSA</td>
</tr>
<tr>
<td>Review the registration of healthcare workers</td>
<td>VSA</td>
</tr>
<tr>
<td>Manage the “flow” of healthcare information</td>
<td>VSA</td>
</tr>
<tr>
<td>Stimulate cooperation and partnerships within the Health sector</td>
<td>VSA</td>
</tr>
<tr>
<td>Implement additional healthcare programs</td>
<td>VSA</td>
</tr>
</tbody>
</table>

## THEME | Eradication of poverty and inequality

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate and enforce a fair price control during the recovery period</td>
<td>TEATT</td>
</tr>
<tr>
<td>Execute digital mapping of the community</td>
<td>VSA</td>
</tr>
<tr>
<td>Assess social welfare benefits</td>
<td>VSA</td>
</tr>
<tr>
<td>Improve financial welfare</td>
<td>TEATT</td>
</tr>
<tr>
<td>Assess and address the health, education and immigration needs of the undocumented residents</td>
<td>Justice, ECYS, VSA</td>
</tr>
</tbody>
</table>

## THEME | Modernize the approach to education

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>MINISTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a Raad van Onderwijs en Arbeid (ROA)</td>
<td>ECYS</td>
</tr>
<tr>
<td>Accelerate the Education legislation agenda</td>
<td>ECYS</td>
</tr>
<tr>
<td>Innovate the curriculum and learning environment</td>
<td>ECYS</td>
</tr>
<tr>
<td>Stimulate lifelong learning, for Sint Maarten to become an information society</td>
<td>ECYS</td>
</tr>
<tr>
<td>Monitor and improve quality, standards and performance of teaching staff and students</td>
<td>ECYS</td>
</tr>
<tr>
<td>Create a knowledge and cultural center in Philipsburg</td>
<td>ECYS</td>
</tr>
<tr>
<td>Promote a career in education</td>
<td>ECYS</td>
</tr>
</tbody>
</table>
### Theme: Environment and Urban Planning

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that the natural environment is thoroughly cleaned</td>
<td>VROMI</td>
</tr>
<tr>
<td>Finalize and implement the new VROMI Ordinance</td>
<td>VROMI</td>
</tr>
<tr>
<td>Promote the use of green energy for production of electricity and water for Sint Maarten’s consumption</td>
<td>VROMI</td>
</tr>
<tr>
<td>Reduce noise, air and water pollution from GEBE’s power plant</td>
<td>VROMI</td>
</tr>
<tr>
<td>Develop a strategic climate change plan</td>
<td>VROMI</td>
</tr>
<tr>
<td>Address cemeteries and vaults</td>
<td>VROMI</td>
</tr>
</tbody>
</table>

### Theme: Improve Healthy Living Conditions

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase preventive healthcare and awareness</td>
<td>VSA</td>
</tr>
<tr>
<td>Discuss with the stakeholders how to realize happy and healthier workers</td>
<td>VSA</td>
</tr>
<tr>
<td>Continue the Inspection of water, food and occupational safety</td>
<td>VSA</td>
</tr>
</tbody>
</table>

### Theme: Promote a Resilient Sense of Community

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restoring a strong social fabric</td>
<td>ECYS</td>
</tr>
<tr>
<td>Create sustainable communities</td>
<td>VSA</td>
</tr>
<tr>
<td>Diversify social housing programs</td>
<td>VROMI</td>
</tr>
<tr>
<td>Promote youth development</td>
<td>ECYS</td>
</tr>
</tbody>
</table>

### Theme: Sports

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop sports policies and sports programs</td>
<td>ECYS</td>
</tr>
<tr>
<td>Strengthen the National Sports Institute</td>
<td>ECYS</td>
</tr>
<tr>
<td>Develop sports facilities and promote sports tourism activities</td>
<td>ECYS</td>
</tr>
<tr>
<td>Recognize national sports</td>
<td>ECYS</td>
</tr>
<tr>
<td>Stimulate national sports competitions within schools and the community</td>
<td>ECYS</td>
</tr>
</tbody>
</table>
### Theme | Culture

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a cultural policy that would preserve and promote the island’s culture</td>
<td>ECYS</td>
</tr>
<tr>
<td>Strengthen Carnival as a cultural event</td>
<td>ECYS, TEATT</td>
</tr>
<tr>
<td>Promote Christian Heritage</td>
<td>ECYS</td>
</tr>
<tr>
<td>Promote cultural events</td>
<td>ECYS</td>
</tr>
<tr>
<td>Finalize the monument tracking project</td>
<td>ECYS</td>
</tr>
</tbody>
</table>
Appendices

Ministry of General Affairs (GA)  44
Cabinet of the Minister Plenipotentiary  57
National Recovery Program Bureau (NRPB)  60
Ministry of Finance  63
Ministry of Justice  71
Ministry of Education, Culture, Youth & Sport (ECYS)  77
Ministry of Public Health, Social Development & Labor (VSA)  85
Ministry of Tourism, Economic Affairs, Traffic and Telecommunications (TEATT)  92
Ministry of Public Housing, Spatial Planning, Environment & Infrastructure (VROMI)  102
Ministry of General Affairs (GA)

Setting it right

**THEME | Redefine Sint Maarten**

**INITIATIVE**
Complete and execute the National Recovery and Resilience Plan (NRRP)

**INITIATIVE**
Finalize the National development plan (NDP) (10 - 20 year vision)

> Further develop a strategic and sustainable National Development Plan

> Align the NDP and NRRP with the United Nation Sustainable Development Goals

**THEME | Short term hurricane disaster preparedness**

**INITIATIVE**
Establish the management structure of the National Recovery Program Bureau for the recovery process

> Build a transparent, professional team with expertise for the reconstruction process

> Maintain and enhance the working relationship between Sint Maarten, The Netherlands and the World Bank

> Request additional support from the Dutch Ministry of Defense in preparation for the current hurricane season
<table>
<thead>
<tr>
<th>INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reinforce the short term disaster preparedness operation</strong></td>
</tr>
<tr>
<td>&gt; Assess the last season and manage the preparation of the current season by a core expert team</td>
</tr>
<tr>
<td>&gt; Synchronize the current hurricane season efforts between Sint Maarten and Saint Martin</td>
</tr>
<tr>
<td>&gt; Upgrade the Emergency Operation Center (EOC)</td>
</tr>
<tr>
<td>&gt; Strengthen the operational structure of the Emergency Operation Center (EOC)</td>
</tr>
<tr>
<td><strong>Improve the disaster communication structure</strong></td>
</tr>
<tr>
<td>&gt; Intensify the awareness and communication efforts with stakeholders</td>
</tr>
<tr>
<td>&gt; Review and revise the current communication structure</td>
</tr>
<tr>
<td><strong>Replace and repair damaged assets of the emergency response units</strong></td>
</tr>
<tr>
<td>&gt; Execute repairs to the Fire station and provide new equipment</td>
</tr>
<tr>
<td><strong>Perform island wide clean-up</strong></td>
</tr>
<tr>
<td>&gt; Expedite the clean-up campaign for the Simpson Bay Lagoon</td>
</tr>
<tr>
<td><strong>Execute an advanced disaster preparedness plan</strong></td>
</tr>
<tr>
<td>&gt; Urge critical businesses to incorporate a disaster preparedness plan as part of their business which we will evaluate</td>
</tr>
<tr>
<td>&gt; Develop a risk mitigation plan for protecting key sectors and areas</td>
</tr>
</tbody>
</table>
**THEME | Doing it right, doing it better**

**INITIATIVE**
Evaluate and redefine the long term national disaster management plan

- Review and update the legislation on disaster management and ensure that there is a disaster management component in all legislation
- Draft a disaster preparedness training plan and execute periodic emergency training including a national disaster drill
- Review and implement a detailed Disaster and Restoration Management Plan that covers all natural and man made disasters
- Structure the assistance of the Kingdom partners and international organizations
- Create a bunker for storing hurricane equipment and relief supplies
- Set up well equipped and properly constructed (multi purpose) shelters for the next hurricane season

**Revive & restore**

**THEME | Rebuild a vibrant economy**

**INITIATIVE**
Revitalize the Economic Development Corporation (EDC) to expedite and manage the economic recovery

- Fast track critical legislation changes that supports recovery

**INITIATIVE**
Work with the Dutch embassies to explore opportunities to generate international trade and economic activities

**THEME | Promote economic growth**

**INITIATIVE**
Stimulate employment opportunities

- Establish a recruiting program and mentor our high potential talent for executive positions
<table>
<thead>
<tr>
<th>THEME</th>
<th>Destination revitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INITIATIVE</strong></td>
<td><strong>Restore and improve functioning of the aviation sector</strong></td>
</tr>
<tr>
<td>&gt;</td>
<td>Finalize the USA pre-clearance plan</td>
</tr>
<tr>
<td><strong>INITIATIVE</strong></td>
<td><strong>Strengthen the maritime facilities and services</strong></td>
</tr>
<tr>
<td>&gt;</td>
<td>Establish clarity on the visa policy for the maritime sector</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THEME</th>
<th>Diversify the economy to complement the tourism sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INITIATIVE</strong></td>
<td><strong>Accelerate the development of creative industries</strong></td>
</tr>
<tr>
<td>&gt;</td>
<td>Seek regional and international funding for the creative industries</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THEME</th>
<th>Invest in Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INITIATIVE</strong></td>
<td><strong>Realize the Philipsburg master plan</strong></td>
</tr>
<tr>
<td>&gt;</td>
<td>Realize the Sint Maarten parliament building</td>
</tr>
<tr>
<td>&gt;</td>
<td>Relocate &amp; restructure the post office to a Boutique post office</td>
</tr>
<tr>
<td><strong>INITIATIVE</strong></td>
<td><strong>Repair damaged public buildings and facilities</strong></td>
</tr>
<tr>
<td>&gt;</td>
<td>Demolish dilapidated buildings in Philipsburg based on the development plan</td>
</tr>
<tr>
<td>&gt;</td>
<td>Ensure finalization of repairs to the Government administration building on Soualiga Road</td>
</tr>
</tbody>
</table>
Restructuring government

**THEME** | Reorganize the government apparatus

**INITIATIVE**
Assess the organization structure of government and determine if it meets current needs and make changes where needed

> Review and revise the current formation of each ministry
> Conduct a personnel assessment for each ministry
> Address absenteeism
> Review and fill critical vacancies
> Review the dismissal policy

**INITIATIVE**
Define and strengthen the role of the Cabinet of the Minister Plenipotentiary

> Increase the function and the responsibilities of the Minister Plenipotentiary
> Improve the image and influence of the Cabinet of the Minister Plenipotentiary
> Complete the integration of the Cabinet of the Minister Plenipotentiary into the National ordinance structure and organization of national government (*Landsverordening inrichting en organisatie landsoverheid* - LIOL)
> Develop a vision and strategy for the functioning of the Cabinet of the Minister Plenipotentiary

**INITIATIVE**
Restructure Stichting Overheidsgebouwen (Foundation Government Buildings)

**INITIATIVE**
Address Personnel and Organization concerns

> Revisit the *Landsverdeling Materieel Ambtenarenrecht* ([LMA] National ordinance substantive civil servants law)
> Restructure Personnel and Organization
> Renegotiate Arbo services

**INITIATIVE**
Execute the yearly performance evaluation cycle of civil servants starting at the Secretary General level

> Evaluate, simplify and improve the current performance assessments system
> Roll out the periodic evaluation plan within government
INITIATIVE
Empowerment of civil servants and organizational improvement

> Provide introduction courses to government for ministers and support staff
> Empower the leadership level
> Implement the employee training program

THEME | Transparency, Integrity, and Accountability

INITIATIVE
Conduct internal reviews / assessments of decisions taken by previous government(s)

INITIATIVE
Implement the Integrity Chamber

> Put a structure in place and staff the chamber
> Appoint the Sint Maarten member and finalize the appointment of the joint member to head the chamber
> Implement policies and procedures

INITIATIVE
Improve the accountability of ministers to parliament

> Provide periodical progress report of plans to Parliament
> Foster an improved relationship between Parliament and the Council of Ministers

INITIATIVE
Execute electoral reform

> Establish a committee to execute electoral reform
> Review and adjust rules, regulations and policy pertaining to article 59 of the Constitution
> Change the procedures for endorsing political parties and establish anonymous endorsements
> Review and implement the changes in the Election Ordinance, the National ordinance registration and finances of political parties as proposed by the Central Voting Bureau and the Electoral Council

INITIATIVE
Follow up on the recommendations of the Integrity reports

> Review recommendations
> Reinstate the Project Bureau Integrity
### INITIATIVE
**Promote transparency and create awareness within government and government institutions**

- Inform the public about the recovery program and its funding
- Intensify internal monitoring, accountability and communication (internal and external) of the governing program and other projects
- Publish all public records on the government website
- Publish financial statements of government and government owned companies, ZBO and foundations
- Organize joint awareness programs with the high council of states and other advisory bodies
- Review and establish proper policies for rendering legal services to government and government owned companies

### INITIATIVE
**Clarify and streamline the authority and policies around “caretaker (demissionair) government”**

### THEME | Good Governance

#### INITIATIVE
**Review the role, policy and staffing of the National Security Sint Maarten (Veiligheidsdienst Sint Maarten (VDSM))**

- Implement legislation and policies with regards to screening
- Define the role of VDSM
- Review policy of VDSM
- Formalize the staffing of the VDSM

#### INITIATIVE
**Address findings by Ombudsman based on the survey of civil servants “on obstacles to good governance”**

#### INITIATIVE
**Promote Corporate Governance**

- Strengthen and utilize the Corporate Governance Council
- Enforce the Corporate Governance Legislation
<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>Strengthen the relationship with government owned companies, foundations and ZBO’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;</td>
<td>Thoroughly execute the role as shareholder of Government Owned Companies, Foundations and ZBO’s</td>
</tr>
<tr>
<td>&gt;</td>
<td>Provide appropriate expertise and support to the shareholder and ministers in executing their tasks and understanding their responsibilities</td>
</tr>
<tr>
<td>&gt;</td>
<td>Provide introduction training on corporate governance to shareholders, supervisory boards and management boards</td>
</tr>
<tr>
<td>&gt;</td>
<td>Align the articles of incorporation, procedures, policies and cost structures across the government owned companies, ZBO’s and Foundation</td>
</tr>
<tr>
<td>&gt;</td>
<td>Review the Subsidy policy</td>
</tr>
<tr>
<td>&gt;</td>
<td>Comply with financial accountability requirements</td>
</tr>
<tr>
<td>&gt;</td>
<td>Facilitate collaboration between government owned companies</td>
</tr>
<tr>
<td>&gt;</td>
<td>Support national products and services of government owned companies as priority (buy your own products)</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>THEME</th>
<th>Budget, financial reporting and financial accountability</th>
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<tr>
<td>INITIATIVE</td>
<td>Reduce cost</td>
</tr>
<tr>
<td>&gt;</td>
<td>Review the possibilities to optimize the use of government vehicles by introducing car pooling</td>
</tr>
<tr>
<td>&gt;</td>
<td>Rationalize travel expenses</td>
</tr>
<tr>
<td>&gt;</td>
<td>Freeze personnel cost</td>
</tr>
</tbody>
</table>

| INITIATIVE | Explore additional income generating measures |
| >          | Generate revenue from government parking lots in Philipsburg |

<p>| INITIATIVE | Promote financial responsibility |
| &gt;          | Give financial mandate to lower level functionaries within government |</p>
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<td>Review and modernize IT operations and technology</td>
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<td>&gt;</td>
<td>Set up an IT vision and policy</td>
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<td>Assess the IT department and develop an IT strategy</td>
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<td>&gt;</td>
<td>Reorganize the IT department and move under responsibility of the ministry of Finance</td>
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<tr>
<td>&gt;</td>
<td>Address integrity and the governance of IT</td>
</tr>
<tr>
<td>&gt;</td>
<td>Introduce and enforce security policies and align with privacy regulations and laws</td>
</tr>
<tr>
<td>&gt;</td>
<td>Synchronizing the IT systems between ministries</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Clean up, synchronize and secure all data registries</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Improve government communication</td>
</tr>
<tr>
<td>&gt;</td>
<td>Develop a centralized government identity &amp; branding program</td>
</tr>
<tr>
<td>&gt;</td>
<td>Introduce a user friendly government website</td>
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<td>&gt;</td>
<td>Develop a communication policy</td>
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<td>&gt;</td>
<td>Create a central communication infrastructure</td>
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<tr>
<td>&gt;</td>
<td>Make all legislation accessible online in both official languages</td>
</tr>
<tr>
<td>&gt;</td>
<td>Review and restructure the communication department</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Relocate the main Public Service Center and all other service departments under one roof</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Establish more Public Service Center outlets within the community (wish)</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Modernize the Civil Registry</td>
</tr>
<tr>
<td>&gt;</td>
<td>Provide online public services</td>
</tr>
<tr>
<td>&gt;</td>
<td>Provide other ministries with access to the PIVA</td>
</tr>
<tr>
<td>&gt;</td>
<td>Introduce a unique ID number</td>
</tr>
</tbody>
</table>
### THEME | Strengthen cooperation with Saint Martin

**INITIATIVE**
Continue cooperation with Saint Martin

- Finalize the MOU on Taxi cooperation
- Realize the meteorological Radar in St. Peters
- Execute a strategic road network between Saint Martin and Sint Maarten
- Continue to stimulate and improve the working relationship in the health sector

**INITIATIVE**
Start new projects with Saint Martin

- Explore the harmonization of certain taxes between the two territories
- Initiate dialogue with Saint Martin on the landfill
- Review and update the tourism strategic master plan to respect the social, natural and cultural heritage of the island in collaboration with Saint Martin
- Sign a MOU on Public Transportation
- Promote cooperation between GEBE and EDF (Saint Martin)

**INITIATIVE**
Finalize ongoing inter-regional cooperation (EU sponsored) projects with Saint Martin

- Construct a Joint Waste Water Treatment Plant
- Realize the Belle Plaine Basin Flood Risk Prevention Program
- Continue the joint project of the Simpson Bay Lagoon

**INITIATIVE**
Discuss new initiatives with France and Saint Martin

- Synchronize disaster management with Saint Martin
- Address the treaties
- Synchronize health information management
- Develop a program to manage waste resulting from natural catastrophes
- Address the challenges in the maritime industry
- Join the Tsunami Advance Warning program
- Join the Geothermal & Digital Interconnection Hub project of the Leeward Islands
- Reinstall the CROSS antenna for maritime navigation and security in our region (wish)

**INITIATIVE**
Establish the Sint Maarten / Saint Martin United Council
### THEME | Kingdom Relations

**INITIATIVE**

**Strengthen governments’ relationship with The Netherlands**

- Strive for consensus on the Conflict Resolution Regulations *(Geschiedenregeling)*
- Utilize the Cabinet of the Minister Plenipotentiary more effectively
- Improve the relationship and cooperation with the Caribbean Kingdom Partners
- Establish joint disaster management cooperation
- Cooperate on the development of legislations
- Intensify the joint health cooperation discussion between the Islands
- Participate in the strategic agenda for the Kingdom
- Discuss the refugees situation with the Kingdom partners
- Analyze the benefit of Sint Maarten's participation in the UNHCR 1967 treaty and related conventions
- Review the humanitarian policy
- Develop legislation and policies for refugees and asylum seekers

### THEME | Foreign Affairs

**INITIATIVE**

**Finalize the border demarcation**

**INITIATIVE**

**Establish a closer working relationship with neighboring islands**

**INITIATIVE**

**Strengthen regional relationships**

- Maintain close relationships with the United Nations, International Monetary Fund, World Bank and other international organizations
- Utilize Sint Maarten’s the observer status to explore the benefits of Caricom (wish)
- Evaluate benefits of becoming a member of the Commonwealth Association of Integrity Commission and Anti-Corruption Bodies (wish)
- Establish a relationship with the Organization of Eastern Caribbean States (OECS) (wish)
# Safety & security

<table>
<thead>
<tr>
<th>THEME</th>
<th>Improve safety facilities and resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Upgrade the fire department with new equipment and expand the facilities</td>
</tr>
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<thead>
<tr>
<th>THEME</th>
<th>Strengthen the Justice chain</th>
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<tbody>
<tr>
<td>INITIATIVE</td>
<td>Review the organizational structure and personnel within the Ministry of Justice</td>
</tr>
</tbody>
</table>

> Reintegrate the justice human resources & personnel department into the general human resources and personnel department

<table>
<thead>
<tr>
<th>THEME</th>
<th>Protecting industries and communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Be more safety smart</td>
</tr>
</tbody>
</table>

> Assure protection and the privacy of personal information

| INITIATIVE | Set up an emergency response and evacuation program for the government administration building |

> Conduct periodic safety drills for the government administration building

> Review the government administration building’s disaster management plan

> Place proper directional and information signs in and outside the building
## Health & social well-being

### THEME | Eradication of poverty and inequality

**INITIATIVE**
Assess social welfare benefits

> Put social welfare on the agenda of the Kingdom

### THEME | Environment and urban planning

**INITIATIVE**
Promote the use of green energy for production of electricity and water for Sint Maarten's consumption

> Implement Green Energy at all government owned buildings, schools, sports and art facilities

> Stimulate Green Energy at all Government owned companies

> Implement water saving techniques at government facilities, schools, sports and art facilities

### THEME | Promote a resilient sense of community

**INITIATIVE**
Create sustainable communities

> Recognize and strengthen the community councils with mandates

> Establish emergency plans for the community centers

> Review and expand community awareness programs by Government

> Empower community councils and dialogue periodically with them to ensure their alignment with government initiatives

### THEME | Culture

**INITIATIVE**
Promote cultural events

> Create awareness by promoting our national identity
# Revive & restore

## THEME | Rebuild a vibrant economy

### INITIATIVE
Work with the Dutch embassies to explore opportunities to generate international trade and economic activities

## THEME | Promote economic growth

### INITIATIVE
Stimulate employment opportunities

- Attract skilled labor force on a temporary basis that is not locally available
- Encourage remigration of Sint Maarten students and professionals
- Establish a recruiting program and mentor our high potential talent for executive positions

## THEME | Diversify the economy to complement the tourism sector

### INITIATIVE
Accelerate the development of creative industries

- Seek regional and international funding for the creative industries
Restructuring government

**THEME | Reorganize the government apparatus**

**INITIATIVE**
Define and strengthen the role of the Cabinet of the Minister Plenipotentiary

- Increase the function and the responsibilities of the Minister Plenipotentiary
- Improve the image and influence of the Cabinet of the Minister Plenipotentiary
- Complete the integration of the Cabinet of the Minister Plenipotentiary into the National ordinance structure and organization of national government (*Landsverordening inrichting en organisatie landsoverheid* - LIOL)
- Develop a vision and strategy for the functioning of the Cabinet of the Minister Plenipotentiary

**THEME | Strengthen cooperation with Saint Martin**

**INITIATIVE**
Finalize ongoing inter-regional cooperation (EU sponsored) projects with Saint Martin

- Construct a Joint Waste Water Treatment Plant
- Realize the Belle Plaine Basin Flood Risk Prevention Program
- Continue the joint project of the Simpson Bay Lagoon

**INITIATIVE**
Discuss new initiatives with France and Saint Martin

- Synchronize disaster management with Saint Martin
- Address the treaties
- Synchronize health information management
- Develop a program to manage waste resulting from natural catastrophes
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- Join the Tsunami Advance Warning program
- Join the Geothermal & Digital Interconnection Hub project of the Leeward Islands
- Reinstall the CROSS antenna for maritime navigation and security in our region (wish)
**THEME | Kingdom Relations**

**INITIATIVE**
Strengthen governments’ relationship with The Netherlands

> Utilize the Cabinet of the Minister Plenipotentiary more effectively
National Recovery Program Bureau (NRPB)

Setting it right

<table>
<thead>
<tr>
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<th>Short term hurricane disaster preparedness</th>
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<tbody>
<tr>
<td>INITIATIVE</td>
<td>Reinforce the short term disaster preparedness operation</td>
</tr>
<tr>
<td>&gt;</td>
<td>Upgrade the Emergency Operation Center (EOC)</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Improve the disaster communication structure</td>
</tr>
<tr>
<td>&gt;</td>
<td>Acquire additional communication equipment</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Replace and repair damaged assets of the emergency response units</td>
</tr>
<tr>
<td>&gt;</td>
<td>Relocate the emergency dispatch station <em>(Centrale Post)</em> to the Fire Department command center</td>
</tr>
<tr>
<td>&gt;</td>
<td>Perform repairs to the Police station in Philipsburg and Simpson Bay</td>
</tr>
<tr>
<td>&gt;</td>
<td>Execute repairs to the Fire station and provide new equipment</td>
</tr>
<tr>
<td>&gt;</td>
<td>Procure new Ambulances</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Facilitate urgent home repairs</td>
</tr>
<tr>
<td>&gt;</td>
<td>Implement program to assist with the repair of damaged roofs and houses for the vulnerable</td>
</tr>
<tr>
<td>&gt;</td>
<td>Support the housing foundation with roof repairs</td>
</tr>
</tbody>
</table>
**INITIATIVE**

Perform island wide clean-up

> Develop a short-term, practical, temporary solution to minimize the health and environmental risks of the landfill

> Develop a short-term plan to remove the debris as soon as possible from the second landfill

> Expedite the clean-up campaign for the Simpson Bay Lagoon

> Develop debris processing plan

**INITIATIVE**

Execute an advanced disaster preparedness plan

> Execute urgent repairs of existing shelters and ensure adequate supplies

> Redefine and structure an advanced disaster clean-up plan

**INITIATIVE**

Restore and provide essentials, facilities and infrastructure

> Provide equipment and a temporary location for the Meteorological Department

> Ensure that GEBE replaces the damaged transformers

> Monitor the repair and replacement of damaged water storage tanks being executed by GEBE

> Execute urgent school repairs

**THEME | Doing it right, doing it better**

**INITIATIVE**

Evaluate and redefine the long term national disaster management plan

> Create a bunker for storing hurricane equipment and relief supplies

**REVIVE & RESTORE**

**THEME | Promote economic growth**

**INITIATIVE**

Stimulate employment opportunities

> Conduct training skills and social protection programs
THEME | Invest in Infrastructure

INITIATIVE
Realize the Philipsburg master plan

> Realize the library, the museum, the national archive and Simarc

Restructuring government

THEME | Strengthen cooperation with Saint Martin

INITIATIVE
Discuss new initiatives with France and Saint Martin

> Synchronize disaster management with Saint Martin

Safety & security

THEME | Improve safety facilities and resources

INITIATIVE
Ensure the restoration and improvement of street lighting

Health & social well-being

THEME | Promote a resilient sense of community

INITIATIVE
Diversify social housing programs

> Design new housing program
## Setting it right

### THEME | Redefine Sint Maarten

#### INITIATIVE

Finalize the National development plan (NDP) (10 - 20 year vision)

> Align the NDP and NRRP with the United Nation Sustainable Development Goals

### THEME | Short term hurricane disaster preparedness

#### INITIATIVE

Establish the management structure of the National Recovery Program Bureau for the recovery process

> Maintain and enhance the working relationship between Sint Maarten, The Netherlands and the World Bank

> Request additional support from the Dutch Ministry of Defense in preparation for the current hurricane season

#### INITIATIVE

Execute an advanced disaster preparedness plan

> Redefine and structure an advanced disaster clean-up plan

### THEME | Doing it right, doing it better

#### INITIATIVE

Evaluate and redefine the long term national disaster management plan

> Structure the assistance of the Kingdom partners and international organizations
<table>
<thead>
<tr>
<th>THEME</th>
<th>Rebuild a vibrant economy</th>
</tr>
</thead>
</table>

**INITIATIVE**
Focus on financial reconstruction

- Identify the priority projects to be funded by the Trust Fund and seek necessary additional funding
- Complete the tax reform program
- Establish a National Development Fund

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<table>
<thead>
<tr>
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<th>Rebuild a vibrant economy</th>
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</table>

**INITIATIVE**
Establish dialogue with the Central Bank on ways to stimulate our economy

- Strategize with the Bankers Association on ways to support the recovery of the economy
- Discuss progress with the Insurance Association

**INITIATIVE**
Rebuild a vibrant economy

- Revitalize the Economic Development Corporation (EDC) to expedite and manage the economic recovery
- Fast track critical legislation changes that supports recovery

**INITIATIVE**
Develop and execute a conditional tax incentive program for business

- Research and draft policy to execute a conditional tax incentive program for business
- Stimulate small and medium enterprise growth
- Finalize the establishment of a National Development Bank

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**INITIATIVE**
Establish a National Development Bank

- Finalize the establishment of a National Development Bank
## THEME | Destination revitalization

**INITIATIVE**  
Increase the room inventory and generate more revenue from tourism

- Explore the destination marketing benefits of AirBnB
- Address the business model of all-inclusive hotel properties

## THEME | Diversify the economy to complement the tourism sector

**INITIATIVE**  
Create a knowledge hub

- Introduce a SMART IT market

## THEME | Invest in Infrastructure

**INITIATIVE**  
Resume execution of the road network and public infrastructure development plan

- Establish a Road fund (Wegenfonds)

**INITIATIVE**  
Realize the Philipsburg master plan

- Realize the Sint Maarten parliament building

**INITIATIVE**  
Repair damaged public buildings and facilities

- Conduct repairs and maintenance at the Census & Receiver's Office (blue building) for temporary housing of the Receiver's Office
## Restructuring government

### THEME | Reorganize the government apparatus

**INITIATIVE**
Assess the organization structure of government and determine if it meets current needs and make changes where needed

- Address absenteeism

### THEME | Transparency, Integrity, and Accountability

**INITIATIVE**
Improve the accountability of ministers to parliament

- Provide periodical progress report of plans to Parliament
- Foster an improved relationship between Parliament and the Council of Ministers

**INITIATIVE**
Promote transparency and create awareness within government and government institutions

- Review and establish proper policies for rendering legal services to government and government owned companies

### THEME | Good Governance

**INITIATIVE**
Strengthen the local Central Bank
### THEME | Fiscal sustainability and compliance

**INITIATIVE**

**Strengthen the Tax Office**

- Review and assess the staffing of the Tax Office
- Integrate the Tax Inspectorate and the Receiver’s Office
- Implement an integrated IT tax system to improve compliance and the functioning of the organization as well as the services it provides to the general public
- Seek technical assistance and synchronize with parties in the Kingdom
- Provide for a building for the Tax Office

**INITIATIVE**

**Improve tax compliance**

- Execute regular onsite inspections and audits
- Comply with the OECD regulations for automatic exchange of data (CRS)
- Improve service levels to better assist the tax payers
- Strengthen data collection on import and export by implementing Asycuda

**INITIATIVE**

**Bring Customs department and Financial Intelligence Unit under the Ministry of Finance**

### THEME | Budget, financial reporting and financial accountability

**INITIATIVE**

**Improve the budget cycle**

**INITIATIVE**

**Reduce cost**

- Seek endorsement from parliament to reduce its salary contingent on performance
- Review and seek final decision on recommended cost cutting measurements and begin implementation

**INITIATIVE**

**Explore additional income generating measures**

- Generate revenue from government parking lots in Philipsburg
- Implement a tax on tobacco and alcohol
### Improve financial management

- Execute strategic liquidity management
- Strengthen the financial positions within government
- Reduce government's debt to SZV and APS
- Improve legislation regarding financial management
- Centralize the financial controller functions under the responsibility of the Ministry of Finance
- Adhere to strict purchase order policies
- Establish a capital investment policy

### INITIATIVE
**Promote financial responsibility**

- Give financial mandate to lower level functionaries within government
- Establish an internal auditing department
- Follow up on the reports of the Audit Chamber and the SOAB on the BTP

### INITIATIVE
**Enhance financial reporting**

- Finalize all outstanding yearly financial statements of Government
- Recommend that parliament review and approve all outstanding annual statements of government and high councils of state
- Centralize the audits of government funded institutions
- Comply with financial reporting regulations
- Follow up on findings and recommendations for proper financial reporting by SOAB, General Audit Chamber and the Commission financial supervision (Cft)

### THEME | Address financial legislation, policies and agreements

**INITIATIVE**
**Address casino regulations**

- Finalize the legislation of the Casino and Gaming Control Board
- Implement the Gaming Control Board

**INITIATIVE**
Revisit the concession agreement of the Port St. Maarten and the Simpson Bay Lagoon Authority Corporation (SLAC)
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<td>Start new projects with Saint Martin</td>
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<td>Explore the harmonization of certain taxes between the two territories</td>
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<th>Kingdom Relations</th>
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<tr>
<td>INITIATIVE</td>
<td>Improve the relationship and cooperation with the Caribbean Kingdom Partners</td>
</tr>
<tr>
<td>&gt;</td>
<td>Address the double taxation with the leeward island partners</td>
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<td>INITIATIVE</td>
<td>Strengthen regional relationships</td>
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<td>&gt;</td>
<td>Maintain close relationships with the United Nations, International Monetary Fund, World Bank and other international organizations</td>
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Health & social well-being

THEME | Environment and urban planning

INITIATIVE
Promote the use of green energy for production of electricity and water for Sint Maarten’s consumption

> Stimulate Green Energy at all Government owned companies
Ministry of Justice

Setting it right

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<tr>
<th>THEME</th>
<th>Redefine Sint Maarten</th>
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<td>INITIATIVE</td>
<td>Finalize the National development plan (NDP) (10 - 20 year vision)</td>
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<td>Establish the management structure of the National Recovery Program Bureau for the recovery process</td>
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<td>Request additional support from the Dutch Ministry of Defense in preparation for the current hurricane season</td>
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</tbody>
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| INITIATIVE | Reinforce the short term disaster preparedness operation |
| > | Ensure safety and security |

| INITIATIVE | Replace and repair damaged assets of the emergency response units |
| > | Relocate the emergency dispatch station (Centrale Post) to the Fire Department command center |
| > | Perform repairs to the Police station in Philipsburg and Simpson Bay |
| > | Provide short term reinforcement for the police force and Custom with workforce, expertise, tools and equipment from the Kingdom and Suriname |

| INITIATIVE | Restore and provide essentials, facilities and infrastructure |
| > | Execute repairs to the Prison |
Revive & restore

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<th>Rebuild a vibrant economy</th>
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<td>INITIATIVE</td>
<td>Revitalize the Economic Development Corporation (EDC) to expedite and manage the economic recovery</td>
</tr>
<tr>
<td>&gt;</td>
<td>Expedite the permits and licenses issuing process</td>
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<td>&gt;</td>
<td>Fast track critical legislation changes that supports recovery</td>
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<tr>
<td>INITIATIVE</td>
<td>Review and strengthen the Statistics Department</td>
</tr>
<tr>
<td>&gt;</td>
<td>Modernize the collection of passenger arrival and departure data</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>THEME</th>
<th>Destination revitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Restore and improve functioning of the aviation sector</td>
</tr>
<tr>
<td>&gt;</td>
<td>Finalize the USA pre-clearance plan</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Strengthen the maritime facilities and services</td>
</tr>
<tr>
<td>&gt;</td>
<td>Establish clarity on the visa policy for the maritime sector</td>
</tr>
<tr>
<td>&gt;</td>
<td>Review immigration legislation within the maritime industry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THEME</th>
<th>Support economic development and promote the tourism industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Stimulate tourism knowledge training and awareness programs</td>
</tr>
<tr>
<td>&gt;</td>
<td>Train all government officials who have (first) contact with our tourists</td>
</tr>
</tbody>
</table>
## Restructuring government

### THEME | Transparency, Integrity, and Accountability

**INITIATIVE**
Improve the accountability of ministers to parliament

- Provide periodical progress report of plans to Parliament
- Foster an improved relationship between Parliament and the Council of Ministers

**INITIATIVE**
Promote transparency and create awareness within government and government institutions

- Review and establish proper policies for rendering legal services to government and government owned companies

### THEME | Fiscal sustainability and compliance

**INITIATIVE**
Bring Customs department and Financial Intelligence Unit under the Ministry of Finance

### THEME | Address financial legislation, policies and agreements

**INITIATIVE**
Address casino regulations

- Finalize the legislation of the Casino and Gaming Control Board
- Implement the Gaming Control Board

### THEME | E-government, public services and communication

**INITIATIVE**
Clean up, synchronize and secure all data registries
### Theme | Kingdom Relations

**Initiative**
Discuss the refugees situation with the Kingdom partners

- Analyze the benefit of Sint Maarten's participation in the UNHCR 1967 treaty and related conventions
- Review the humanitarian policy
- Develop legislation and policies for refugees and asylum seekers

### Safety & Security

**Theme | Improve safety facilities and resources**

**Initiative**
Upgrade the facilities within the justice chain

- Upgrade and improve the Police Stations
- Review and assess accommodation for Customs officers and provide tools and equipment
- Repair and upgrade the Miss Lalie Center
- Update the Simpson Bay detention center (border hospice)
- Repair the Justice Academy
- Realize the plans for establishing the Justice Institute of Sint Maarten
- Explore the possibilities for relocating the office of the Common Court of Justice

**Initiative**
Modernize the Prison system

- Build a new prison facility[s] to meet the local needs in compliance with international standards and treaties
- Strengthen, equip and train the management and staff
- Provide educational programs in skill building and psychological help for prisoners

**Initiative**
Supply the police with proper tools and equipment

- Recruit local police officers
- Structurally reinforce the police force with manpower, expertise, tools and equipment from the Kingdom and Suriname
THEME | Strengthen the Justice chain

INITIATIVE
Review the organizational structure and personnel within the Ministry of Justice

> Strengthen the leadership and management within the justice chain
> Reintegrate the justice human resources & personnel department into the general human resources and personnel department
> Finalize the Regulations governing legal positions within the Ministry of Justice (Rechtspositieregalingen)
> Finalize the restructuring discussion regarding Foundation Judicial Institutes St. Maarten (SJIB/SJIS), the Court of Guardianship and Miss Lalie Center
> Review the separation of the Immigration and Police duties
> Strengthen the expertise and leadership within the Immigration and Border Control Services
> Finalize the establishment of the Victims Unit

INITIATIVE
Address immigration policy and procedures

> Monitor the Border control agreement made with the Kingdom
> Review the immigration policy
> Enforce the immigration regulations in an expeditious and humane manner
> Combat corruption within immigration
> Implement an automated permit system
> Review the possibility of establishing a legal path to citizenship / residency for children born in Sint Maarten to undocumented parents

INITIATIVE
Address Coast Guard improvements

> Discuss with the Dutch Ministry of Defense the phase-out program for Coast Guard personnel into other departments of the Justice Chain
> Strengthen the Coast Guard's relationship between the Ministry of Justice
THEME | Protecting industries and communities

INITIATIVE
Develop a National Safety and Security plan

> Implement a zero-tolerance policy on crime
> Deploy more blue on the street
> Better equip and train community Police officers
> Finalize and extend the camera project
> Combat cyber crime
> Include the General Data Protection Regulation (GDPR) in the Privacy law

INITIATIVE
Mitigate youth delinquency and dropout

> Address issues related to youth delinquency
> Develop a public-private partnership for creating mentoring and training programs
> Explore the establishment of a local military program

INITIATIVE
Manage the parallel imports and counterfeit market

> Combat illegal activities in the parallel imports market

INITIATIVE
Be more safety smart

> Organize general awareness programs to protect data and private information

Health & social well-being

THEME | Eradication of poverty and inequality

INITIATIVE
Assess and address the health, education and immigration needs of the undocumented residents

THEME | Environment and urban planning

INITIATIVE
Promote the use of green energy for production of electricity and water for Sint Maarten's consumption

> Stimulate Green Energy at all Government owned companies
Ministry of Education, Culture, Youth & Sports (ECYS)

Setting it right

**THEME | Redefine Sint Maarten**

**INITIATIVE**
Finalize the National development plan (NDP) (10 - 20 year vision)

- Define the Sint Maarten identity and core culture
- Align the NDP and NRRP with the United Nation Sustainable Development Goals

**THEME | Short term hurricane disaster preparedness**

**INITIATIVE**
Restore and provide essentials, facilities and infrastructure

- Execute urgent school repairs

**THEME | Doing it right, doing it better**

**INITIATIVE**
Reconstruct according to sustainable standards

- Rebuild and repair schools to be disaster ready
<table>
<thead>
<tr>
<th>THEME</th>
<th>Rebuild a vibrant economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Revitalize the Economic Development Corporation (EDC) to expedite and manage the economic recovery</td>
</tr>
<tr>
<td>&gt;</td>
<td>Fast track critical legislation changes that supports recovery</td>
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<thead>
<tr>
<th>THEME</th>
<th>Promote economic growth</th>
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<tbody>
<tr>
<td>INITIATIVE</td>
<td>Stimulate employment opportunities</td>
</tr>
<tr>
<td>&gt;</td>
<td>Adapt the education curriculum to meet labor market needs</td>
</tr>
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<table>
<thead>
<tr>
<th>THEME</th>
<th>Address Youth unemployment</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>&gt; Provide and expand vocational training</td>
</tr>
<tr>
<td>&gt;</td>
<td>Create employment opportunities for young adults</td>
</tr>
<tr>
<td>&gt;</td>
<td>Define and recognize patron companies</td>
</tr>
<tr>
<td>&gt;</td>
<td>Stimulate entrepreneurship and mentorship programs for young adults</td>
</tr>
</tbody>
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<tr>
<th>THEME</th>
<th>Support economic development and promote the tourism industry</th>
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<tr>
<td>INITIATIVE</td>
<td>Stimulate tourism knowledge training and awareness programs</td>
</tr>
<tr>
<td>&gt;</td>
<td>Include national awareness in school curriculum</td>
</tr>
<tr>
<td>Initiate</td>
<td>Develop and structurally promote community based tourism (CBT)</td>
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<tr>
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</tr>
<tr>
<td></td>
<td>&gt; Restore and redevelop bird watching facilities</td>
</tr>
<tr>
<td></td>
<td>&gt; Develop the Sucker Garden Salt Mills (wish)</td>
</tr>
<tr>
<td></td>
<td>&gt; Restore of the Salt Factory (wish)</td>
</tr>
<tr>
<td></td>
<td>&gt; Promote local entrepreneurship to enhance Sint Maarten's cultural heritage</td>
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<table>
<thead>
<tr>
<th>Theme</th>
<th>Diversify the economy to complement the tourism sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate</td>
<td>Develop Sports tourism</td>
</tr>
<tr>
<td>Initiate</td>
<td>Accelerate the development of creative industries</td>
</tr>
<tr>
<td></td>
<td>&gt; Restructure and reposition the film commission</td>
</tr>
<tr>
<td></td>
<td>&gt; Develop and implement legislation and policies for creative industries</td>
</tr>
<tr>
<td></td>
<td>&gt; Expand the John Larmonie Center</td>
</tr>
<tr>
<td></td>
<td>&gt; Support creative talent development</td>
</tr>
<tr>
<td></td>
<td>&gt; Seek regional and international funding for the creative industries</td>
</tr>
<tr>
<td></td>
<td>&gt; Support the establishment of the Artists Guild (wish)</td>
</tr>
<tr>
<td></td>
<td>&gt; Realize a self-sustaining performing arts and convention center (wish)</td>
</tr>
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<table>
<thead>
<tr>
<th>Initiative</th>
<th>Create a knowledge hub</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&gt; Introduce a SMART IT market</td>
</tr>
<tr>
<td></td>
<td>&gt; Develop programs to train the tourism sector to master multiple languages</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Theme</th>
<th>Invest in Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate</td>
<td>Realize the Philipsburg master plan</td>
</tr>
<tr>
<td></td>
<td>&gt; Realize the library, the museum, the national archive and Simarc</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiate</th>
<th>Improve Telecom and the Internet accessibility and connectivity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&gt; Ensure reliable Internet access for students at all schools and after school programs</td>
</tr>
</tbody>
</table>
Restructuring government

**THEME** | Transparency, Integrity, and Accountability

**INITIATIVE**
Improve the accountability of ministers to parliament

- Provide periodical progress report of plans to Parliament
- Foster an improved relationship between Parliament and the Council of Ministers

**INITIATIVE**
Promote transparency and create awareness within government and government institutions

- Review and establish proper policies for rendering legal services to government and government owned companies

**THEME** | E-government, public services and communication

**INITIATIVE**
Clean up, synchronize and secure all data registries

Safety & security

**THEME** | Protecting industries and communities

**INITIATIVE**
Mitigate youth delinquency and dropout

- Address issues related to youth delinquency
- Develop a public-private partnership for creating mentoring and training programs
- Provide delinquency prevention programs in schools
### Health & social well-being

**THEME | Eradication of poverty and inequality**

**INITIATIVE**
Improve financial welfare

- Expand afternoon school programs

**INITIATIVE**
Assess and address the health, education and immigration needs of the undocumented residents

**THEME | Modernize the approach to education**

**INITIATIVE**
Establish a *Raad van Onderwijs en Arbeid* (ROA)

**INITIATIVE**
Accelerate the Education legislation agenda

- Finalize the Early Childhood Development legislation and policy to define access and quality standards for daycare centers
- Finalize the National Ordinance on Higher Education

**INITIATIVE**
Innovate the curriculum and learning environment

- Improve the curriculum
- Improve the learning and teaching environment in schools
- Accommodate students with special needs
- Stimulate learning outside the classroom
- Promote schools as democratic institutions
- Promote STEAM - Science, Technology, Engineering, Art and Math

**INITIATIVE**
Stimulate lifelong learning, for Sint Maarten to become an information society

- Enhance open access to lifelong learning
- Diversify training programs that will benefit the socio-economic development
- Roll out the Learning City project of UNESCO
**INITIATIVE**
Monitor and improve quality, standards and performance of teaching staff and students

**INITIATIVE**
Create a knowledge and cultural center in Philipsburg

- Ensure that USM becomes a self sustained university, with a key focus on becoming the nucleus for national and international development
- Study the expansion of the university and the performance arts and culture center
- Revisit the Philipsburg Cultural and Community Center plan
- Seek international funding and partnerships for the knowledge and cultural center

**INITIATIVE**
Promote a career in education

- Make working in Sint Maarten attractive for teachers
- Stimulate interest in teaching from early childhood
- Introduce re-schooling programs and financing options to attract teachers and educational staff

**THEME | Environment and urban planning**

**INITIATIVE**
Promote the use of green energy for production of electricity and water for Sint Maarten’s consumption

- Implement Green Energy at all government owned buildings, schools, sports and art facilities
- Stimulate Green Energy at all Government owned companies
- Implement water saving techniques at government facilities, schools, sports and art facilities

**THEME | Promote a resilient sense of community**

**INITIATIVE**
Restoring a strong social fabric

- Strengthen the pride of the population
- Promote more “Made in Sint Maarten” craft / mass production
- Promote our cultural events
<table>
<thead>
<tr>
<th>THEME</th>
<th>Sports</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Promote youth development</td>
</tr>
<tr>
<td>&gt;</td>
<td>Ensure that our youth are better engaged in community development</td>
</tr>
<tr>
<td>&gt;</td>
<td>Study the development of an after-school youth city</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Develop sports policies and sports programs</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Strengthen the National Sports Institute</td>
</tr>
<tr>
<td>&gt;</td>
<td>Complete the reorganization of the Sports Sector</td>
</tr>
<tr>
<td>&gt;</td>
<td>Monitor the functioning of the National Sports Institute</td>
</tr>
<tr>
<td>&gt;</td>
<td>Encourage public private partnership</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Develop sports facilities and promote sports tourism activities</td>
</tr>
<tr>
<td>&gt;</td>
<td>Accommodate after school program for the youth in our sports facilities</td>
</tr>
<tr>
<td>&gt;</td>
<td>Upgrade the Raoul Illidge Sports Complex</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Recognize national sports</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Stimulate national sports competitions within schools and the community</td>
</tr>
<tr>
<td>&gt;</td>
<td>Establish relationship with FIBA and FIFA</td>
</tr>
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<table>
<thead>
<tr>
<th>THEME</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Develop a cultural policy that would preserve and promote the island’s culture</td>
</tr>
<tr>
<td>&gt;</td>
<td>Develop a policy, review ownership, sustainability and expansion of statutes</td>
</tr>
</tbody>
</table>
### INITIATIVE
**Strengthen Carnival as a cultural event**

> Ensure branding and promotion of the 50-years anniversary celebration of Carnival
> Cultivate a youth friendly, safe and decent event
> Enhance the accessibility for the community
> Develop extra-curricular programs and activities in schools and after school programs to engage the youth

### INITIATIVE
**Promote Christian Heritage**

> Ensure that the five annual national ecumenical services are upheld

### INITIATIVE
**Promote cultural events**

> Create awareness by promoting our national identity
> Develop community and district initiatives
> Examine trends to identify new niche cultural attractions
> Conduct a feasibility study to introduce a cultural pass to increase community access

### INITIATIVE
**Finalize the monument tracking project**
Setting it right

### THEME | Redefine Sint Maarten

**INITIATIVE**
Finalize the National development plan (NDP) (10 - 20 year vision)

- Align the NDP and NRRP with the United Nation Sustainable Development Goals

### THEME | Short term hurricane disaster preparedness

**INITIATIVE**
Replace and repair damaged assets of the emergency response units

- Procure new Ambulances

**INITIATIVE**
Facilitate urgent home repairs

- Implement program to assist with the repair of damaged roofs and houses for the vulnerable

**INITIATIVE**
Perform island wide clean-up

- Develop a short-term, practical, temporary solution to minimize the health and environmental risks of the landfill
INITIATIVE
Restore and provide essentials, facilities and infrastructure

> Ensure that the utilities companies, ports, first responders and other strategic assets, meet essential infrastructure requirements

THEME | Doing it right, doing it better

INITIATIVE
Evaluate and redefine the long term national disaster management plan

> Create a bunker for storing hurricane equipment and relief supplies

> Set up well equipped and properly constructed (multi-purpose) shelters for the next hurricane season

INITIATIVE
Implement a waste-authority within GEBE

> Define and include health codes for waste management in building permits

Revive & restore

THEME | Rebuild a vibrant economy

INITIATIVE
Revitalize the Economic Development Corporation (EDC) to expedite and manage the economic recovery

> Fast track critical legislation changes that supports recovery

THEME | Promote economic growth

INITIATIVE
Finalize the Labor reform plan

> Execute the consensus document of the labor tri partite
### Theme: Stimulate employment opportunities

**Initiative:**
Stimulate employment opportunities

- Fund the hospitality training program
- Conduct training skills and social protection programs
- Attract skilled labor force on a temporary basis that is not locally available

### Theme: Support economic development and promote the tourism industry

**Initiative:**
Stimulate tourism knowledge training and awareness programs

- Involve community councils in providing national awareness programs

### Theme: Diversify the economy to complement the tourism sector

**Initiative:**
Further develop medical tourism

- Develop medical tourism that benefits the medical needs of the population

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**Restructuring government**

### Theme: Transparency, Integrity, and Accountability

**Initiative:**
Improve the accountability of ministers to parliament

- Provide periodical progress report of plans to Parliament
- Foster an improved relationship between Parliament and the Council of Ministers

**Initiative:**
Promote transparency and create awareness within government and government institutions

- Review and establish proper policies for rendering legal services to government and government owned companies
### THEME | Fiscal sustainability and compliance

**INITIATIVE**
Improve tax compliance

- Execute regular onsite inspections and audits

### THEME | E-government, public services and communication

**INITIATIVE**
Clean up, synchronize and secure all data registries

### THEME | Strengthen cooperation with Saint Martin

**INITIATIVE**
Continue cooperation with Saint Martin

- Continue to stimulate and improve the working relationship in the health sector

**INITIATIVE**
Discuss new initiatives with France and Saint Martin

- Synchronize health information management

### THEME | Kingdom Relations

**INITIATIVE**
Improve the relationship and cooperation with the Caribbean Kingdom Partners

- Intensify the joint health cooperation discussion between the Islands

### THEME | Foreign Affairs

**INITIATIVE**
Strengthen regional relationships

- Continue the relationship with healthcare partners including Pan-American Health Organization
Safety & security

THEME | Protecting industries and communities

INITIATIVE
Mitigate youth delinquency and dropout

> Address issues related to youth delinquency

INITIATIVE
Manage the parallel imports and counterfeit market

> Introduce legislation and policy to address the counterfeit and the parallel imports market

Health & social well-being

THEME | Health City

INITIATIVE
Construct a new Hospital

INITIATIVE
Execute Healthcare Reform

> Draft the healthcare vision and legislation
> Revise the Healthcare Advisory Council (Gezondheidsraad)
> Define the level of healthcare for Sint Maarten
> Improve the medical referrals process by establishing a Medical Bureau
> Attract healthcare professionals in line with the needs

INITIATIVE
Regulate the financing of healthcare

> Introduce a basic health care package for all citizens (universal health coverage)
> Determine supplemental health care packages
> Lower prescriptions drug cost
INITIATIVE
Review the registration of healthcare workers

> Amend the legislation and policy governing the qualification of healthcare workers (Toelatingseisen)
> Implement a healthcare certification program (Sint Maarten version of BIG)

INITIATIVE
Manage the “flow” of healthcare information

INITIATIVE
Stimulate cooperation and partnerships within the Health sector

> Implement a joint training program between the Sint Maarten Medical Center and the American University of the Caribbean
> Improve the alignment of the stakeholders in the medical care

INITIATIVE
Implement additional healthcare programs

> Build an adequate Mental Health facility
> Strengthen and expand the home care program to assist elderly and the physically challenged to receive support at home
> Institute a rehabilitation center as part of the Hospital
> Establish a high security psychiatric department (PAAS)
> Strengthen the Mother and Child program (kraamzorg)

THEME | Eradication of poverty and inequality

INITIATIVE
Initiate and enforce a fair price control during the recovery period

> Establish fair labor charges for skilled local workers

INITIATIVE
Execute digital mapping of the community

> Collect social data

INITIATIVE
Assess social welfare benefits

> Review the possibility of increasing the old age pension payment
> Explore alternative pension scheme
> Continue the basic voucher program and evolve into a material voucher program combined with quality supervision of the program
**INITIATIVE**
Improve financial welfare

> Continue the Cash for Work program (PIERS) and provide insurance

**INITIATIVE**
Assess and address the health, education and immigration needs of the undocumented residents

**THEME | Environment and urban planning**

**INITIATIVE**
Promote the use of green energy for production of electricity and water for Sint Maarten’s consumption

> Stimulate Green Energy at all Government owned companies

**THEME | Improve healthy living conditions**

**INITIATIVE**
Increase preventive healthcare and awareness

> Expand the comprehensive diabetic care program

> Control high risk diseases by distributing extensive information to the public and continue education for medical professionals

**INITIATIVE**
Discuss with the stakeholders how to realize happy and healthier workers

**INITIATIVE**
Continue the Inspection of water, food and occupational safety

**THEME | Promote a resilient sense of community**

**INITIATIVE**
Create sustainable communities

> Establish emergency plans for the community centers

> Empower community councils and dialogue periodically with them to ensure their alignment with government initiatives

**INITIATIVE**
Diversify social housing programs

> Establish special housing for the elderly and physically challenged
Ministry of Tourism, Economic Affairs, Traffic and Telecommunications (TEATT)

Setting it right

**THEME | Redefine Sint Maarten**

**INITIATIVE**
Finalize the National development plan (NDP) (10-20 year vision)

> Define the Sint Maarten identity and core culture

> Align the NDP and NRRP with the United Nation Sustainable Development Goals

> Conduct a population Census

> Develop an urbanization plan for Sint Maarten

**THEME | Short term hurricane disaster preparedness**

**INITIATIVE**
Perform island wide clean-up

> Expedite the clean-up campaign for the Simpson Bay Lagoon
INITIATIVE
Execute an advanced disaster preparedness plan

> Urge critical businesses to incorporate a disaster preparedness plan as part of their business which we will evaluate

> Develop a risk mitigation plan for protecting key sectors and areas

INITIATIVE
Restore and provide essentials, facilities and infrastructure

> Provide equipment and a temporary location for the Meteorological Department

> Ensure that the utilities companies, ports, first responders and other strategic assets, meet essential infrastructure requirements

THEME | Doing it right, doing it better

INITIATIVE
Focus on financial reconstruction

> Establish a National Development Fund

Revive & restore

THEME | Rebuild a vibrant economy

INITIATIVE
Create and implement an economic recovery plan

> Review and update current economic plan

INITIATIVE
Establish dialogue with the Central Bank on ways to stimulate our economy

> Strategize with the Bankers Association on ways to support the recovery of the economy

> Discuss progress with the Insurance Association
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<thead>
<tr>
<th>INITIATIVE</th>
<th>Revitalize the Economic Development Corporation (EDC) to expedite and manage the economic recovery</th>
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<tbody>
<tr>
<td></td>
<td>&gt; Revisit and reinstate the Economic Development Cooperation (EDC)</td>
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<tr>
<td></td>
<td>&gt; Expedite the permits and licenses issuing process</td>
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<tr>
<td></td>
<td>&gt; Fast track critical legislation changes that supports recovery</td>
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<tr>
<td>INITIATIVE</td>
<td>Develop and execute a conditional tax incentive program for business</td>
</tr>
<tr>
<td></td>
<td>&gt; Research and draft policy to execute a conditional tax incentive program for business</td>
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<tr>
<td></td>
<td>&gt; Set up an incentive program to assist hotels with reopening</td>
</tr>
<tr>
<td></td>
<td>&gt; Stimulate small and medium enterprise growth</td>
</tr>
<tr>
<td>INITIATIVE</td>
<td>Establish a National Development Bank</td>
</tr>
<tr>
<td></td>
<td>&gt; Create facilities to grant local entrepreneurs soft loans</td>
</tr>
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**THEME | Promote economic growth**

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<tr>
<th>INITIATIVE</th>
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<td>&gt; Conduct training skills and social protection programs</td>
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<td>&gt; Adapt the education curriculum to meet labor market needs</td>
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<th>INITIATIVE</th>
<th>Review and strengthen the Statistics Department</th>
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<tr>
<td></td>
<td>&gt; Intensify data collection and processing efforts</td>
</tr>
<tr>
<td></td>
<td>&gt; Make use of collected data to stimulate employment</td>
</tr>
<tr>
<td></td>
<td>&gt; Support other departments with their research requirements and share statistical data to help them function efficiently</td>
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<tr>
<td></td>
<td>&gt; Modernize the collection of passenger arrival and departure data</td>
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<tr>
<th>INITIATIVE</th>
<th>Revisit the carrying capacity plan</th>
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</table>
### Theme | Destination revitalization

**Initiative**

<table>
<thead>
<tr>
<th>Restore and improve functioning of the aviation sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Seek reclassification of the airport to Category 1-rating</td>
</tr>
<tr>
<td>&gt; Finalize the USA pre-clearance plan</td>
</tr>
<tr>
<td>&gt; Ensure that Sint Maarten maintain its hub function</td>
</tr>
<tr>
<td>&gt; Evaluate the feasibility of Winair as a national product</td>
</tr>
<tr>
<td>&gt; Finalize the establishment of the Airline Development Committee</td>
</tr>
<tr>
<td>&gt; Execute the cruise conversion program (wish)</td>
</tr>
</tbody>
</table>

**Initiative**

<table>
<thead>
<tr>
<th>Increase the room inventory and generate more revenue from tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Explore the destination marketing benefits of AirBnB</td>
</tr>
<tr>
<td>&gt; Address the business model of all-inclusive hotel properties</td>
</tr>
</tbody>
</table>

**Initiative**

<table>
<thead>
<tr>
<th>Strengthen the maritime facilities and services</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Regulate and monitor the overall ferry services</td>
</tr>
<tr>
<td>&gt; Review immigration legislation within the maritime industry</td>
</tr>
</tbody>
</table>

**Initiative**

<table>
<thead>
<tr>
<th>Review possibilities of restructuring the department of Civil Aviation, Shipping and Maritime Affairs into two separate Independent Administrative Bodies</th>
</tr>
</thead>
</table>

### Theme | Support economic development and promote the tourism industry

**Initiative**

<table>
<thead>
<tr>
<th>Intensify destination branding programs to improve Sint Maarten’s image</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Stimulate entrepreneurship by supporting local products and services</td>
</tr>
<tr>
<td>&gt; Conduct research on the benefits of making the purchase of local products mandatory in the tourism sector</td>
</tr>
<tr>
<td>&gt; Continue and review the use of the marketing and pr representation firms located in USA, Canada, South America and BeNeLux</td>
</tr>
</tbody>
</table>
INITIATIVE
Develop the market vendors facilities

> Reconstruct the market place facility in Philipsburg

> Regulate the local market place in Simpson Bay

INITIATIVE
Stimulate tourism knowledge training and awareness programs

> Train all government officials who have (first) contact with our tourists

> Provide (basic) training program to employees in the tourism industry

> Involve community councils in providing national awareness programs

> Involve other Non-Governmental Organizations

INITIATIVE
Develop and structurally promote community based tourism (CBT)

> Restore and redevelop bird watching facilities

> Develop the Sucker Garden Salt Mills (wish)

> Promote local entrepreneurship to enhance Sint Maarten’s cultural heritage

INITIATIVE
Make Internet part of the Sint Maarten product

> Stimulate reliable Internet accessibility in areas with high tourist traffic

> Use push notification to provide information to arriving visitors via their mobile devices

THEME | Diversify the economy to complement the tourism sector

INITIATIVE
Further develop medical tourism

INITIATIVE
Develop Sports tourism

INITIATIVE
Accelerate the development of creative industries

> Develop and promote destination film commission

> Seek regional and international funding for the creative industries

> Support the establishment of the Artists Guild (wish)
<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>Create a knowledge hub</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;</td>
<td>Introduce a SMART IT market</td>
</tr>
<tr>
<td>&gt;</td>
<td>Develop programs to train the tourism sector to master multiple languages</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>Promote Eco-Tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Promote agriculture awareness practices</td>
</tr>
<tr>
<td>&gt;</td>
<td>Develop a sustainable agricultural policy to maximize the potential of farming and fishing</td>
</tr>
<tr>
<td>&gt;</td>
<td>Stimulate “back yard” gardening</td>
</tr>
<tr>
<td>&gt;</td>
<td>Stimulate Aquaponics and Hydroponics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THEME</th>
<th>Invest in Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Resume execution of the road network and public infrastructure development plan</td>
</tr>
<tr>
<td>&gt;</td>
<td>Ensure the completion of the underground utility cabling project</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>Realize the Philipsburg master plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;</td>
<td>Institute the current Philipsburg revitalization plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>Improve Telecom and the Internet accessibility and connectivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;</td>
<td>Assure the complete vision and execution plan for the rollout of Internet by the Bureau Telecommunication &amp; Post</td>
</tr>
<tr>
<td>&gt;</td>
<td>Regulate and facilitate that Internet and broadcast is affordable for everybody</td>
</tr>
<tr>
<td>&gt;</td>
<td>Regulate the infrastructure network for utilities companies</td>
</tr>
<tr>
<td>&gt;</td>
<td>Review Sint Maarten Telecommunication structure, infrastructure and policies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>Improve Public Transportation</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;</td>
<td>Establish a policy on public transportation and infrastructure</td>
</tr>
<tr>
<td>&gt;</td>
<td>Address taxi operation issues</td>
</tr>
<tr>
<td>&gt;</td>
<td>Address and regulate the Gipsy transportation service</td>
</tr>
<tr>
<td>&gt;</td>
<td>Implement a bus and taxi terminal</td>
</tr>
</tbody>
</table>
Restructuring government

**THEME | Transparency, Integrity, and Accountability**

**INITIATIVE**
Improve the accountability of ministers to parliament

> Provide periodical progress report of plans to Parliament
> Foster an improved relationship between Parliament and the Council of Ministers

**INITIATIVE**
Promote transparency and create awareness within government and government institutions

> Review and establish proper policies for rendering legal services to government and government owned companies

**THEME | Fiscal sustainability and compliance**

**INITIATIVE**
Improve tax compliance

> Execute regular onsite inspections and audits

**THEME | Budget, financial reporting and financial accountability**

**INITIATIVE**
Promote financial responsibility

> Follow up on the reports of the Audit Chamber and the SOAB on the BTP
### THEME | Address financial legislation, policies and agreements

**INITIATIVE**
Address casino regulations

- Reinstall the moratorium on standalone casino licenses
- Finalize the legislation of the Casino and Gaming Control Board
- Implement the Gaming Control Board
- Revamp the Casino Control Unit

**INITIATIVE**
Revisit the concession agreement of the Port St. Maarten and the Simpson Bay Lagoon Authority Corporation (SLAC)

**INITIATIVE**
Conclude the division of assets for Landsradio, Antelecom, UTS and Post

### THEME | E-government, public services and communication

**INITIATIVE**
Clean up, synchronize and secure all data registries

### THEME | Strengthen cooperation with Saint Martin

**INITIATIVE**
Continue cooperation with Saint Martin

- Finalize the MOU on Taxi cooperation
- Realize the meteorological Radar in St. Peters

**INITIATIVE**
Start new projects with Saint Martin

- Review and update the tourism strategic master plan to respect the social, natural and cultural heritage of the island in collaboration with Saint Martin
- Sign a MOU on Public Transportation
**Theme | Tourism, Economic Affairs, Traffic & Telecommunications**

**Initiative**
Discuss new initiatives with France and Saint Martin

- Address the challenges in the maritime industry
- Join the Tsunami Advance Warning program
- Join the Geothermal & Digital Interconnection Hub project of the Leeward Islands
- Reinstall the CROSS antenna for maritime navigation and security in our region (wish)

**Theme | Kingdom Relations**

**Initiative**
Improve the relationship and cooperation with the Caribbean Kingdom Partners

- Establish proper air and sea connections between the Dutch Caribbean Islands

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**Safety & Security**

**Theme | Protecting Industries and Communities**

**Initiative**
Manage the parallel imports and counterfeit market

- Introduce legislation and policy to address the counterfeit and the parallel imports market
- Combat illegal activities in the parallel imports market
- Combat import and sale of counterfeit products
Health & social well-being

**THEME | Eradication of poverty and inequality**

**INITIATIVE**
Initiate and enforce a fair price control during the recovery period

> Establish fair labor charges for skilled local workers
> Increase the “basket of goods” during the recovery period
> Evaluate, adjust and enforce the price control policy

**THEME | Environment and urban planning**

**INITIATIVE**
Finalize and implement the new VROMI Ordinance

> Develop sustainable environmental policy which includes eco-tourism

**INITIATIVE**
Promote the use of green energy for production of electricity and water for Sint Maarten’s consumption

> Stimulate Green Energy at all Government owned companies

**THEME | Culture**

**INITIATIVE**
Strengthen Carnival as a cultural event

> Ensure branding and promotion of the 50-years anniversary celebration of Carnival
Ministry of Public Housing, Spatial Planning, Environment & Infrastructure (VROMI)

Setting it right

**THEME | Redefine Sint Maarten**

**INITIATIVE**
Finalize the National Development Plan (NDP) (10-20 year vision)

> Align the NDP and NRRP with the United Nation Sustainable Development Goals

> Develop an urbanization plan for Sint Maarten

**THEME | Short term hurricane disaster preparedness**

**INITIATIVE**
Facilitate urgent home repairs

> Perform a complete inventory of damaged homes

> Implement program to assist with the repair of damaged roofs and houses for the vulnerable

> Support the housing foundation with roof repairs
<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>Perform island wide clean-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Execute the final, post Irma clean-up campaign and monitoring program</td>
<td></td>
</tr>
<tr>
<td>Develop a short-term, practical, temporary solution to minimize the health and environmental risks of the landfill</td>
<td></td>
</tr>
<tr>
<td>Develop a short-term plan to remove the debris as soon as possible from the second landfill</td>
<td></td>
</tr>
<tr>
<td>Expedite the clean-up campaign for the Simpson Bay Lagoon</td>
<td></td>
</tr>
<tr>
<td>Develop debris processing plan</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>Execute an advanced disaster preparedness plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urge critical businesses to incorporate a disaster preparedness plan as part of their business which we will evaluate</td>
<td></td>
</tr>
<tr>
<td>Redefine and structure an advanced disaster clean-up plan</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>Restore and provide essentials, facilities and infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set up a fast-track electricity continuity and restoration plan for the strategic asset partners</td>
<td></td>
</tr>
<tr>
<td>Ensure that GEBE replaces the damaged transformers</td>
<td></td>
</tr>
<tr>
<td>Monitor the repair and replacement of damaged water storage tanks being executed by GEBE</td>
<td></td>
</tr>
<tr>
<td>Ensure that the utilities companies, ports, first responders and other strategic assets, meet essential infrastructure requirements</td>
<td></td>
</tr>
<tr>
<td>Execute urgent school repairs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THEME</th>
<th>Doing it right, doing it better</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE</td>
<td>Evaluate and redefine the long term national disaster management plan</td>
</tr>
<tr>
<td>Create a bunker for storing hurricane equipment and relief supplies</td>
<td></td>
</tr>
<tr>
<td>Set up well equipped and properly constructed (multi purpose) shelters for the next hurricane season</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>Reconstruct according to sustainable standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revisit and enforce building codes to promote the development of resilient structures</td>
<td></td>
</tr>
<tr>
<td>Rebuild and repair schools to be disaster ready</td>
<td></td>
</tr>
<tr>
<td>Address dilapidated private buildings</td>
<td></td>
</tr>
</tbody>
</table>
**Implement a waste-authority within GEBE**

- Appoint a temporary waste project manager and draft a waste and sewage management plan
- Recommend that GEBE review and expand its organizational structure to support waste and sewage management according to the outcome of the waste and sewage management plan
- Introduce sorting and small scale waste recycling
- Review the feasibility of relocating the landfill
- Implement a solid waste disposal plant
- Provide sustainable garbage processing solutions and create new economic development
- Construct a proper sewage network

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**Revive & restore**

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**THEME | Rebuild a vibrant economy**

**INITIATIVE**

Revitalize the Economic Development Corporation (EDC) to expedite and manage the economic recovery

- Expedite the permits and licenses issuing process
- Fast track critical legislation changes that supports recovery

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**INITIATIVE**

Establish a National Development Bank

- Assist in the development of affordable homes

---

**THEME | Support economic development and promote the tourism industry**

**INITIATIVE**

Develop the market vendors facilities

- Reconstruct the market place facility in Philipsburg

---

**INITIATIVE**

Develop and structurally promote community based tourism (CBT)

- Develop the Sucker Garden Salt Mills (wish)
### Invest in Infrastructure

**Initiative**
Resume execution of the road network and public infrastructure development plan

- Improve and maintain critical roads, road links and safety railings
- Ensure the completion of the underground utility cabling project
- Clean and improve the drainage network

**Initiative**
Realize the Philipsburg master plan

- Realize the Sint Maarten parliament building

**Initiative**
Repair damaged public buildings and facilities

- Demolish dilapidated buildings in Philipsburg based on the development plan
- Conduct repairs and maintenance at the Census & Receiver's Office (blue building) for temporary housing of the Receiver’s Office
- Encourage GEBE to reconstruct its customer service building in Philipsburg
- Conduct minor repairs at the festival building

### Restructuring government

**Theme | Transparency, Integrity, and Accountability**

**Initiative**
Improve the accountability of ministers to parliament

- Provide periodical progress report of plans to Parliament
- Foster an improved relationship between Parliament and the Council of Ministers

**Initiative**
Promote transparency and create awareness within government and government institutions

- Review and establish proper policies for rendering legal services to government and government owned companies
### E-government, public services and communication

**INITIATIVE**
Clean up, synchronize and secure all data registries

### Strengthen cooperation with Saint Martin

**INITIATIVE**
Continue cooperation with Saint Martin

- Execute a strategic road network between Saint Martin and Sint Maarten

**INITIATIVE**
Start new projects with Saint Martin

- Initiate dialogue with Saint Martin on the landfill
- Promote cooperation between GEBE and EDF (Saint Martin)

**INITIATIVE**
Finalize ongoing inter-regional cooperation (EU sponsored) projects with Saint Martin

- Construct a Joint Waste Water Treatment Plant
- Realize the Belle Plaine Basin Flood Risk Prevention Program
- Continue the joint project of the Simpson Bay Lagoon

**INITIATIVE**
Discuss new initiatives with France and Saint Martin

- Develop a program to manage waste resulting from natural catastrophes
- Join the Tsunami Advance Warning program

### Safety & security

**THEME | Improve safety facilities and resources**

**INITIATIVE**
Ensure the restoration and improvement of street lighting
Improve pedestrian safety and reinstall & upgrade road signs
# Health & social well-being

## THEME | Eradication of poverty and inequality

### INITIATIVE
Initiate and enforce a fair price control during the recovery period

- Establish fair labor charges for skilled local workers

### INITIATIVE
Execute digital mapping of the community

- Collect environmental and infrastructure data

## THEME | Environment and urban planning

### INITIATIVE
Ensure that the natural environment is thoroughly cleaned

- Protect and maintain the mangroves
- Hold Island wide cleanup campaigns

### INITIATIVE
Finalize and implement the new VROMI Ordinance

- Revisit the National Energy Policy
- Develop sustainable environmental policy which includes eco-tourism
- Finalize the zoning plan

### INITIATIVE
Promote the use of green energy for production of electricity and water for Sint Maarten's consumption

- Offer concessions to companies willing to invest in wind, solar and wave energy in Sint Maarten and sell to GEBE
- Use alternative energy such as solar, wind and waste-to-energy conversion to transform GEBE from energy provider to energy manager
- Implement Green Energy at all government owned buildings, schools, sports and art facilities
- Stimulate Green Energy at all Government owned companies
- Place solar panels at parking locations
- Implement water saving techniques at government facilities, schools, sports and art facilities
### Initiative

**Reduce noise, air and water pollution from GEBE’s power plant**

**Develop a strategic climate change plan**

**Address cemeteries and vaults**
- Review the policy of the cemeteries
- Clean up and restore cemeteries
- Realize a new public cemetery

### Theme | Promote a resilient sense of community

**Diversify social housing programs**
- Design new housing program
- Establish special housing for the elderly and physically challenged
- Realize affordable housing for residents
- Identify housing in different categories