

GROWING **STRONG** TOGETHER



**SINT MAARTEN
NATIONAL DEVELOPMENT VISION
2020 – 2030 AND BEYOND**



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ACRONYMS AND ABBREVIATIONS

BAK	Binnenlandse Aangelegenheden en Koninkrijksrelaties (Dutch for: Interior and Kingdom relations)
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CSOs	Civil Society Organisations
DD	Democratic Dialogues
IMWG	Inter-Ministerial Work Group
MAF	Millennium Development Goals Acceleration Framework
NDP	National Development Plan
NDWG	National Development Working Group
NGOs	Non-Governmental Organisations
NRRP	National Recovery and Resilient Plan
SDG's	Sustainable Development Goals
SIDS	Small Island Developing States
SMART	Specific, Measurable, Achievable, Relevant, and Time-Bound
SWOT	Strengths, Weaknesses, Opportunities and Threats
GPs	Governing Programs
VSA	Volksgesondheid, Sociale ontwikkeling en Arbeidszaken (Dutch for Public Health, Social Development and Labour)
VROMI	Volkshuisvesting, Ruimtelijke Ordening, Milieu en Infrastructuur (Dutch for Public Housing, Spatial Planning, Environment and Infrastructure)
TEATT	Tourism, Economic Affairs, Transport and Telecommunication
ECYS	Education, Culture, Youth and Sports
MSMEs	Micro, Small, and Medium Enterprises

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FOREWORD

The National Development Vision (NDV) of Sint Maarten is the result of inclusive dialogues, based on diagnosis of our current state of affairs, the potential of our economy and our people. Our vision reflects our future while being strongly aware of our past, our current challenges, and strengthened by wisdom and lessons learned.

Our vision is geared towards intentional progress. This entails a process in which our capacity and capital is built and our institutions are strengthened. This national development vision serves as a guide for our sustainable development, while addressing the obstacles for change and identifying the necessary reforms essential for our success.

Although the road towards our National Development Vision was long, it was a crucial one, emphasizing the vital importance of Nation Building. As such, we realize that inclusiveness of growth is a long-term process that requires long-term commitment from all of us.

We are very pleased at the eagerness and commitment that is shown in Sint Maarten during the entire process. The establishment of several working groups and the attendance at the national online and face-to-face dialogues clearly demonstrated our desire to make decisive steps towards creating a firm foundation for a sustainable and resilient future.

The NDV is not a National Development Plan. It does not present detailed strategies or actions, but rather outlines our

shared visionary goals, principles, strategic priority areas and pre-conditions that will enable and guide all development efforts and decision-making.

Therefore, our continuous commitment and dedication is crucial. It takes the right attitudes and collective mindset to work out medium to long-term plans, which will enable us to grow stronger together towards the Sint Maarten we envision for us and future generations to come.

It is therefore with great pleasure that, we, the people of Sint Maarten, present the Vision 2030 & beyond, reflecting our collective understanding, aspirations and determination.

“Growing Stronger Together”



EXECUTIVE SUMMARY

Sint Maarten is currently experiencing the aftermath of two devastating hurricanes and the COVID-19 pandemic, all of which have resulted in a financial crisis. The global border closures and travel restrictions due to the COVID-19 pandemic had a paralyzing effect on the island's main economic engine, tourism, resulting in a decrease in annual revenues earned by government whilst government's spending mushroomed due to trying to keep the economy afloat. The financial status of government, along with other developmental issues the people of Sint Maarten are facing, is threatening to undermine the social and economic development of the island. This can erode the well-being of the people, if not addressed systematically and coherently.

The Government of Sint Maarten, in tackling the critical position of the country and its people, accelerated the ongoing process of the National Development Vision (NDV) to adequately respond and adapt to current and future changes in the local socio-economic and market conditions

in the regional and world economy. The main objective of the NDV is to guide the development process, taking into consideration current and future needs of our citizens.

The vision addresses a variety of challenges. The challenges are outlined in detail in the main body of this Vision 2030 document. They range from dealing with institutional strengthening, to financial sustainability, to effects of climate change, to the need for more safety and security, and preservation of nature and the environment.

In addressing the aforementioned challenges and more, the NDV and Strategic Framework are built on democratic dialogues and a vast consultation process initiated with the launch of the Nation Building Project in 2012, the collected information derived from a baseline study of an all-inclusive nature completed in 2016, and the current stakeholder virtual sessions conducted in August 2020. Over time and passing through various stages of the visioning process, aspirations of the stakeholders and findings of the studies were preserved to ensure

that all sectors and segments are represented in the final version of the vision document. In addition, the all-inclusive participation by all segments of society, e.g., consultations at the community level, national consultations with academia, the public and private sectors and civil society, creates the hope that all strategic actions to be taken to overcome the developmental challenges will be supported by all.

Sint Maarten's NDV 2030 is founded on the goals of the Constitution of Sint Maarten built... "on a society that believes in democracy, the rule of law, good governance, human rights and sound environment management whilst incorporating economic resilience." The document highlights the fundamental principles, which define the way we must operate and interact with each other as citizens. These include integrity and morality in public office, inclusiveness, objectivity, accountability, openness, transparency and respect.

The Vision 2030 is built on development themes geared towards maximizing Sint Maarten's unique competitive advantage



Certified National Development Dialogues Champions

es, its people and their talents, its location in the Eastern Caribbean region and its advantages of an autonomous status within the Kingdom with the prospect of one day being Country St. Maarten. The vision statement reads:

“Sint Maarten as the Caribbean Business and Education hub, where everyone can be provided with the full range of opportunities needed.”

Through the collaborative process, the draft National Development Vision 2030 identified three main development themes, which are (1) A Compassionate and United Nation; (2) A Strong and Resilient Economy and (3) A Safe, Secure, Decisive and Independent Nation.

Each theme is defined by three sub-themes outlining 25 visionary goals. These goals are also aligned with the United Nations Sustainable Development Goals and are built upon the pillars of sustainable development. The NDV also comprises a Strategic Framework, which is a strategic level document outlining all strategic interventions aimed at guiding the implementation of the National Development Vision. The Framework allows flexibility and leaves room for adjustments in strategic direction

and/or priorities, if deemed necessary, whilst still remaining within the main focus of the formulated Vision.

Two key priorities are identified as pre-conditions to the effective realization of Sint Maarten’s NDV 2030, namely **(1) Governance for Effective Public Administration** and **(2) Sustainable Development and reliable data and efficient data management**.

“**Sint Maarten’s NDV 2030 is founded on the goals of the Constitution of Sint Maarten built on a society that believes in democracy, the rule of law, good governance, Human Rights and sound environment management whilst incorporating economic resilience”.**

It is almost safe to say that if these two crucial prerequisites are not met, the envisioned future for Sint Maarten will not be crystalized. Long-term planning and forecasting of the future of Sint Maarten

can no longer be based on assumptions and ad hoc reactionary policy decisions but must be evidence-based, which is only possible with reliable data.

Institutional Transformation is also required to ensure effective implementation of the NDV. The focus is on improving public sector institutions through modernized structures and strengthened coordination and capacity-building, as well as strengthening the oversight, accountability and autonomy of the independent institutions.

In recognition of the fact that Vision 2030 cannot be implemented by Government alone, all segments of society must play their part in Sint Maarten’s development. Key stakeholders include the Private and Public Sectors and Civil Society, including labour, citizens, our international development partners and the diaspora. It is important for the Private Sector to lead the diversification thrust, with Government playing a facilitative and supportive role. The need for support from Parliament in transforming our institutions and country is also imperative, given that Vision 2030 is a long-term development framework and legislative changes would be required in many instances.

1

INTRODUCTION TO A VISION FOR SINT MAARTEN

“The key underlying objective of a National Development Vision is the transformation of Sint Maarten into a compassionate, strong and decisive country that will be economically resilient and capable of independently sustaining its own development and providing an enhanced quality of life and wellbeing for generations to come.”



OVERVIEW

RATIONALE OF A VISION AND NATIONAL DEVELOPMENT PLAN

POSITIONING NATIONAL DEVELOPMENT PLAN

STRATEGY, CONTEXT, APPROACH AND METHODOLOGY

AND CONSTRAINT

1. OVERVIEW

As a small island open economy, Sint Maarten is susceptible to great levels of uncertainties and vulnerabilities due to global financial and economic dynamics. In the aftermath of the 2017 devastating hurricanes, the country still has not fully recovered from the extreme damage caused to the infrastructure and livelihood of its people. The paralyzing effect of the COVID-19 pandemic on tourism in general, and the travel industry in particular, has further threatened the people’s standard of living and way of life. Needless to point out, the financial crisis the Government of Sint Maarten is experiencing is a result of the aforementioned challenges, and insufficient revenue due to the lack of economic activities. Supported by Dutch Government funding, swift and stringent decisions were taken in order to effectively prioritize and manage Government resources for maximum impact and financial sustainability.

The necessity for small island countries to formulate strategies and to (re) define their development challenges and goals has become increasingly important due to the exceptional risks they face. Countries all over the world are required to redefine their development strategies and align them with a new global compact centered on sustainable development. The global 2030 Agenda for Sustainable Development Goals (SDGs) support this need. The SDGs are focused on bringing about real structural change to prevent the world economy and conventional patterns of development from destroying the very resources that all life is dependent upon, and from putting at risk the future well-being of the planet.

Sint Maarten is no exception. In 2012, Sint Maarten signed on to the global agenda and, in cooperation with the UNDP, started the process towards a national, long-term development philosophy and direction and development policies and strategies to adequately respond and adapt to changes in the domestic socio-economic conditions as well as market conditions in the regional and world economy.

The project “Building a Nation: Sint Maarten’s National Development Plan (NDP) and Institutional Strengthening” anticipated change. Anticipating change requires forecasting where Sint Maarten ought to be in the future. Preparing the National Plan as envisaged in the project document entailed first, the formulation of a national vision (Output 1), which in turn informs the development of a National Plan (Output 2).

2. RATIONALE OF A VISION AND NATIONAL DEVELOPMENT PLAN

Sint Maarten has had strong economic growth over the last decades. Notwithstanding this success, the pace of development has outstripped the infrastructure, degraded the environment and has created challenges affecting the well-being of the people and distribution of wealth.

Sint Maarten also faces other challenges at this stage in its development. The effects of climate change, such as rising sea levels and flood-prone areas, pose real threats to coastal areas. The loss of biodiversity and degradation of ecosystems also threaten the quality of life. To compound the situation, the governing institutions are in crucial need of transformation as many exhibit poor service delivery and low productivity, coupled with the need for greater transparency and accountability in their operations. As it stands, the government is also in dire need of liquidity to comply with its basic financial obligations.

These challenges, unless systematically addressed in a coherent way, threaten to undermine the social and economic development of Sint Maarten. Markets on their own cannot initiate and lead such fundamental change in development, nor can such change be successfully addressed if sectors within government and society act apart from others.

A new political economy is necessary in which all sectors of the country contribute to the development of Sint Maarten. These combined factors led to Government recognizing that a Vision and National Development Plan was necessary to achieve a more resilient and sustainable development focus for the country and overall, for the well-being of the people.

3. POSITIONING NATIONAL DEVELOPMENT PLAN

The formulation of a Vision and National Development Plan is not an end in itself. A first step is formulating a national vision, explaining Sint Maarten’s desired future. Sint Maarten will still need to further outline the overall process of developing a national development plan. It is expected that broad public engagement will support the achievement of a short, medium to long term strategic framework that will articulate the roadmap in reaching the shared vision for Sint Maarten. It can be seen as a comprehensive roadmap, with a clear set of goals and measures to achieve and by which Sint Maarten can judge its progress.

“
A national development strategy is defined as ...
“a participatory and cyclic process of planning and
action to achieve economic, ecological and social
objectives in a balanced and integrated manner.”
(Dalal-Clayton et al: 1994).
”

The Vision and Strategy have a broader scope than ministerial and sector plans. The Vision enables an integrated approach to achieve economic, social and environmentally sustainable development. The Vision is a guideline for the long term. It is formulated on the basis of broad dialogue contributing to nation building and sustainability. With this Vision in place, Sint Maarten will be able to consolidate and allocate all resources

towards achieving the long-term visionary goals and to forge the implementation of policies and programs in a coordinated manner through an outlined strategy.

Ministerial Plans should therefore operate within the Vision framework and expand on the National Development Vision (NDV) in more tactical detail. Annual plans of departments operationalize the Ministerial Plan at a detailed operational level with projects, programmes and Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) goals. Ministerial and departmental plans are informed by the visions and priorities of elected officials in the context of the National Development Vision.

For the National Development Vision to work, it needs to operate within a strategic planning process that supports, among other things:

- Supportive and stable political and administrative leadership;
- Move away from centralized and controlled decision-making towards a process which is participatory and involves all relevant stakeholders;
- Move from a focus on outputs (projects, tasks) towards a focus on systems and outcomes (impacts) on people and on the quality of the management process;
- Move from sectoral planning towards integrated planning
- Move towards a medium-term fiscal framework linked to medium-term sector costing and sector budget submissions based on national policies and development targets;
- Move towards development partner support and resource mobilization (EU, SIDS, UN and Kingdom) complementing national efforts and national resources towards high priority program initiatives.

4. STRATEGY, CONTEXT, APPROACH METHODOLOGY AND CONSTRAINT

In this section, the background and approach as well as to developing a National Development Vision is explained, and the methodology applied which led to the Sint Maarten Vision 2030 and beyond.

4.1 Strategy

The approach originally taken for developing a long-term visionary national strategy was to develop a National Development Vision and Plan through a nation-building process. This process entailed extensive community and sector dialogues to gather information to formulate a long-term strategic national development plan.

The process was slightly modified due to three main reasons:

1. During consultations, the project team encountered difficulties mobilizing sufficient support to produce quality quantitative and qualitative information to formulate a long-term action plan.
2. Insight into Sint Maarten's status derived from the baseline

study displayed that weak institutions in combination with financial constraints would be a major challenge in properly costing a long-term strategy.

3. The process to come to a National Plan and Vision was interrupted by several disasters, like Hurricanes Irma, Maria and the Covid-19 Pandemic.

The government of Sint Maarten therefore decided to formulate a National Development Vision built on work already conducted, aspirations of the people of Sint Maarten and knowledge of past and existing development paths of Sint Maarten.

4.2 Context

The Vision document is intended to guide Government Ministries, the Private Sector and Civil Society. It is a call to action to key stakeholders to do their part in carrying through the changes required to spur sustainable economic development. Citizens are urged to take personal responsibility for adopting positive, nation-building values and behaviors, such as hard work, productivity, civic values and respect for the rule of law. The private sector is urged to lead the diversification thrust of the economy while Government plays a facilitative role towards development, in terms of creating the enabling environment, reform of the Constitution and effecting key changes to our institutions.

The intention is also to have a Vision Strategic Framework which is embraced by all citizens and stakeholder groups towards developing Sint Maarten for the benefit of all.

4.3 Approach

The approach taken in Sint Maarten is guided by best practice guidelines published by the UNDP (in particular, "Looking beyond the horizon: Guidelines and Best Practice in Formulating National Visions" 2015 and the Millennium Development Goals Acceleration Framework, 2014.) The modified approach also took into account lessons learnt internationally in formulating National Development Plans.

In developing a vision for Sint Maarten, the following factors were taken into account.

- Many contemporary governing programmes, ministerial strategic plans, departmental policy plans, strategic development documents such as the Millennium Development Goals country report 2015, and Millennium Development Goals Acceleration Framework (MAF) country action plan 2014, including economic reports and sectoral business development strategies which are available information for inclusion and integration into a National Development Plan. Most of this material is detailed, well-researched and involved wide consultation with stakeholders. The more significant documents are the Millennium Development Goals Acceleration Framework Country report, Spatial Development Strategy 2016-2026, and ministerial strategic plans of the ministries of VSA, VROMI, TEATT and ECYS.

INTRODUCTION TO A VISION FOR SINT MAARTEN

- Lessons learnt and risk analyses indicated public weariness with regards to further plans. Efforts to mobilize support for another plan lacked credibility due to delay in producing a concrete result.
- A tight project timeframe required a re-focused approach by consolidating strategic objectives in existing government plans as a baseline towards developing a national vision.
- Nation building by including the desires of the people of Sint Maarten.

Under the UNDP Nation Building project, the vision statement was formulated following an extensive consultation process which included incorporating the views of various key stakeholders on the findings of a baseline study. The approach originally taken for developing a long-term national vision was through a nation building process. This process would include extensive community and sector dialogues to gather information to formulate a long-term strategic national development plan.

Through a collaborative process involving teams or clusters of line and oversight Ministries and Departments, the draft national goals were then developed for each thematic area. These goals will drive specific actions to achieve the Vision, taking into consideration the United Nation's Sustainable Development Goals (SDGs).

The strategic approach to develop a visionary National Development Vision is summarized as follows:

- Implement an extensive communication campaign to raise awareness of the national development project to include stakeholders in Sint Maarten in determining the visionary goals for Sint Maarten;
- Develop a government position paper (Baseline study focused on development themes) based on existing strategic plans and assessments (incl. SWOT and Stakeholder analysis, analysis of Sint Maarten's Recovery and Resilience plan and a study of all governing programs since 2010);
- Obtain government consensus and hold national consultations to identify Sint Maarten's National development aspirations and set the foundation for sustainable development;
- Transform findings into a draft National Development vision and conduct a second round of public consultations/dialogues to validate the vision and direction;
- Finalize vision and development priorities based on these consultations/dialogues, agree on a strategy framework that would focus on the next crucial steps, namely assigning responsibility, setting priorities, budget and timing;
- Establish an institutional architecture for national planning, including monitoring and evaluation mechanism (data management).

As the NDV and strategic vision framework are of an evolving nature, the consultative process will continue as the vision

document and strategic framework are periodically revised to reflect stakeholders' views and changing socio-economic and environmental circumstances.

4.4 Methodology

The methodology is an all-inclusive, participatory approach in the development of the National Development Vision contents. This includes participation of Government, Private Sector, Civil Society Organisations (CSOs), Non-Governmental Organisations (NGOs), Academia, and the Public, including Youth and Women's groups, the Elderly among others.

A qualitative and quantitative participatory approach geared towards improving motivation, increasing learning and feelings of ownership, and to enable community empowerment. The participatory process itself was considered as important as the outcome of the participation as it contributed to the aspect of Nation Building.

SOCIAL INCLUSION AND NATION-BUILDING

The all-inclusive approach consisted of:

- A. Preparation of medium-term sector plans;
- B. A series of stakeholder consultations;
- C. A detailed Strengths Weaknesses Opportunities and Threats (SWOT) analysis;
- D. Community Based Dialogue Sessions;
- E. Finalization of a medium-term Sustainable Community Development Country Action Plan;
- F. An alignment exercise with the international community's draft Sustainable Development Goals (SDGs);
- G. Preparation of the Millennium Development Goals (MDGs) Acceleration Framework (MAF);
- H. Ongoing work on data collection through the SintMaarten-Info data tool.

The abovementioned activities and/or documents provided baseline information for the preparation of a Draft NDV.

4.5 Key Constraint

Of the three aforementioned reasons for formulating a Vision and not a Plan, the absence of a fiscal framework to link medium-term sector programs to a multi-annual fiscal budget was the key constraint. A multi-annual budget, under a national plan environment, is the resource framework that prioritizes and sequences national development goals.

2

REVIEWING PERFORMANCE

“THERE ARE TIMES in the development path of a country when extraordinary challenges demand an equally compelling response.”



**A REVIEW OF THE PAST
AFTERMATH HURRICANES IRMA AND MARIA
CURRENT STATE OF THE ECONOMY
FINANCIAL AND TECHNICAL SUPPORT
FINANCIAL SUSTAINABILITY**

1. A REVIEW OF THE PAST

In preparing the National Development Vision, a quick scan was taken of the current state of the economy. The lack of current and reliable data was a challenge but the data presented was built on the available information collected from various reliable sources.

A look at the immediate past, presents a Sint Maarten with an economy based on tourism. Restaurants, hotels, and other tourism-related sectors account for about 45% of GDP, nearly four-fifths of the labour force, with an island population surpassing 40,000. A per-capita GDP of a little over \$24,000 ranked Sint Maarten the highest among the five islands that formerly comprised the Netherlands Antilles.

Tourism accounted for 73% of foreign exchange income in 2016, supported by large tourist arrival numbers. The country received an average of 1.7 million cruise passengers each year, and the airport is a hub for connecting flights across the Caribbean. The yachting sector also contributed to the economy with yachts of all sizes calling on Sint Maarten's ports

and harbors. On the other hand, limited agriculture and local fishing meant that almost all food must be imported. Energy resources and manufactured goods are also imported.

2. AFTERMATH HURRICANES IRMA AND MARIA

Following the devastation caused by Hurricanes Irma and Maria in 2017, Sint Maarten suffered damages and losses of up to US\$ 1.38 billion, or around 260% of its gross domestic product, destroying homes, schools, the hospital, restaurants and disrupting the tourism-based economy. The tourism sector suffered from major damages to the airport, hotels, and tour operator equipment, which dramatically reduced tourist arrivals. Sint Maarten's economy contracted by a cumulative 12% during 2017-18 in the aftermath of Hurricane Irma. Public finances faced a sharp decline in tax revenues due to the economic contraction. At the same time, government spending increased to rebuild public infrastructure and assist the affected population.



Sint Maarten's growth rebounded to 5% in 2019. However, while the country was still rebuilding and recovering from hurricane devastation, the COVID-19 pandemic hit, causing heavy income losses mainly due to business closures and out of work people. In particular, Micro, Small, and Medium Enterprises (MSMEs) endured significant capital losses due to the impacts of the hurricanes and now also of the pandemic.

The global border closures and travel restrictions due to COVID-19 further exacerbated losses in tourism, causing a severe contraction of the economy projected at around 25% in 2020, which had a major impact on fiscal revenue (International Monetary Fund, June 2020). Unemployment is projected to have increased by over 16%, according to the St. Maarten government. The economic outlook remains challenging.

3. CURRENT STATE OF THE ECONOMY

Based on available reports and macroeconomic indicators, a "peek" is taken into the performance of Sint Maarten. Reliable and current data remains a challenge.

Government's current financial status is taking a toll on the social-economic fabric of Sint Maarten. It has recorded consecutive budget deficits leading to increasing government debt, but with little to no fiscal reforms concretely outlined to correct the financial position of the country. Financial sustainability needs to be addressed with urgency. Lack of said sustainability is detrimental to the future of the economy and the people's standards living. No action will result in higher debt, low investment, and stagnant growth.

Some Government revenue presented in the report "Country Sint Maarten Economic Indicators Half year developments 2020" prepared by the Ministry of Economic Affairs, Tourism, Transport and Telecommunications are presented next in order to provide insight into the trend of Government's revenue between the first half year 2019 - 2020:

Table 1: Government Revenues Quarter 1 - 2019/2020

	2019	2020	% Change 20/19
Taxes (in NAfl)			
Wage Tax	32,773,678	40,206,971	22.68%
Tourism-related Taxes			
Timeshare	543,248	697,837	28.46%
Rental tax	218,285	310,684	42.33%
Room tax	1,229,239	1,922,859	56.43%
Vehicle tax	9,106,069	5,742,959	-36.93%
Other revenues	32,714,065	35,371,804	8.12%
Total**	111,729,350	124,785,681	11.69%

** Total includes TOT revenues

Table 2: Government Revenues Quarter 2 - 2019/2020

	2019	2020	% Change 20/19
Direct Taxes (in NAfl.)			
Wage Tax	38,624,870	25,351,971	-34.36%
Tourism-related Taxes			
Timeshare	795,815	201,806	-74.64%
Rental tax	280,533	118,851	-57.63%
Room tax	1,886,799	266,947	-85.85%
Vehicle tax	878,089	529,675	-39.68%
Other revenues	36,847,472	27,577,800	-25.16%
Total**	116,091,744	71,893,104	-38.07%

** Total includes TOT revenues

Table 3: Government Revenues - Half year developments (Quarter 1 and 2 2019/2020 combined)

	2019	2020	% Change 20/19
Direct Taxes (in NAfl)			
Wage Tax	71,398,548	65,558,942	-8.18%
Tourism-related Taxes			
Timeshare	1,339,063	899,643	32.82%
Rental tax	498,818	429,535	-13.89%
Room tax	3,116,038	2,189,806	-29.72%
Vehicle tax	9,984,158	6,272,634	-37.17%
Other revenues	69,561,537	62,949,604	-9.51%
Total**	155,898,162	138,300,164	-11.29%

** Total includes TOT revenues

In addition to the overall Government Revenues, including TOT, the next matrix presents the TOT collected separately. The effect of less economic productivity and the economic contraction reflects a direct hit on the collection of taxes.

Table 4: Government Revenues TOT*

Description	2019	2020*	%change 20/19
Quarter 1	35,144,766	40,532,567	15.33%
Quarter 2	36,778,166	17,846,054	-51.48%
Half year developments	71,922,932	58,378,621	-18.83%

*Turnover Tax is used as a measure of economic indicator and not as a revenue indicator

Source: Ministry of Finance

3.1. Government Revenues

In addition to the overall Government Revenues, including TOT, the next matrix presents the TOT collected separately. The effect of less economic productivity and the economic contraction reflects a direct hit on the collection of taxes.

3.2 Consumer Price Index (CPI)

Another economic indicator used by the Department of Statistics of the Ministry of TEATT in reviewing Sint Maarten’s economic performance is the Consumer Price Index (CPI). The CPI is the economic indicator used to measure the aggregate price level in Sint Maarten’s economy as well as the changes in its purchasing power.

The approach applied by STAT is recording the prices of 12 major expenditure categories and sub-categories (a selection of goods and services). CPI then calculates the change in the level of prices of the goods and services that households buy. Thus, it is based on changes in expenditure patterns. The CPI is usually computed quarterly and is defined by information obtained through surveying local businesses and residents of all ages. Typically, prices rise over time. Although not often, prices can also fall (a situation called deflation).

The Consumer Price Index expresses the change in current prices of selected products and services in terms of the prices during the same period of the previous year. The following tables reflect the CPI per quarter for the years 2018 – 2020 computed by STAT, and subsequently the Inflation over the

same period.

The Department of Statistics (STAT) uses the Consumer Price Index (CPI) to measure inflation. Inflation rates are expressed as percentages and can be used to measure just how fast prices are rising and how fast “money” is losing value.

Thus, the Consumer Price Index is a measure of the inflation faced by the end user. A consistent rise in the index indicates an overall economic growth because inflation is brought about by growth. However, as can be noted from the above tables, “an uncontrollable increase in the CPI indicates a declining growth phase where an increasing proportion of the population is unable to afford basic goods and services”.

In addition, the Inflation Charts: Quarterly comparison between Total Inflation of the four expenditure categories with the highest weight is also presented. It can be concluded that providing affordable accommodation remains an issue that should get the attention of the government.

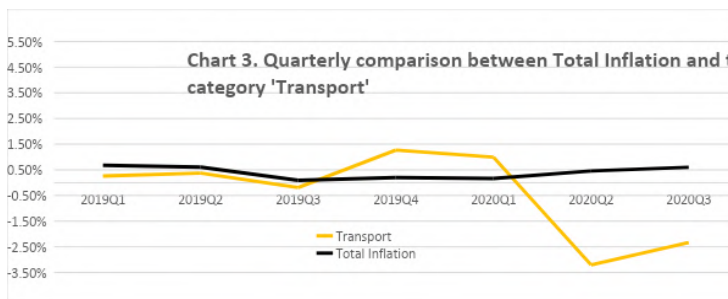
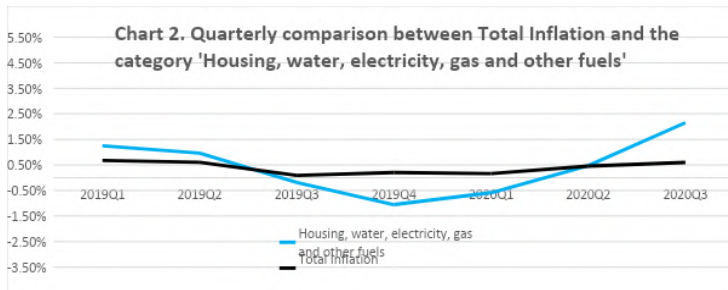
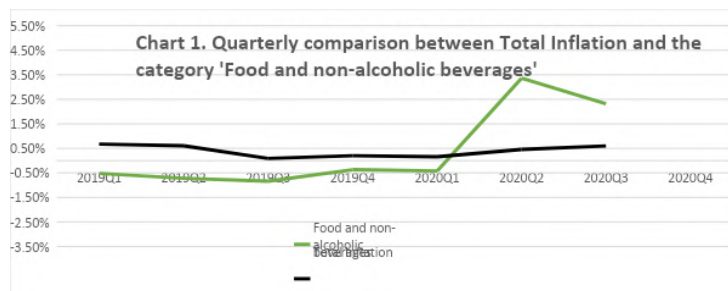
Expenditure categories (weight)	
Chart 1	Food and non-alcoholic beverages (7%)
Chart 2	Housing, water, electricity, gas and other fuels (36%)
Chart 3	Transport (15%)
Chart 4	Miscellaneous goods and services (13%)

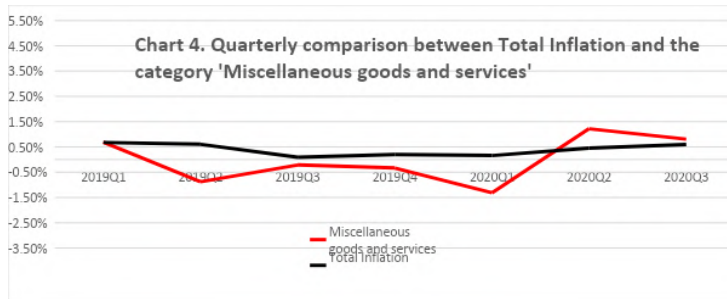
Table 5: Total Consumer Price Index figures by Quarter and Year

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Average
2019	100.30	100.24	100.59	100.44	100.39
2020	100.46	100.70	101.19		

Table 6 Inflation Quarterly Rates 2018/20

Period 2019	2018 Index	2019 Index	Inflation
Quarter 1	99.63	100.30	0.67%
Quarter 2	99.64	100.24	0.61%
Quarter 3	100.50	100.59	0.09%
Quarter 4	100.23	100.44	0.20%
Annual average 2019			0.39%
Period 2020	2019 Index	2020 Index	Inflation
Quarter 1	100.30	100.46	0.16%
Quarter 2	100.24	100.70	0.45%
Quarter 3	100.59	101.19	0.60%
Quarter 4			
Annual average 2020			





3.3 Labour Force Survey (LFS)

A third indicator is unemployment. In 2019, a Labour Force Survey (LFS) was conducted which provided reliable statistics on the labour market, and offered insight into the unemployment of Sint Maarten in the aftermath of Hurricanes Irma and Maria.

Effects of Hurricane Irma: 42.3% of unemployment was related to the passing of Hurricane Irma of which almost a quarter was due to business closure (972 persons were surveyed). The top reason for current unemployment among all age groups, youth age 15 – 24; persons age 25 – 44; age group 45 – 60 years, was lack of jobs. In the age group 25 – 44, alarmingly 3 times more unemployed females than males listed not having a work permit as reason for being unemployed.

4. FINANCIAL AND TECHNICAL SUPPORT

To support a strong and sustainable recovery, the Sint Maarten Recovery, Reconstruction and Resilience Trust Fund (SXM TF), administered by the World Bank and financed by the Netherlands, was established with up to 470 million euros (US\$ 538.8 million) in April 2018. The fund aims to help Sint Maarten “build back better” after Hurricane Irma and increase its resilience to future disasters.

4.1 Sint Maarten Trust Fund (SXM TF)

The SXM TF supports the goals of Sint Maarten’s National Recovery and Resilience Plan (NRRP) to restore economic, community, and governance infrastructure, and service delivery. The top priorities of the NRRP, which was endorsed by the Sint Maarten Parliament in August 2018, are to meet people’s basic needs, from education, food, shelter, to mental and physical health. The plan also takes a medium and longer-term approach to revitalizing the economy, and promotes the build-back-better principle.

The government of Sint Maarten established the National Recovery Program Bureau (NRPB) to manage the recovery and reconstruction efforts financed by the SXM TF. The SXM TF has received US\$305 million to date from the Government of The Netherlands. Eight projects are currently under implementation. They are focused on: emergency income and training support; emergency reconstruction; hospital reconstruction and resilience; debris management; airport terminal reconstruction; roof repairs; support of Micro, Small and Medium

Enterprises; and support of community projects led by local civil society organizations.

In line with Government’s public health and safety requirements, project works funded by the SXM TF were halted during the nationwide lockdown in the first half of 2020 due to the COVID-19 pandemic, but were resumed progressively after lifting of restrictions on construction from May 11, 2020 onwards, with appropriate risk mitigation measures in place.

Some additional projects under preparation will focus on: long-term solid waste management solutions; improvement of road connectivity; digital government transformation; school reconstruction and providing psycho-social support to children, along with additional financing for the existing emergency reconstruction and debris management projects.

To underpin future projects, inform Government decision-making, and contribute to knowledge and policy improvements, a program of analytical work is being carried out in collaboration with the Government of Sint Maarten. Analytical work has been completed on airport corporate governance and the housing sector, which will be made available to the public. Other studies nearing completion include strengthening of the tourism sector, public expenditure review, a country environmental analysis, and solid waste management solutions.

4.2 Results

Project implementation is showing important results:

- 1,979 jobless and underemployed people improved their skills through training with certification, while receiving a stipend and medical insurance to sustain themselves and their families. 69% of the trainees are women.
- Repairs to key emergency service locations, including the two main police stations, four shelters, and the radiosonde building have been completed. Emergency equipment such as breathing equipment, suits, radios, and pumps were delivered, so that emergency workers can safely provide services during the hurricane season.
- 148 homes out of the 350 targeted have been extensively repaired. These include social as well as private homes. In addition to these, a SXM TF roof repair project executed by the Netherlands Red Cross has repaired 187 roofs so far. The project trained 60 local tradesmen with knowledge and skills for hurricane-resistant construction.
- The Sint Maarten Medical Center is fully functional after critical repairs were made to the roof, so that it can withstand Category 4 hurricane winds, compared to Category 2 previously. A new fire alarm system was installed and key services, including dialysis, have been expanded to reduce overseas referrals. A new hospital is being built with co-financing from the private sector. The construction of the new hospital building, designed to withstand Category 5+ winds, started in January.
- In March 2020, an additional US\$3.6 million was approved by the Steering Committee (SC) of the SXM TF to rapidly

respond to the COVID-19 pandemic. These funds allowed the hospital to immediately purchase necessary medical equipment, supplies, and pharmaceuticals. By September, construction of a reinforced COVID-19 auxiliary care facility was completed to provide safe care during the hurricane season. This was partially funded by the SXM TF.

- The SXM TF financed the restoration and resilience of electricity and water systems, through retroactive financing to GEBE, the Sint Maarten electricity supply company. Electric cables were placed underground, and repairs and replacements were made to transformers, transformer houses, street lighting, meters, and substations. Water storage tanks were repaired, new tanks were constructed, and pump units, pump houses, and micro-metres were replaced.
- Sint Maarten is now insured against tropical cyclones, earthquakes, and excess rainfall under the Caribbean Catastrophe Risk Insurance Facility (CCRIF).

5. FINANCIAL SUSTAINABILITY

Financial support with little to no reforms in areas such as tax, labour, healthcare, to ensure sustainability is a formula to maintaining the status quo of the current financial situation, or even of things deteriorating.

The Netherlands, therefore, stepped in and offered assistance. Sint Maarten and The Netherlands signed an accord on Tuesday, December 22, 2020 with regard to the conditions for liquidity support.

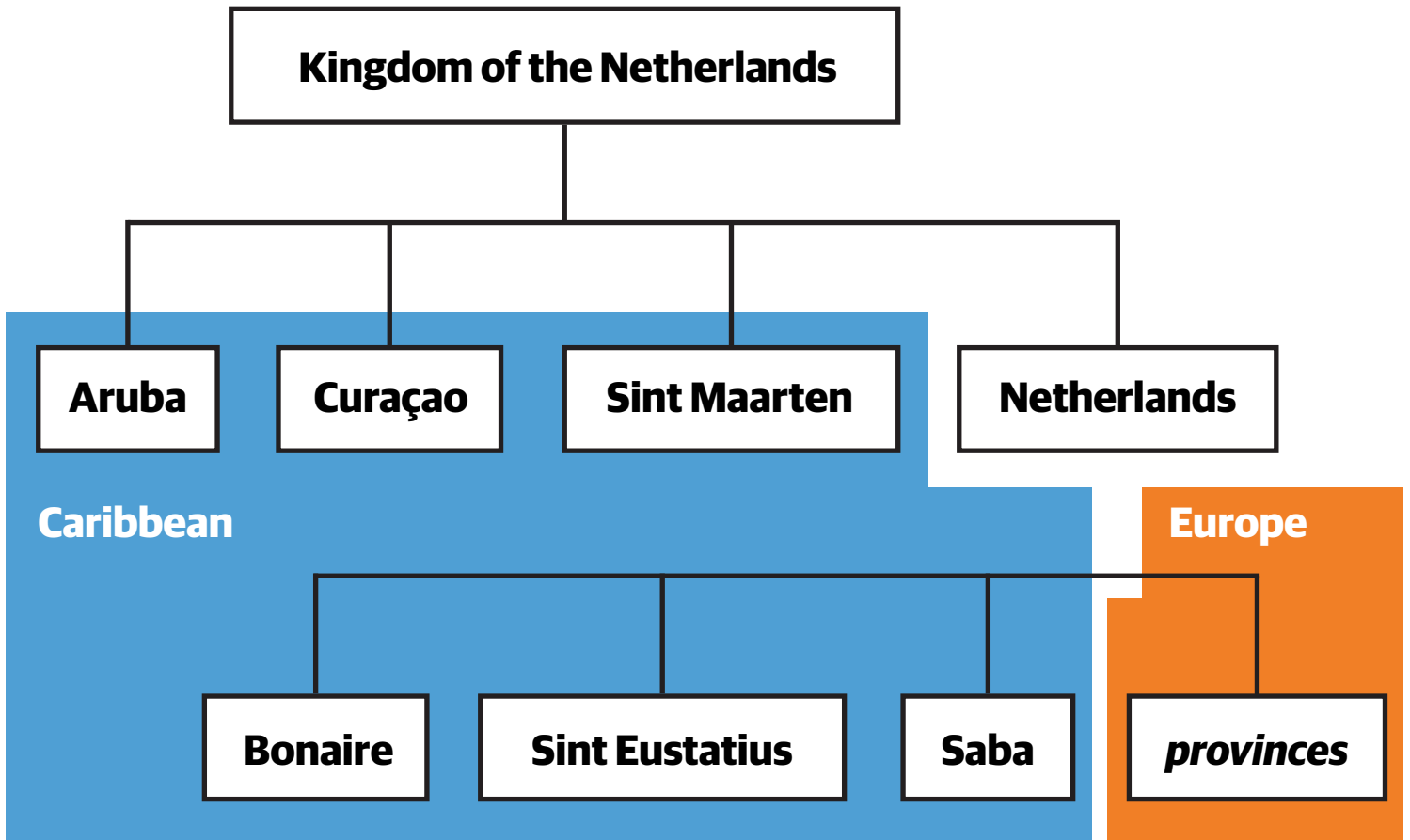
The urgency is high because Sint Maarten is in dire need of liquidity to enable it to comply with its basic financial obligations. Under this agreement, Sint Maarten will receive liquidity support in tranches to implement reform measures

In the accord, the two countries made agreements for a “voluntary, but not **free of obligations** multi-annual cooperation.” The agreement will pave the way for future tranches, but is tied to strict preconditions, e.g., structural reforms outlined in the accord.

In support of the structural reforms, the Dutch government will not only offer funds, but also invest in several areas of the island’s development. The intention is to establish the Caribbean Development and Reform Entity, COHO, which will monitor the implementation process of the measures and provide hands-on expertise and know-how.

Together with the Sint Maarten ministries, COHO will work out the details of the reforms and assist with implementation of these measures in consultation with stakeholders. The COHO will not take over the authorities of the Sint Maarten Parliament, government and responsible government entities. This aspect has been explicitly stated in the agreement. The COHO will be able to supervise execution of structural reforms and implement consequences in case of insufficient cooperation.

The ultimate objective is to strengthen and make Sint Maarten’s economy and the community more resilient and sustainable.



3

TOWARDS A NATIONAL VISION

*The National Development Long-Term Planning.
From Nation-Building Project to Current National Developments.*



**DATA GATHERING: DESK-REVIEWS AND DIALOGUE
COMPARISON ANALYSIS KEY DOCUMENTS
DEFINING CHARACTERISTICS OF SINT MAARTEN'S FUTURE**

1. DATA GATHERING: DESK-REVIEWS AND DIALOGUE

The path chosen towards developing a National Development Vision consisted of analysing past data using selected tools to measure and gain insight into where Sint Maarten's current developments are and based on the findings, envision (project) a better future.

Sint Maarten's long-term planning process underwent certain modifications and/or changes in both the focus as well as the approach to national development. Some of these changes were planned whilst others were unforeseen.

As a result, the national development process recognizes various phases. The concept from "hindsight to insight to foresight" was adopted to present all phases and steps taken in the formulation of a National Vision.

In reflecting on how best to work collectively to achieve common goals and shared long-term vision, an initial process was set in motion to develop an initial Vision and National Development Plan. The National Development Plan would serve as the blueprint for a unified, sustainable and prosperous direction for Sint Maarten.

The government, in cooperation with the UNDP, initiated in 2012, a three-year project "Building a Nation: "Sint Maarten National Development Plan (NDP) and Institutional Strengthening."

The projected activities towards a Vision and National Development Plan under the Nation-Building Project were:

- An extensive Communication Campaign and Stakeholder Analysis to raise awareness of the national development project that would include stakeholders in determining the visionary goals for Sint Maarten;
- SWOT Analyses providing quantitative data for the compilation of a baseline report; extending beyond the public sector to include youth and civil society representatives.
- Democratic Dialogues with the aim of adopting a "bottom up" participatory/inclusive approach to engage all sectors of the country in this exercise.

1.1 Institutional Frameworks

The communication campaign and stakeholder analysis contributed to establishing 'institutional frameworks' to guide the implementation of project activities in general, but especially those activities that were not initially planned in the project document.

One of the frameworks established was the Inter-Ministerial Work Group (IMWG) whose role was to serve as the coordination, communication, and synchronization platform bringing voices of Government into the National Development Planning process; encourage inter-linkages between programs/projects

and services that support the whole Government apparatus, and strengthen capacities and institutionalize harmonization of related activities, and for policy-based budgeting. This group has, since 2020, grown into the Government Policy Platform.

The second structure was the Steering Committee for National Development, a body representing all sectors of society to monitor the project. Given the importance of such a body, it was formally established with safeguards ensuring transparency of the process with a clear mandate. The Steering Committee was thus constituted by Ministerial Regulation, and endorsed to function for a specific period of time, which has lapsed in the meantime. Specifically, the role of the Steering Committee was to ensure quality control and assurance of the project outputs in developing a national plan. The idea was to build participatory links between the private and civil sectors with a governance institution having the mandate to independently monitor the implementation of the plan.

A National Development Working Group (NDWG) was responsible for the design, implementation and monitoring of the community dialogues with the aim of applying a participatory approach to development planning.

1.2 SWOT Analyses

In this initial stage of the Nation Building project, the SWOT exercise was an important instrument in the planning process to identify existing strengths, weaknesses, opportunities and threats towards the sustainable development of Sint Maarten. The main objective was to assist Sint Maarten in developing a Factsheet of the past, current and future situations, as well as detail the progress made since 2011 in achieving the MDGs in Sint Maarten. The result of the series of SWOT scans provided a snapshot of the situation at the time of the Public Sector, Civil Society and Students.

“The government, in cooperation with the UNDP, initiated in 2012 a three-year project “Building a Nation: “Sint Maarten National Development Plan (NDP) and Institutional Strengthening”.

The approach included an analysis of the summary of economic, social, environmental, and cultural indicators in order to pinpoint vulnerabilities and identify priority areas/sectors for focus during the democratic dialogue process and projections of target areas and scenarios for MDG progress.

It provided recommendations on the institutional and regulatory means to alleviate the bottlenecks identified, including the general improvement of governance administration and recognition of the importance of public, private, and civil society partnership in carrying forth the goals of nation building and its obligations to internationally agreed mandates.

Recommendations of national development addressed an overall integrated policy which took into account the needs of the current population, those of local enterprises, the existing labour market and social structure in the country, its environment and cultural attributes. In addition, the recommendations were geared towards outlining short, medium and long-term strategies to achieve the development goals pursued. They would also propose a strong research and development program, program-based budgeting, capacities for implementation and resource mobilization strategy.

The results of the SWOT analyses formed the basis for the dialogues that would take place to define the priorities for the Vision and National Development Plan.

1.3 Democratic Dialogues

Why dialogue? The three main reasons were, (1) to build interest and involvement with the public, (2) to stimulate and activate a participatory approach, and (3) to inform the public while achieving openness and transparency.

The building blocks of a Democratic Dialogues (DD) process: Input for Dialogue Strategy outlining the stages of the Dialogue Process — Issues, Actors and Context — were prepared to guarantee the “bottoms up”, participatory/all-inclusive approach and accommodate hearing the people’s voice as it related to their envisioned future.

A pilot project was launched and five (5) community dialogues were organized and conducted. The communities that participated were Simpson Bay (SB), Cole Bay (CB), St. Peters (SP), Guana Bay (GB) and Dutch Quarter (DQ). Online national dialogues, face-to-face sessions and a national survey, were the other formats designed to reach the people.

However, challenges in ensuring active community participation led to a temporary halt of this exercise with the expectation of continuing dialogues with the remainder of the 15 community-based areas at some stage of the project. The main results in line with the general lessons learned are briefly

summarized in table 7.

Ultimately the DD process as outlined was ended and the approach in gathering information was modified mainly due to difficulties mobilizing sufficient support to produce quality, quantitative and qualitative information. **Nevertheless, the aspirations of the people of Sint Maarten and defined visionary goals on the basis of the collected data remained an integral part of the data towards drafting of a national vision.**

In addition, the SWOT analyses already conducted as a quantitative approach for community input were finalized. The survey of the respective community areas through a face-to-face survey approach was introduced as an alternative under the ‘dialogue’ component of the project. In addition, three online sessions were organized with the public and key-stakeholders to obtain feedback on the draft National Vision.

2. COMPARISON ANALYSIS KEY DOCUMENTS

2.1 Baseline Study

Working towards a development vision required having good insight as to where Sint Maarten was in terms of its development. Conducting a Baseline Study seemed only natural at this point for the long-term planning process.

The baseline study identified the development issues in Sint Maarten and highlighted government’s response to these issues. Through this exercise, an understanding was gained as to:

- the stage of Sint Maarten’s development since 2010,
- what the government development focus is and where resources are applied, and
- the extent to which development is committed in the short and medium-term.

Table 7: General Lessons learned from the Democratic Dialogues

Dialogue area	Registration forms	Evaluation forms	General lessons learned
SB	35	21	<ul style="list-style-type: none"> • Communication printmaterial: <ul style="list-style-type: none"> o Specify dialogue areas and o Venues. • Keep the information simple • Plan at least two weeks ahead for dialogue • Closely involve community councils in convening/ mobilizing participants • Reconsider the mapped division of the dialogue areas; • Lack of manpower • Greater emphasis on educating/ informing the public, as Dialogue is a (new) concept that does not meet general conception of public • Schedule for dialogue is too tightly planned, compromising quality of output • Morale of the volunteering facilitators is depleting due to poor results after the efforts put into organizing the dialogue sessions.
CB	11	8	
SP	28	21	
GB	17	12	
DQ	54	39	
Total # of participants	145	101	

Insight into Sint Maarten's status derived from a baseline-study showed that weak institutions in combination with constraints of financial resources would be a major challenge in properly costing a long-term national development plan. Thus, along with the aforementioned adjusted approach, the focus went from drafting a National Development Plan to formulating a National Development Vision.

The baseline Information was obtained by desk review from ministries directly supplying specific information, and results of a two-day government workshop that involved all ministries and departmental heads in an analysis of where government is in terms of development. Ministerial coordination was undertaken with help from the Inter-Ministerial Work Group. The information provided a baseline for further input by stakeholders in discussing and defining a developmental vision for the country, and consequently where Sint Maarten's development priorities should be focused in the short, medium and long-term. In the following sub-paragraphs, some key findings are shared.

A Country in Transition

The baseline study has revealed that Sint Maarten is still transitioning in building a government infrastructure and enabling environment to operate autonomously as a country within the Kingdom of the Netherlands. The transition process essentially requires Sint Maarten to build a whole government infrastructure (including the effective exercise of a new government system) from scratch whilst at the same time maintaining public services, and assuming responsibility for a number of international treaty obligations. Despite a great deal of local planning undertaken to affect the transition by 2012, momentum has faltered. Building a different role for government, as intended in the founding documents and laws guiding the transitional process, remains incomplete. An autonomous government requires first and foremost, stable political and effective leadership at all levels, working together in strategic planning with a skilled human resource base capable of executing and monitoring policy effectiveness. Shortcomings in good and effective governance have multiplier effects by making impacts much wider than simply a governance issue. That observation is the basis of making governance a pre-eminent development goal to achieve sustainable development in Sint Maarten.

Progress made in Strategic Planning

Despite governance shortcomings, most ministries have developed comprehensive sector policies (including spatial development), that strategically focus on development within the short to medium-term. Many of these policies have been developed through different levels of stakeholder input and provide a credible source of information in compiling this document. Although ministry strategies are a starting point, they are broader than those of the ministries for two reasons. First, the sector strategies in many cases involve actions and programs that are dependent on cooperation between several ministries. Therefore, there is a need for better coordination between min-

istries, perhaps with regard to the legal framework establishing the organization and structure of government. Second, success of the sector strategies will be heavily dependent on resource effectiveness, revenue enhancement and fiscal sustainability, human resource development and investments in private sector-driven development. What is absent in the sector strategies is a fiscal framework that links medium-term sector programs to a multi-annual fiscal budget. The multi-annual budget would need to become, under a national plan environment, the resource framework that prioritizes and sequences national development goals.

Gender

Absent in ministry strategic planning is a visible indicator on whether gender was a consideration. In the future, strategic policy should reflect on gender in efforts to improve the status of women and girls by taking into account not only the differential roles of men and women, but also the relationship and balance between them, and the institutional structures that support them. In this regard, gender is not a separate sector to be analyzed and reported on in isolation. Instead, gender mainstreaming requires that gender analysis be applied to each set of issues when devising policy in fulfilment of national strategies.



Integrating International Sustainable Development Perspectives and Human Rights

When linking government actions with relevant Sustainable Development Goals (SDGs) and the SIDS SAMOA pathway framework (SIDS), it is important to understand that SIDS is an extension of the SDGs agenda by prioritizing SDGs for the convenience of small island developing states such as Sint Maarten. In that respect, the SIDS agenda is an important reference point for what needs to be the focus of Sint Maarten's development. The SIDS SAMOA pathway goals, in some respect, are aligned with what Sint Maarten has already identified as its development focus, especially the focus on culture, sports and culture tourism. What SIDS does focus on more extensively than the SDGs, are environmental impacts. The main focus covers climate change, bio-diversity (oceans and terrestrial), disaster risk management, food security, sustainable energy and waste management. These are all issues that disproportionately affect small island states. Many of these topics are addressed in one way or another in government's current planning. The main issue is that these themes have yet to emerge as significant factors in shaping Sint Maarten's development. In most respects, focus on the environment is the least supported theme.

The other domain is realization of human rights. The realization of human rights is secularized and actioned by ministries that have consciously developed plans of action for implementation of human rights that fall within their mandates. This is notable in the realization of the Rights of the Child, and rights pertaining to Persons with Disabilities. It remains important in developing national strategies to indicate how human rights will be implemented and protected.



“The overarching goal of the NRRP is to restore, secure, and strengthen the well-being of the people of Sint Maarten which requires a resilient community in a healthy living environment; a resilient, growing, and more diversified economy; and a transparent, effective government with enhanced capacity.”



Implementation Strategy

To reach all of the visionary goals outlined in this NDV, it is necessary to agree to a common strategy. This will need to take into account real budgetary constraints, the absorptive capacity of government to invest in a chosen developmental program, and current institutional capacities. The development challenges for Sint Maarten are mainly identified. The critical step is to prioritize what needs to be done in a logical sequence of actions within the short to medium-term frameworks, and the budgetary resources required to achieve them. Consequentially, prioritization and sequencing of development goals will be the most important task within the medium-term. The actual development strategy will require having to align

medium-term budget expenditures that support the implementation of governing programs with national development visionary priorities. This should be reflected in a multi-annual budget. Apart from the budget, private sector contribution will have to continue to play an important role in the implementation of a national development strategy contributing to job creation, infrastructure development and revenue mobilisation. Together these processes comprise the integrated national development plan process.

Factors that influence development options in the short and medium-term

Factors having an impact on determining development goals in the short to medium-term are:

- **The need for an effective and efficient public service and stable government:** A national vision and strategy for sustainable development requires stable political leadership committed to unity of government policy. Public governance administration needs to be unified and better coordinated in line with established rules and procedures.
- **Core government institutions remain underdeveloped:** Core government institutions such as justice (police and prison), education (reform), finance (building a public financial management and tax system), governance (fiscal responsibility, administrative/institutional strengthening and capacity), the legislative framework (update laws and compliance), and welfare reforms (health and social security) need to be further developed.
- **State of government revenues:** The state of government finances is unsustainable. Fiscal sustainability depends on a number of vital economic indicators (GDP growth and Consumer Price Index (CPI)). Sint Maarten's absorptive capacity - its ability to do more - will expand in proportion to revenues. In the meantime, the state of government finances determines development choices and priorities.
- **Investment in vital public infrastructure:** Investment in updating and repairing essential public infrastructure that has lapsed or degraded over the years is a priority. It is important to focus on targeting capital investments in schools, sewage treatment, waste management, sports facilities, the prison and general infrastructure maintenance such as roads and beautification projects to support the economy.
- **Statistical and information and communication (ICT) systems:** Strengthening of the ICT infrastructure should stimulate the economy in general. Within government, the focus is on connectivity in order to stimulate data and information exchange throughout government and offer more integrated services to the public. Investments will also be needed for further development of statistical data and information platforms to meet country and international financial and economic reporting requirements, and to gather accurate information regarding country statistics and better aligned statistical social and economic development indicators.
- **Risk and disaster management:** Sint Maarten is vulnera-

ble to external shocks that can seriously impact the economy and general well-being. Shock can be better absorbed if such eventualities are anticipated by creating appropriate countermeasures and/or buffers. The greatest threats in terms of disasters are severe weather events. This threat will continue to grow because of climate change.

- **Indeterminate country status:** Sint Maarten’s constitutional status does not provide sufficient constitutional autonomy to take advantage of development opportunities that small island states globally share. In addition, the exercise of autonomy, in practice, does not provide Sint Maarten with the fullest potential to develop as originally envisaged when The Netherlands was released from its colonial Caribbean obligations when the UN adopted the Charter. Consequently, there is conflicting and confusing interpretation of Sint Maarten’s status within the international community. Indeterminate constitutional status constrains Sint Maarten’s development potential.

2.2 Past and Current Developments

The Baseline study and consultations conducted established “the where” Sint Maarten was in 2015. The objective was to have a point of departure in furthering the process of formulating a National Development Vision. From the baseline findings as earlier mentioned, it was concluded that institutional and financial constraints would not support the drafting of a long-term plan, but that the focus could be contained to completing the ongoing visioning process towards a National Development Vision.

With the passing of hurricane Irma, the attention of the Government of Sint Maarten was temporarily interrupted, and focus shifted from long-term development to immediate and short-term planning. A speedy recovery and rebuilding due to extreme damage caused to the infrastructure and livelihood of the people was imperative.

2.3 National Recovery and Resilience Plan (NRRP)

The National Recovery Plan, later termed the National Recovery and Resilience Plan (NRRP) was prepared under the overall leadership of the Government of Sint Maarten, with financial support from the Government of the Netherlands, and strategic support from the World Bank Group.

“The overarching goal of the NRRP is to restore, secure, and strengthen the well-being of the people of Sint Maarten, which requires a resilient community in a healthy living environment; a resilient, growing, and more diversified economy; and a transparent, effective government with enhanced capacity.”

The Plan is built on consultations with stakeholders across 18 sectors to collect, validate, and analyze data on damages and losses, site visits and consultations with affected communities and relevant authorities in identifying the needs for recovery and reconstruction.

As the roadmap toward “building Sint Maarten back better”, the NRRP played an important role in planning and preparing projects for the immediate and short-term needs for the recovery and reconstruction of Sint Maarten. The Plan includes estimates of financial requirements, costs and investments that are necessary to (re)build Sint Maarten.

The NRRP is **not** a replacement for long-term planning, but it highlights the need to incorporate the aspect of “resilience” within national development to a higher degree, and to align a final vision and/or plan with the reality of Sint Maarten’s vulnerability to hurricanes.

Three Pillars of the National Recovery and Resilience Plan

In analyzing the document, it can be concluded that much of the data used as a point of departure in formulating the NRRP is derived from the baseline study, which is a fundamental part of the formulation process of a National Development Vision (NDV).

The NRRP is founded on three pillars – community recovery, economic recovery and government recovery – and foresees over US \$2.3 billion in investments in priority sectors particularly affected by the 2017 hurricanes.

Table 8: Three Pillars of the National Recovery and Resilience Plan

Community Recovery	Economic Recovery	Government Recovery
<ul style="list-style-type: none"> • Housing • Health • Employment, Livelihoods and Social Protection • Solid Waste • Education • Environment 	<ul style="list-style-type: none"> • Macroeconomic Outlook • Tourism and Commerce • Finance • Airport • Ports and Marinas • Roads and Drainage • Water • Electricity • ICT 	<ul style="list-style-type: none"> • Disaster Risk Management • Governance and Public Financial Management • Justice, Public Safety and Security • Additional Public Buildings

Strategic Focus Areas

NRRP also outlines a comprehensive strategy to respond to the immediate needs of the people of Sint Maarten, and to address other recovery needs in the near future.

The Plan is supplemented by a Strategic Framework, and its implementation is financed by the Government of the Netherlands through a Trust Fund created in support of a seven-year program (2018-2025) for the recovery of Sint Maarten, and strengthening of the country’s resilience against future

disasters. The Framework lays out the planned cooperation between the World Bank and Sint Maarten for the period 2019 to 2025, and defines activities that are eligible under the Trust Fund, with appropriate flexibility, for prioritization.

The areas highlighted in the Strategic Framework aim to (1) promote sustainable economic recovery, (2) support citizens and resilient communities and (3) build foundations to improve long resilience and good governance. Under these three focus areas, the Steering Committee identified eight objectives for the Trust Fund (see table 9).

Table 9: SXM TF Strategic Focus Areas

Focus Area 1: Promote Sustainable Economic Recovery	Focus Area 2: Invest in Citizens and Resilient Communities	Focus Area 3: Build the Foundation to Improve Long Term Resilience and Good Governance
<p>Objective 1: Sustainably restore Air Access and Improve Connectivity</p> <p>Objective 2: Support Tourism Recovery through access to finance, resilient utility services</p> <p>Objective 3: Establish a sustainable solid waste management system with improved sanitation services.</p>	<p>Objective 4: Repair and Increase Access to Housing especially for the vulnerable</p> <p>Objective 5: Increase access to quality Health, Education and Sports Services</p> <p>Objective 6: Strengthen social safety nets and promote employment, particularly for vulnerable youth and households headed by women.</p>	<p>Objective 7: Improve Capacity for Disaster Response</p> <p>Objective 8: Strengthen Fiscal Resilience and Modernize the Public Sector</p>

As a country and its people cannot remain forever in recovery phase, the government of Sint Maarten, in getting back on track towards formulating a National Development Vision, developed a “roadmap” to finalize the formulation process. One component of the outlined path was comparing the Baseline study, the National Recovery and Resilient Plan (NRRP), and a comprehensive analysis of the Governing Programs (GPs) for the last decade, This was to attain a clear picture of the most recent development trends of St. Maarten, and the needs of its people under the changed circumstances of their existence. The approach also incorporated all work previously done on the topic of national development.

2.4 Governing Programs 2010 - 2022

A comparison analysis of all the Governing programs that were prepared, approved and partially implemented since 2010 was conducted. The compared Governing Programs, including their vision statements are:

- A Foundation of Hope for Our Country - Governing Program 2010-2014: “Moving Ahead as a country, responsible for our own destiny and that of our children”;
- Working for The People - Governing program 2012-2014: “Our island nation will consist of a united, prosperous, happy and healthy people that are well-educated and productive, self- reliant and disciplined, with a commitment to



- excellence”;
- **READY TO WORK FOR YOU** – Governing program 2014 – 2018: “St. Maarten as a socially and economically sustainable country that embraces freedom and equality, promotes solidarity, and ensures justice and integrity while building a strong, unified, and healthy nation that provides opportunities for all”.
- “Building a Sustainable Sint Maarten” – Governing Program 2018 – 2022: “It promotes a rebuilt Sint Maarten with a viable economy, with considerable improvements on our social and sustainable development”.

The initial comparison was a look at the vision of each program. The analysis revealed that the programs are in harmony with each other as to the envisioned future development of Sint Maarten by all government coalitions. A collective vision statement derived from the programs is “achieving social and economic sustainability and resilience” translated into goals and objectives, geared toward preparing the people to take their future into their hands.

Although the expected outcome of some of the programs reflected more of a wish list, recurring topics on national development level were: e.g., Safety and Security, Education, Healthcare and Social Welfare, Good Governance, Greater Transparency and improved Accountability, and last but not least, Stronger Fiscal Discipline. Promoting Sustainable Development and Economic Growth was also mentioned. The conducted analysis of the aforementioned Governing Programs is found in Appendix II.

In the context of National development, the Governing Programs will serve as multi-annual plans and accommodate periodic evaluation and adjustment of Sint Maarten’s National Vision and Strategic Framework.

2.5 Conclusion Comparison Key Documents

In refocusing on long-term planning after the hurricanes, the baseline study was revisited and connected to the NRRP and the Governing Program 2018 – 2022 as a means of measuring where the country’s development is at this time.

It was clearly noted that the NRRP was aligned with the baseline information and findings, which at that point was intended to serve as the foundation for formulating the vision document. The three pillars of the National Recovery and Resilience Plan reflected a consistency with the development themes defined in the then ongoing National Development visioning and planning process.

The immediate focus and response of the NRRP, after the damage caused by the hurricanes, were on the people and the economy, as well as supporting government in getting its operations back on track.

It is recommended, in order to maximize efforts, to adapt and adopt the Strategic Focus Areas defined under the three pillars

of the NRRP and where relevant, to align these with the formulated Visionary Goals of the NDV as potential immediate to short-term strategic actions. In realizing its slogan “**build back better**”, NRRP continues to invest in sustainable and resilient developments which will eventually be placed permanently under the National Vision for Sint Maarten.

As it relates to Governing Programs, the vision of the coalition government, to date, regarding their Goals and Objectives, the approach/Strategy, Guiding Principle of Sint Maarten’s Country Vision, Expected Outcome, is in sync with the development themes and visionary goals in support of the National Development Vision. It is anticipated that future Governing Programs will function as a 4-year multi-annual plan, aligning their short and medium-term strategic interventions with the long-term National Development Vision of Sint Maarten.

An overview of the comparison of the Baseline study, the NRRP and the collective GPs is found in Appendix III.

3. DEFINING CHARACTERISTICS OF SINT MAARTEN’S FUTURE – OPPORTUNITIES AND CHALLENGES

Insight into Sint Maarten’s current development path outlined opportunities and challenges and influence the visionary goals in the NDV in the short to medium-term. Some goals are to be considered **pre-conditions** for a successful development planning process.

Building a governance organization and the need for fiscal sustainability

An efficient government organization with a sustainable financial position is a prerequisite to unleashing its development potential and achieving economic resilience.

In becoming a constituent State within the Kingdom of the Netherlands in 2010, the Government had to build a solid foundation to accommodate the full potential of what an autonomous status could bring to Sint Maarten. That meant having to **create a new structure and organization of government, with policy, implementation, monitoring and accountability as core duties and achieving financial independence and sustainability**. Achieving the aforementioned is the first development priority and a prerequisite to building Economic Resilience.

Reliance on leisure tourism and the need to economically diversify

Boosting economic growth through greater economic diversification and investment.

The economy of Sint Maarten centers on leisure tourism with nearly 85% of the labour force engaged in that sector. In ad-

dition, tourism represents about 80% of Sint Maarten's GDP. Although this focus on tourism has brought rewards, it also poses significant risk. The sustainability of this form of tourism relies on factors, which are beyond Sint Maarten's control. The Covid-19 Pandemic currently being experienced is living proof of the risks of having a one-pillar economy.

Therefore, we must look at **ways to reduce our vulnerability**. The occurrence of shocks to our economy can be reduced through **good financial management** and **by taking steps to diversify our economy from its reliance on leisure tourism, and further develop the hub function of Sint Maarten in various sectors**.

Addressing the needs of current and future generations

A commitment to the principle of sustainable development will enable Sint Maarten to meet the needs of the current generation without compromising the needs of future generations.

Sint Maarten's growth has come at a price. The landscape of Sint Maarten that existed four decades ago is almost unrecognizable today.

Development has destroyed environmental features for which the country was once renowned. Lack of environmental governance and the absence of respect for the fact that the environment is a public good, has significantly contributed to harming the quality of life the people of Sint Maarten are expected to enjoy. The ability of developers acting independently, according to their self-interest, without regard for the common good and regard for the interest of future generations, will end. **Sint Maarten's development path will, in future, be guided by**

the principles of sustainability, through effective environmental management, which will take steps to meet the needs of the current generation, without compromising the needs of future generations.

Maintaining social cohesion and the multi-ethnic diversity of Sint Maarten

Understanding the dynamics that profile St. Maarten as a multi-ethnic society with a common identity is essential to support nation building, social cohesion and peace.

The foundation of Sint Maarten's society and identity is explained in the context of how the island developed over the last two hundred years. That history has shaped the values and way of life, which defines the identity of Sint Maarten people today. This distinctive heritage, ingrained by notions of friendliness, solidarity, generosity and hospitality, has contributed to the extraordinary development of Sint Maarten in recent times while ensuring a level of social cohesiveness within an ever-growing multi-cultural setting. It is by **recognizing and displaying the historical and cultural foundation of Sint Maarten, in the context of the country's development that all people can engage in the process of inclusion and support nation-building and social cohesion**.

The import of migrant labour and the need to support the local labour market

The development path must be compatible with the import of migrant labour and that which maximizes the work and career opportunities of locals, especially the youth.



The development of Sint Maarten has relied on migrant labour, especially within the construction and service sectors of the economy. In many cases, entry into Sint Maarten to work is aimed at satisfying the self-interest of those who wish to engage migrant labour without incurring any responsibility for the social and economic costs that arise from an expanding migrant labour force. On the one hand, Sint Maarten might need to continue to import migrant labour, **but the use of migrants must be in accordance with rules that do not unfairly disadvantage the opportunities for locals, especially for the youth to participate in the workforce.** Sint Maarten's development will be based on **a balance between the need to hire migrant workers and that which maximizes work and career opportunities for locals.** Stimulating Vocational Education also plays an important role in meeting the labour market demand in specific sectors now being filled by migrant workers.

Orderly development and uncontrolled expansion

The small size of Sint Maarten means that there must be limits to the extent of spatial development that is desired and possible.

Sint Maarten is a small country covering just 34 sq. km. The population density is one of the highest in the world (ranked 9th) at 1,180 persons per km. Space, therefore, is at a premium and land use is and will increasingly become more competitive.

Much of Sint Maarten's development has occurred without enforced rules. Unbridled development has not only spoiled the environment, it has also put undue burden on the country's infrastructure. **Sustainable spatial development is essential to resolve competing interests for space and recognizes that not all development is desirable or possible.**

Economic growth and management of the environment

Economic growth and protection of the environment are two demands neither of which should be sacrificed for the sake of the other.

Unbridled development, spoliation of lagoons and ponds, destruction of terrestrial and marine habitats, pollution of ecosystems, a diminishing biodiversity, and waste pollution is the environmental price Sint Maarten has paid for its "laissez faire" approach to economic "development."

This state of affairs has arisen due to a complete lack of environmental governance. Clearly, such an approach to development is outdated and poses serious risk to building a resilient economy. **A conscious decision has to be made to ensure an approach where growth is not misinterpreted as development, and does not occur at the expense of the development of the people and environment.** There is a need

to shift towards investing in human capital as the education, experience, and abilities of people have value for the economy as a whole.

A shared prosperity and disparities in wealth distribution

The development of Sint Maarten is a shared task in which the benefits of growth are shared equitably.

Sint Maarten as a small open economy presents itself to the world as a relatively prosperous country. The measure of a country's wealth is often time reflected through its GDP per capita. Although the GDP pre-IRMA placed Sint Maarten in the category of a developed, high-income country, most people in Sint Maarten, however, do not achieve the calculated per capita income.



4

THE FUTURE OF SINT MAARTEN VISUALIZED

*“Sint Maarten as the Caribbean Business and Education hub,
where everyone can be provided with the full range of opportunities
needed to obtain and sustain an enhanced quality of life”.*



GUIDING PRINCIPLES OF SINT MAARTEN'S COUNTRY VISION

NATIONAL VISION STATEMENT

UNDERSTANDING THE VISION

DEVELOPMENT THEMES TO 2030

NATIONAL DEVELOPMENT GOALS AND

THE SUSTAINABLE DEVELOPMENT GOALS

1. GUIDING PRINCIPLE OF SINT MAARTEN'S COUNTRY VISION

Sint Maarten's NDV 2030 is founded on the goals of the Constitution of Sint Maarten.

INSPIRED by the exercise of our universal right to self-determination, as expressed in the referendum of 23 June 2000, with which we freely chose for the status of Country within the Kingdom of the Netherlands;

RESOLVED to work together with our partners in the Kingdom of the Netherlands, with our neighbors in French Saint Martin and with all peoples of the world on the basis of freedom, equality, peaceful co-existence and international solidarity;

DECLARE that we are a people that believe in the principle of democracy, the rule of law, the principle of the segregation of powers, the dignity and value of the individual, the entitlement of all persons to the fundamental rights and freedoms;

RESOLVED to provide for the continuing preservation of nature and the environment;

DECLARE that we wish to establish a constitutional order based on an open and accessible government;

"The Country Vision therefore builds on a society that believes in democracy, the rule of law, good governance, Human Rights and sound environmental management whilst incorporating economic resilience". This encompasses the ability to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions, deliberate attacks, accidents, or naturally occurring threats or incidents.

Economic Resilience is an important aspect incorporated into the vision and involves directly focusing on those features of the economy that expose the country to risk and taking concerted action through policy-induced measures to reduce those risks, thus allowing the country to better able pursue its development aspirations in the event of future disasters and/or crises. In Sint Maarten's context, key measures that will be addressed to reduce risk and build resilience are e.g.:

1. Good political governance, which is essential for the economic and social system to function through institutions



"Sint Maarten as the Caribbean Business and Education hub, where everyone can be provided with the full range of opportunities needed to obtain and sustain an enhanced quality of life".



2. Macroeconomic stability, which is manifested by fiscal sustainability, thus providing better coping mechanisms in the event of disasters.
3. Safety and Security as a means to stimulate people to invest, travel or settle.
4. Market flexibility that enables the market to quickly adjust and recover in the event of external shocks.
5. Investment in human capital, which underpins stability through addressing inequities and reducing the risk of civil unrest.
6. Environment governance, which acknowledges the environment as a public good that, requires management to avoid public harm and generate stability.
7. Strong Relationship with neighboring island(s) - an important factor if we want to build economic resilience.

2. NATIONAL DEVELOPMENT VISION STATEMENT

The general picture of the envisioned future of Sint Maarten is "a resilient community of well-educated and productive people, who are socially and economically sustainable, in a safe and secure environment where justice and integrity prevail while building a strong, unified, and viable economy".

The key underlying objective of Sint Maarten's NDV 2030 is to transform Sint Maarten into a Caribbean Hub that will be economically resilient, with well-educated people capable of using all opportunities provided to obtain and sustain an enhanced quality of life and well-being for generations to come.

We thus envision a future in which Sint Maarten is independent, united and resilient:

"Sint Maarten as the Caribbean Business and Education hub, where everyone can be provided with the full range of opportunities needed to obtain and sustain an enhanced quality of life".

To ensure future benefits, the call for action in building the foundation towards achieving the vision, is now.

The strategic course echoes the following themes: (1) Independent and Resilient, (2) United by compassion and equity and (3) Safe, Secure and Decisive. These form the basis for a vision geared towards strengthening the human capital in support of a Sint Maarten as the Caribbean's Business and Education Hub. The aforementioned development themes should be inextricably interconnected and crystalized in a manner that they reinforce each other in reaching the one goal where "everyone can be provided with the full range of opportunities needed to obtain and sustain an enhanced quality of life".

3. UNDERSTANDING THE VISION

The National Vision Statement emphasizes the importance

of a united and independent society at the center of development. The environment - social, economic and political - must enable citizens to realize their full potential, individually and collectively, to make a positive contribution to the growth and development of Sint Maarten. Policies must focus on the welfare and well-being of citizens and the improvement of their living standards. All citizens must be able to enjoy a superior standard of living and be assured of opportunities to access quality education and training, healthcare, affordable housing, decent work and social protection.

Inclusion is community. No one becomes included by receiving handouts, even if these handouts are given by public bodies and with public resources. No one becomes included by being treated by a program in which they are no more than a number or a statistic. Inclusion is connection to the network of community development, it is to become more than a speck of dust, to have a forename and surname, with one's own distinctive features, skills and abilities, able to receive and give stimulus, to imitate and be imitated, to participate in a process of changing one's own life and collective life. (Busatto, 2007: 4)

The Vision will transform Sint Maarten into a compassionate society in which all citizens can fulfil their dreams and ambitions; a society that recognizes, respects and values the talents and contributions of all citizens. Sint Maarten will allow young people to feel confident in developing their own ideas and to seek out and create their own opportunities, stimulated by an education system that encourages entrepreneurship and innovation, and prepares learners to take advantage of opportunities in a rapidly changing global environment. Investments in education will transform Sint Maarten into a knowledge-based society that improves the ability of local businesses to compete globally. Greater emphasis will be placed on employing innovative practices, promoting creative industries, skills, ideas and processes that, when combined, will be the core of economic growth.

Sint Maarten will be a place where the family will be the foundation of society and citizens feel confident to raise their families in a safe, secure, peaceful and nurturing environment. More



importantly, the Vision will reduce inequalities and significantly move the country up the scale of human development by increased investment in human capital.

Citizens and policy-makers will have responsibilities for promoting good governance, respect for the rule of law, social harmony and environmental protection. Modernization of public institutions into responsive, inclusive and participatory decision-making structures is crucial to ensuring that the principles of good governance are upheld and strengthened as required. In addition, we envision that efficient and effective government services will be provided to meet the needs of citizens as well as facilitate the ease of doing business.

4. DEFINING THE DEVELOPMENT THEMES

To create the best future, the Vision for Sint Maarten is built on development themes geared towards maximizing Sint Maarten's unique competitive advantages, its people and their talents, its location in the Eastern Caribbean region and its autonomous status within the Kingdom with the prospect of one day being Country Sint Maarten. The key features are Independence, Resilience, Unity, Equity, Inclusion and Economic Diversification.

The current NRRP carried through the three main pillars outlined in the national development trajectory. As previously mentioned, this facilitates adopting the immediate and short-term recovery measures carried out under the NRRP as an intrinsic initial phase of the strategic approach to the NDV implementation and the incorporation of the progress of their ongoing activities into the longer-term approach of the NDV.

National Development Vision 2030 is built on three (3) main development themes each divided into sub-themes that further define the main development theme. Based on each sub-theme, the desired visionary goals for Sint Maarten are formulated. These goals will be further worked out in a medium to long-term Country Strategy consisting of programs, projects, policies, measures and/or initiatives that will be implemented to achieve the goals.

4.1. DEVELOPMENT THEME 1 - A COMPASSIONATE AND UNITED SOCIETY

"In a Compassionate Society, people are motivated by compassion to take responsibility for and care for each other". A community where compassion flourishes is one moved by empathy to take concerted action, able to confront crises with innovative solutions, confident in navigating changes in the economy and the environment, and resilient enough to bounce back readily from natural and man-made disasters.

A United Society is characterized by **strong roots and strong foundations** that underscore national pride, cultural heritage, while also offering sustainable living **with fulfilling lives**, care in the community and efficient social and health systems.

Sint Maarten has Strong Roots, as

- **Goal 1: cultural heritage is the driver of its development;**
- **Goal 2: national consciousness is high;**
- **Goal 3: families are the key building block of our communities.**

Goal 1: Cultural Heritage is the driver of its development

“The cultural heritage of a nation or region is not solely composed of monuments and museum collections, but also of living intangible expressions inherited from our ancestors and passed on to our descendants...” – UNESCO. Safeguarding both tangible and intangible cultural heritage is crucial for the promotion of respect for cultural diversity and human creativity.

In Sint Maarten, cultural heritage (tangible and intangible) will become a driver and enabler of sustainable development as well as a means of introducing socially and environmentally innovative solutions. This involves going beyond simple conservation, restoration, physical rehabilitation or repurposing of a site. It encompasses demonstrating heritage potential as a powerful economic, social and environmental stimulus for sustainable development, economic growth and the improvement of people’s well-being and living environments.

In addition, cultural heritage, cultural and creative industries, sustainable cultural tourism, and the cultural infrastructure will serve as strategic tools for revenue generation, given their important link to the labour force and employment.

Tangible and intangible heritage require different approaches for preservation and safeguarding. This recognition led to the conception and ratification of the 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage in acknowledging **the role of intangible Cultural Heritage as a source of cultural diversity and a driver of sustainable development**. With the loss of cultural heritage, Sint Maarten will lose not only its history, but also **its identity**.

Goal 2: National consciousness is high

Sint Maarten will focus on a future in which the identity of the Sint Maarten people is shaped and clearly defined.

Sint Maarten is currently identified as the “melting pot” of over 104 nationalities making up the population of the island. However, as stated by the Youth Council Association, “Referring to Sint Maarten as a melting pot is delimiting and can ultimately lead to the dilution of the local cultural heritage. Strengthened pride in our national identity calls for the clear definition of our core values. These core values, cultural heritage (tangible and intangible) and history therefore will form an integral part of our school curricula from pre-K to university”.

Sint Maarten aims to have a clear national identity that is known by all, a nation in which everyone is aware of their ancient cultural heritage, their strengths as a people and the historic assets of the country.

Goal 3: Families are the key building block of our communities

It is recognized that families bear the primary responsibility for education and socialization of children. In addition, families instill values of citizenship and a sense of belonging in a society. Families are therefore considered the social fabric and essential **building blocks of societies because of their** crucial role in social development.

Government plays a vital role in supplementing and complementing the private investments families make. Policies, programs, and laws support family members’ roles as caregivers, parents, partners, and workers, and shape the extent to which families fulfil their functions and develop new capabilities when challenged to do so.

While Government will focus on the formulation of policies that support the family’s crucial role in social development, NGOs will be more family-centered in their philosophy and operation. They will be stimulated by Government to offer assistance to families by providing material and non-material care to all persons regardless of age. This support will also extend to persons suffering from an illness, thus sheltering them from hardship to the maximum extent.

In addition, schools will actively seek parental engagement; and employers recognize that workers are also family members.

Sint Maarten has Strong Foundations, as

- **Goal 4: it is a cohesive nation that allows for individualistic/independent growth;**
- **Goal 5: it has empowered communities;**
- **Goal 6: there is efficient, high quality healthcare;**
- **Goal 7: the population is physically and mentally healthy**



Goal 4: It is a cohesive nation that allows for individualistic/independent growth

“Social cohesion involves building shared values and communities of interpretation, reducing disparities in wealth and income, and generally enabling people to have a sense that they are engaged in a common enterprise, facing shared challenges, and that they are members of the same community”.

For social cohesion to exist, individuals need to be motivated to want to belong to a group/society. This may stem from their cognitive beliefs. Sint Maarten will therefore focus on creating the proper environment with compatible norms and values, and the necessary public laws and regulations acquired to allow equality (fair representation) and support for individualistic norms and values.

The connections and interdependencies between the individual, the community and institutions, are taken into account to better comprehend social cohesion in the future. This is achieved by reshaping Sint Maarten’s academic and educational system in which cultural, social, volunteering and athletic activities are promoted. Sint Maarten will obtain an improved educational system and will use alternative approaches by stimulating the individualistic and independent, critical thinking, creativity and problem-solving skills of our children. While less emphasis is placed on promoting conformity and orthodoxy within the school system, risk taking, investment, innovation and entrepreneurship will be emphasized.

Goal 5: It has empowered communities

“Empowered Communities seek to create a genuine and balanced partnership between Indigenous organizations, government and private sector, “where everybody is working together on a level playing field and towards a shared strategy.” — Andrea Mason, CEO, NPY Lands Women’s Council.

In developing the concept of an “Empowered Community” Sint Maarten will move away from the traditional fragmented approach to social development to a more comprehensive social



empowerment framework. A long-term commitment will be to create partnerships between the Government and NGO sectors, supported by business leaders. Important herewith will be the preparedness of all partners to play their respective roles towards an empowered people of Sint Maarten.

This trajectory of empowerment is two-fold. First, the people will empower themselves by being able to take all appropriate and necessary steps for their own lives and futures. Second, government will share, and in some cases relinquish, certain powers and responsibilities, and support the people with resources and by means of capability building.

The people of Sint Maarten will furthermore develop a strong cultural identity and be granted every opportunity to contribute to the safety and prosperity of their communities. The most vulnerable citizens, our seniors and youth, will not be forgotten.

Also, more training programs will be geared toward lowering unemployment. The focus will be on modernizing the social welfare system to make it more efficient, empowering and just.

Goal 6: There is efficient, high-quality healthcare

Sint Maarten will enhance the delivery of standard and quality healthcare services and the capability, efficiency and productivity of treatment. In addition, options to healthcare will be available to all our citizens, and its quality will be improved.

To succeed in transforming the healthcare system to be more efficient and of a higher quality, health and social organizations will apply a more comprehensive approach to healthcare. This approach entails a commitment to being a facilitator for positive change across **the entire healthcare ecosystem** through alliances and collaborations.

The ecosystem, created due to a collaborative approach, will result in positive changes across multiple interacting and intersecting organizations. Working in this broader context demands first, a depth of knowledge across the full health, and social care continuum. Second, careful attention is needed as to the why and how change happens within an organization, as well as across a network of organizations. The crossing of organizational borders and stretching beyond the usual sphere of responsibilities and authority generates solutions that are more effective together than any single part of the system could do alone. This path allows developing effective solutions shaped by multiple perspectives and entities.

Leadership and governance involve ensuring strategic policy frameworks not only exist, but are also combined with effective oversight, coalition-building, regulation, attention to system-design and accountability. Thus, any design of efficiency improvements and value-based benefits must involve an integrated approach over time, across markets, and throughout the organization from top to bottom.

Furthermore, Sint Maarten will adopt a healthcare system that promotes competition and transparency among providers. Our

healthcare system will, as a result, no longer be characterized by high and rising healthcare costs or by gaps in quality, safety, equity, and access. Government, as policy maker, and key organization in the healthcare sector, will formulate ways to reduce waste, increase efficiency of healthcare delivery, and allocate resources in order to improve value in healthcare.

Factors outside the healthcare environment, such as changing population demographics, economic factors, globalization, government policies, and advancement in medical and information technologies, will also exert profound influence on the health sector. Thus, the healthcare sector will undergo constant reforms arising from the interplay of factors both within and outside its control. Such reforms are necessary to meet the expectations of the population and ensure delivery of safe, effective, and high-quality healthcare.

Goal 7: The population is physically and mentally healthy

Sint Maarten will apply an holistic approach in managing mental and physical health. Mental and physical aspects are both integral to health, but little is known about the dynamic relationship between them. With the right information, guidance and support in childhood and adolescence, the chances of developing mental health problems can be reduced. People that do develop mental health problems will be provided equal access to health checks and care.

Government will further consolidate services across primary, secondary and crisis care in order to promote equal access to care and early intervention and the recovery of patients will go according to international standards.

Improved partnerships between primary and secondary care can help share expertise, instill confidence and also help overcome barriers to reaching high-quality care. Good communication between all healthcare professionals involved in the care will assist in reaching all people with health problems, physical and/or mental, as it helps to avoid duplication or fragmentation of care.

A healthy lifestyle that influences the state of physical and mental health, will be further ensured by including sports and athletic activities in the school curriculum starting from early stimulation to higher education. Preventative mental health measures will be further strengthened by forming partnerships with the private sector to establish dedicated facilities and programs for all.

Sint Maarten is filled with Fulfilling Lives, as

- **Goal 8: its environment is safe, protected and well-governed;**
- **Goal 9: everyone has access to good quality education.**

Goal 8: Its environment is safe, protected and well governed

Sint Maarten will curb the unbridled development demands of the tourism sector, the country's explosive population growth,

and other uncontrolled economic developments, to lessen the burden put on the environment and infrastructure.

In order to promote coordinated development between the economy, society and environment, focus is placed on the enacting and implementing of a series of principles, policies, laws and measures for environmental protection, to improve people's living standards and quality of life. It is fundamental to the quality of our daily lives for future generations to formulate, modernize and harmonize current rules on, (1) land use planning, (2) environmental protection, (3) nature conservation, (4) construction of buildings, (5) protection of cultural heritage, and (6) water management. All aforementioned rules will be "integrated into one legal framework" as a means of prioritizing sustainable spatial development/spatial planning and development, environmental management and nature conservation.

The process to strengthen environmental legislative work is a continuous effort (beyond 2030) and remains an important strategic task. The strategy of prevention in the format of strict enforcement of laws, statutory assessment of **environmental** impact of projects and efforts to regenerate the productivity of ecosystems as well as raising public awareness, will be implemented. Raising of public awareness will, in addition, be effective in having people refrain from harmful activities, once they are aware of the dangers.

In addition, equal importance will be attached to the establishment of an environmental administrative structure and an integrated system in which Parliament enacts the laws, government at different levels take responsibility for their enforcement, the Ministry and administrative departments in charge of environmental protection exercise overall supervision and execution, according to the stipulations of the law.

Lastly, attention will be placed on the resilience of our infrastructure and buildings to ensure the quality, safety and security of existing (maintenance) infrastructure and new developments.

Goal 9: Everyone has access to quality education

Education plays a crucial role in sustaining economic devel-



opment and improving the quality of life of the people of Sint Maarten.

Government will seek urgent funding to achieve reasonable quality education for every child. With a view to sustaining economic growth, development and improvement in the quality of life, the education goals for 2030 will fundamentally change the education system to improve its relevance to current and future labour market development and trends.

A new educational plan of action is rooted in the idea of opportunity for all, with impartiality of access at the center. Policies ensuring that all children receive quality education will be formulated with a two-fold purpose, namely, (1) Preparing all students for college and/or the future work force; (2) Modernizing and elevating the teaching profession.

This new approach focusses on enhancing learning outcomes and forms the basis for the strategic policy framework. The gap between the levels of learning provided by education systems and what children, communities and economies need will be bridged to improve learning outcomes.

The approach allows young people to become agile, adaptive learners and citizens, equipped to navigate personal, social, academic, economic and environmental challenges. The education curriculum as delivered will be relevant to long-term development needs at all levels. It integrates the expressive arts, sports and physical education, science and technology, entrepreneurship, environmental education and character development. Career-readiness is more of a focus supported by a scholarship policy aligned to meet or match the job market. The curriculum will furthermore be adaptable and innovative.

4.2 DEVELOPMENT THEME 2 - A STRONG AND RESILIENT ECONOMY

Our local economy is required to be strong and diversified to provide a broad range of services to our community, employ-



ment opportunities for our residents and resilience against shocks or downturns in our local or world economies. Diversifying the economy is vital for its sustainability and resilience. Although tourism is an essential pillar of our economy, investments into additional sectors are essential.

It is clear that there are complicated challenges ahead while recovering from Hurricane Irma, and the impact of the COVID-19 pandemic. At the same time, Sint Maarten's future development depends on promoting the country as a safe and attractive market for investment and its strategic location as a regional hub of the northeastern Caribbean. Sint Maarten's development furthermore needs to capitalize on and invest in the human capital and exceptional skills of its people.

The skills and competencies of our children are one of the most important and cherished assets. To make the most of their potential, Sint Maarten will build a culture that rewards determination, provides opportunities for all and helps everyone acquire the necessary skills to achieve their personal goals in support of reaching the overall vision. To this end, the ability of our economy to generate diverse job opportunities will be reinforced.

Sint Maarten's Economy Rewards Opportunities since,

- **Goal 10: its workforce is capable and motivated, leading to enhanced employment opportunities;**
- **Goal 11: its SMEs are the engines of economic growth and social development.**

Goal 10: Its workforce is capable and motivated, leading to enhanced employment opportunities

A capable workforce and enhanced employment opportunity are linked to Goal 9: Everyone has access to good quality education under the Development theme 1.

Government is committed to supporting robust training strategies for the general workforce to meet the challenges of fostering a strong, sustainable and balanced economic growth. Capacity building nurtures a virtuous circle in which more improved training fuels innovation, investment, economic diversification and competitiveness, as well as social and occupational mobility. Therefore, education will be easily accessible to all residents to acquire the skills needed to become productive members of society. Simultaneously, all students graduating from the formal education system will possess the required knowledge, skills and competencies needed to enter the labour market or to pursue higher education.

Thus, a strategic policy framework for developing a suitably skilled workforce will be adapted and adopted founded on: a broad availability of quality education; a close matching of skills supply to the needs of enterprises and labour markets; enabling workers and enterprises to adjust to changes in technology and markets; and anticipating and preparing for the needs of the future.

Training and skills development are understood in broad terms, covering the full sequence of life stages.

Basic education gives each individual a basis for the development of their potential, laying the foundation for employability. Quality primary and secondary education, complemented by relevant vocational training and skills development opportunities, prepare future generations for their productive lives, endowing them with the core skills that enable them to continue learning.

Lifelong learning maintains individuals' skills and competencies as work, technology and skill requirements change. Young women and men looking for their first jobs are better prepared for a smooth transition from school to work when they are given adequate vocational education and training opportunities, including in-work apprenticeships and on-the-job experience. Furthermore, working women and men periodically require opportunities to update their skills and learn new ones. Therefore, learning for lifelong employability captures the guiding policy principle here.

Comprehensive development of human capital for economic growth through quality education, linked to culture and sports will be supported and promoted. There are many benefits to making training and skills opportunities broadly accessible to all women and men. Special measures can help overcome the difficulties some groups face in accessing skills – for example, people with disabilities, members of minority groups, those in need of a second chance.

To keep education aligned to the workforce, strategic partnerships with apprenticeship providers and Secondary Schools, and large private companies will be formed to develop job specifications for every education field.

Goal 11: SMEs are the engines of economic growth and social development

Sint Maarten will transform the SME sector into the engine of its economy. SME policy formulation (e.g., smart SME policy design) and implementations are prioritized on the agenda of Government, because the highest concentration of economic activity is generated by SMEs. These enterprises have significant potential to create jobs, support innovation and shared prosperity at scale.

Therefore, Government is in tune with the needs of the formal and informal SME sector in general. Thus, offering a strong and well-performing SME ecosystem to stimulate increased participation of SMEs in the formal sector. This consists of (1) an efficient and just enabling regulatory framework; and (2) programs to boost the confidence and trust of all SMEs in the system, and to increase competitiveness.

Incubators with mentors will look into handling start-up businesses and start-up micro-financing programs, as well as fair SME regulations and policies. SMEs will be stimulated to develop, grow and support the economy, while the ever-growing

mobile/internet penetration has opened up local and international markets.

Suitable job opportunities will be created by supporting SME entrepreneurship, privatization and investments in new industries. Given the challenges facing SMEs and the size of the opportunity, a national agency/SME Authority will be created to focus on supporting their growth.

Young entrepreneurs will receive reinforcement about business-friendly regulations, easier access to funding, international partnerships and a greater share of national procurement and government bids. Vast marketing opportunities will be provided by facilitating access to social media and digital platforms.

Government is furthermore aware that economic upgrading during a development process is only sustainable if combined with social upgrading.

Sint Maarten's Economy Is Open for Business and Invests Long-Term, because

- **Goal 12: an efficient enabling regulatory framework for local businesses is linked to a transparent, broad and policy environment for investment;**
- **Goal 13: there are expanded sectors with competitive advantages.**

Goal 12: an efficient enabling regulatory framework for local businesses linked to a transparent, broad and policy environment for investment

Sint Maarten will obtain full political support to develop an efficient policy framework in support of regulatory reform.

In addition to a policy framework, a central oversight body will be established. This body will be charged with promoting the regulatory quality by “measuring the gap” between regulatory policies and their efficiency and effectiveness in practice. With this in place, the Audit Chamber and Ombudsman will be better utilized.

The formulated regulations will become efficient, transparent, accessible and easy to implement for those doing business. In addition, a “whole-of-government” approach will be adapted and adopted to overcome obstacles created by a traditional compartmentalization of functions between the different institutions/departments. All processes will be streamlined as a means of facilitating doing business, and the role of government will be clearly defined.

E-Government will become an important support tool as it fills virtually all aspects of regulatory policy from consultation and communication to stakeholders, to the effective development of strategies addressing administrative burdens, and as a means of disseminating information across government apparatus seamlessly as well as to the business community and all citizens.

Efforts to engage a wide range of stakeholders, including not just the business community, but also citizens, is the norm, in the interests of consolidating the broadest possible support base for the future evolution of the enabling framework and regulation policies. A climate of trust and co-operation and promotion of a regular exchange of information continue to be critical for the development of an effective regulatory management.

Foreign direct investment (FDI) will be pursued as a source of economic development and modernization, income growth and employment. In maximizing the benefits of foreign corporate presence, a transparent, broad and effective enabling environment for investment will be established. Simultaneously, the human and institutional capacities to implement policies will be developed.

National policies and international investment architecture matter for attracting investment. They are founded on the maximizing of benefits, which include technology spillovers, transfer of technological knowledge, development of human capital (human capital formation support), enhancement of competitive business environment, contribution to international trade integration and improvement of enterprise development.

“

Solution to a safe, secured, decisive and independent nation is to Prioritize SDG 16: If we achieve SDG 16, we have achieved all goals.

”

The issue of how best to pursue domestic policies to maximize the benefits of foreign presence in the local economy, and finding the right balance between FDI and its impact on local businesses/investments is at the forefront of all policies and initiatives.

In addition, a certain level of development in education and



health is pursued with foreign investment by accommodating foreign investors' participation in physical infrastructure, and in the financial sectors (subject to adequate regulatory frameworks).

Goal 13: there are expanded sectors with competitive advantages

In looking at national competitiveness, Porter defined the competitive advantage of a nation as its capacity to entice firms (local and foreign), to use the country as a platform from which to conduct business. “National prosperity is created, not inherited. It does not grow out of a country's natural endowments, its labour pool, its interest rates, or its currency's value, as classical economics insists”.

National competitiveness will become one of the central preoccupations of government. It will transform Sint Maarten into a “competitive” nation of which the principal goal will be to produce a high and rising standard of living for its citizens. This is closely related to the effective enabling policy framework for the business community, geared towards improving the capacity of its companies to achieve high levels of productivity (goal 12) — and to increase productivity over time.

Productivity will be the prime determinant of long-run standard of living and the root cause of national per capita income. Therefore, government and the private sector are committed to a sustained productivity growth, improving productivity in existing businesses by raising product and/or service quality, adding desirable features, improving product technology, or boosting production efficiency. Foreign investments are one of the instruments used to improve the nation's productivity. Government will implement incentive packages targeting new, higher-value-added, sectors that will attract (foreign) investors who can joint venture with, or outsource to, local businesses.

Sint Maarten's Economy Supports Sustainable and Resilient Development by

- **Goal 14: Promoting mainstream sustainable development and resilience practices**
- **Goal 15: Leveraging its unique position in the Caribbean**

Goal 14: Promoting mainstream sustainable development and resilience practices

Sint Maarten will no longer develop economically while making social sacrifices. Prosperity will no longer be at the cost of lost wealth of the environment. The ability to absorb and recover from external shocks and natural disasters will increase as all future development will meet the standards of sustainability and resilience.

Resilience will be embedded in the institutional, social, economic and environmental dimensions of sustainable development, providing a common overarching framework for systematically linking and integrating risk reduction and crises management. This is achieved by investing in growth initiatives that maintain the social and natural capital, that protect

the resilience and robustness of our natural environment and the maintenance of stability in the economic, social and cultural systems.

Climate change is addressed by the coordination of a variety of approaches, often specific to certain sectors or practices and local conditions. However, in bridging the gap between existing silos, cross-sectoral coordination to reduce disaster and climate risks for the resilience of livelihoods of the most vulnerable will be applied. The implementation of specific resilience measures will be anchored to sector-specific, short and longer-term interventions.

Disaster Risk Management will be integrated into development policy with careful coordination that reaches across domains of policy and practice. Thus, Government's focus is on creating regulatory frameworks that are flexible and durable in the face of technological change that are able to recognize the need to find the right balance between control and innovation, rather than choosing one over the other.

Goal 15: Leveraging its Unique Position in the Caribbean

A strategy to diversify the Sint Maarten economy and to "Strengthen Sint Maarten as a regional logistic hub" will be a top priority in order to reduce the risks and consequences of a one-pillar economy. Based on Sint Maarten's geographical location, at the crossroads of important international trade routes, its role in a Caribbean regional context will be better defined and maximized.

The important role of the airport and the harbor to ensure Sint Maarten's connectivity to the outside world will be exploited and serve as key to the success of the diversification strategy. Strong and mutually cooperative relations with French Saint Martin will be part of this strategy as well as strategic partnerships in the region and the Kingdom of the Netherlands.

In addition, the role of Sint Maarten, in a Caribbean regional context, will be implemented via regional interactive development cooperation programs, such as professional training exchanges, youth exchanges, and research integration for solutions at the regional Caribbean level.

"Such a regional emphasis for cooperation not only establishes and enables solid research and concept innovations, but it also places Sint Maarten in a regional leadership role as a confident partner in the region, which argues strongly for a Sint Maarten National Heritage Center as a regional center for knowledge."^[1]

4.3 DEVELOPMENT THEME 3: A SAFE, SECURED, DECISIVE AND INDEPENDENT NATION

Development of perfect strategies to address opportunities and challenges across the themes of the National Development Vision would have little effect if key governance and

public administration go unresolved. Fundamental systems of checks and balances must be made clear and accountable. Policies to redress transparency in government dealings and relationships must form the core of human development progress for Sint Maarten.

In addition, Sint Maarten Vision 2030 will achieve the goal for the society to be safe, secure, just, unified and independent through the following outlined Visionary Goals/Outcomes: (1) Safety and Security; (2) Independent and Responsibly Empowered Nation and (3) Decisive and Effective Governance. Under this goal, the overall situation in the country with regard to security and governance will be improved.

"Solution to a safe, secured, decisive and independent nation is to Prioritize SDG 16: If we achieve SDG 16, we have achieved all goals."

SUSTAINABLE DEVELOPMENT GOAL 16 (SDG 16): Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. The focus of this development theme should

16.3: Promote the rule of law at national and international levels and ensure equal access to justice for all.

16.6: Develop effective, accountable and transparent institutions at all levels.

16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.

16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

Sint Maarten Is Safe, Secure and Just, with

- **Goal 16: Strong Justice System - improved Role of Law Enforcement**
- **Goal 17: Amended and modernized Legislation - Equal Access to Civil, Criminal and Administrative Law**
- **Goal 18: National security measures - improved national security measures are in place to protect the lives and safety of the people of Sint Maarten**
- **Goal 19: The impact of Climate Change addressed**
- **Goal 20: Food Security**

Goal 16: Strong Justice System and Improved Role of Law Enforcement

"Safety in your life and being safe in your environment means certain social aspects need to be in place. Building a social security system is part of this equation."

The role of law enforcement needs to improve for a safe and secure life and environment of the people. Essential components for effective law enforcement are imperative both in quantity and quality. The complexity of causes and consequences associated with serious social problems and forms of crime requires a multidisciplinary, integral approach.

The solution is an inter-ministerial coordinated, comprehen-

sive and integrated approach to various problems and forms of crime. Far more effective also is working on a Prevention Strategy and broadening the intervention strategies geared towards a safer Sint Maarten. Solely a criminal justice approach is not the solution.

In addition, the organizations inside and outside the judicial chain are in need of increased capacity and (financial) resources.

The lack of progress not only impacts the development of organizations and judicial cooperation, but also impacts the process and outcome of individual criminal cases and protection of society as a whole.

Positive developments to build on are:

- The digitization and accessibility of (information about) law enforcement.
- Organizing of conferences and conducting of trainings aimed at reducing domestic violence and school fights.
- Renewal of treaties, protocols, and cooperation agreements important for the information position and internal security, and contribute to international responsibility in the fight against cross-border crime.

Goal 17: Legislation amended and modernized: equal access to Civil, Criminal and Administrative Law

An integral part of the constitutional change of Sint Maarten is taking legal and regulatory decisions for the successful transition on both an economic and political level. Much of the existing legislation has been in place for many years, including the Civil, Criminal and Administrative Law. While there might have been amendments to address emerging issues, legislation has not benefitted from a complete overhaul.

An in-depth review of all legislation should be conducted. All overly burdensome, complex, or impractical aspects should be amended to improve public welfare. In addition, all outdated legislation should be revised to ensure relevance to current situations.

Government recognizes that legislative change will take two forms going forward:

- Providing the legal framework, the new governance system, and
- Modernizing legislation to make it easier for users to adapt to change going forward.

Sint Maarten will focus on modernized legislation supporting an increased and improved decision-making, service delivery and accountability that is easier to understand and comply with. In addition, there will be less cumbersome legislation that requires fewer ongoing and housekeeping amendments to support and protect the people's needs.

Goal 18: National Security Measures in place to protect the lives and safety of the people of Sint Maarten

This goal establishes the importance of a society that is safe,

respects the rights of all, operates with a sense of shared values and offers justice and fair play in the eyes of its members. Maintaining peace and security is a core function of government for the country's orderly functioning. Protecting the safety and well-being of citizens has to be ensured as well.

National security and justice may only be attained and sustained in an environment in which human rights are respected, and where there is consensus around a set of common values.

National security is divided into emergency preparedness, economic security, ecological and environmental security, physical security, critical infrastructure security, social and political security. These areas have their own unique dynamics and require responses tailor-made to safeguard safety and security in Sint Maarten.

In addition, the justice system will be strengthened, which includes focusing on the role of the High Councils of State and other governance matters relating to areas such as social inclusiveness and rights.

Goal 19: the impact of Climate Change addressed

Climate change is addressed by the coordination of a variety of approaches, often specific to certain sectors or practices and local conditions.

An integrated approach by all actors, the government Ministries, NGO's and Private Sector, involved is essential in getting the necessary climate change measures in place. The proposed approach for success calls for a cross-sectoral coordination to reduce disaster and climate risks for the resilience of livelihoods of the population of Sint Maarten.

A first step in the process is identifying key weaknesses to help guide efforts to increase resilience, and avoid large damages from changes in the climate system. This will facilitate more informed decisions on the proper balance between mitigation and adaptation. A main limitation of developing sustainable pathways of growth is institutional capacity both in the planning and implementing phases. Thus, development aid funding is sought to help build the capacity needed for designing and implementing sustainable and low emission development plans.

Governments play a critical leadership role in setting policies that affect the actions of all parts of society and will continue to do so in the future. The responsibility and opportunity for responding to climate change, however, also rests with the private sector and the public. Public awareness of climate change and public participation will therefore be prioritized as the importance of public opinion underpins policy. The public — as consumers, employers, and community members — can further initiate, implement, and support actions to reduce GHG emissions and encourage adaptation.

Goal 20: Food Security

"Food security exists when all people, at all times, have physi-

cal and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.”

In view of the effect of the Covid-19 Pandemic on the tourism industry as the main pillar of Sint Maarten’s economy, the need to expand investments in additional sectors will be emphasized. The impact on the economy made Government not only to look into other means of income (diversification), but also address without delay concerns of food supply or the lack thereof. The commitment made as it relates to the heightening of Food Security will be translated into Policy Planning and Programs implementation whilst simultaneously mobilizing sufficient financial resources.

The policy planning is geared towards optimal growing of prod-



ucts, ensuring higher food security as well as improving food quality and nutritional content. Effective governance systems founded on strong interdependencies between food security and many other parts of broad sustainable development policies and initiatives will be outlined to ensure the greatest possible impact. In addition, coordinated actions will be achieved through multidisciplinary approaches, involvement of many stakeholders across sectors, and partnerships.

The wider scope of the commitment is to promote self-sustainability of the growing trend of agriculture, create jobs, establish an export industry and reduce food import dependency. By adapting the current Spatial development Plan of Sint Maarten, the availability of land and space for farming as a potential diversified economic sector will be enhanced. In addition, finding innovative ways of growing crops will be looked into. The feasibility of Climate Resistance Green Houses will be conducted along with seeking investors and investments to support Infrastructure development.

Sint Maarten is Independently and Responsibly Empowered, because

- **Goal 21: Policies promoting social, economic, political and legal empowerment of people enacted**
- **Goal 22: Strong Macroeconomic Stability and Fiscal Sustainability Attained**

Goal 21: Policies promoting social, economic, political and legal empowerment of people enacted

Political and legal empowerment is closely linked to Goal 5 Development theme 1, Strong Foundation with empowered communities.

“Lack of power is a universal and basic characteristic of poverty. Poverty is not solely a lack of income, but rather is characterized by a vicious cycle of powerlessness, stigmatization, discrimination, exclusion and material deprivation, which all mutually reinforce each other.”

“Empowerment is a process of internal and external change. The internal process is the person’s sense or belief in their ability to make decisions and to solve their own problems. The external change finds expression in the ability to act and to implement the practical knowledge, the information, the skills, the capabilities and the other new resources acquired in the course of the process.”

An all-inclusive approach will be applied, whereby government commits itself to formulate policies that promote an integrated social, economic and legal empowerment approach in support of all and in particular the vulnerable groups in society, by providing everyone in society with the means to acquire education, provide access to quality health, water and sanitation, along with social protection systems. In addition, they will acquire rights and a strong voice in the development trajectory.

Overall, social and political empowerment are linked to transformed relations between government and the citizens as eco-

conomic empowerment enhances people’s abilities to engage.

As it relates to legal empowerment, government will launch an awareness campaign to enlighten all citizens of the opportunities to use justice systems to their advantage, as well as create affordable mechanisms to access the legal system. The roles of the Court system, Integrity Chamber and the Ombudsman will be highlighted in the aforementioned campaign. See also what was highlighted in Goal 12.

Goal 22: Strong Macroeconomic Stability and Fiscal Sustainability Attained

Sint Maarten is a small open economy and is very vulnerable to external shocks. It is therefore necessary to take precautionary measures from unexpected expenses and falls in revenue. A macroeconomic framework designed to attain and maintain long-term stability is critical in allowing the economy to adjust smoothly to shocks, hurricanes and the COVID-19 Pandemic. For this Government, the major objectives to attain will be (1) a sustainable rate of economic growth; (2) price stability; (3) lowering of the unemployment rate; (4) stability of the balance of payments.

A sustainable financial system is the lynchpin for national development. Both the fiscal and revenue policies of Sint Maarten should therefore focus on building a sound financial system as a platform to facilitate growth in the economy.

Fiscal sustainability is the ability of the government to meet its obligations without requiring debt relief or accumulating arrears, and maintain public finances at a credible and serviceable position over the long term. To ensure long-term fiscal sustainability, government will engage in continual strategic forecasting of future revenues and liabilities, decrease the debt levels and improve governments’ fiscal positions, and improve the potential for economic growth by investing funds in productive sectors to build the country’s reserves.

Fiscal sustainability also requires effective laws and an efficient tax regime to collect taxes. The tax system is weak. Tax revenues in Sint Maarten are approximately 18% of GDP, below the Caribbean average of 21%. If revenue collection in Sint Maarten had kept pace with nominal GDP growth over the last four years, there would have been an additional fiscal space of ANG 55 million. Although the debt to GDP ratio for Sint Maarten of 36% falls well below the International Monetary Fund’s limit of 50% for borrowing, the test is whether the government can commit to a balanced budget and cover current expenditures while complying with debt obligations in the future. At some point, Sint Maarten will be required to borrow on the international market and bond yields will include a risk premium. Until fiscal sustainability is achieved, fiscal policy will continue to be in the medium-term contractionary.

Sint Maarten Effectively and Decisively Governed:

- **Goal 23: An integrated government (whole-government) and strengthened capacity of government institutions integrity**

tutions integrity

- **Goal 24: Fostering Good Governance**
- **Goal 25: providing Efficient Public Services**

Goal 23: An integrated government (Whole-government) and strengthened capacity of government institutions

An integrated Government with strong institutions is linked to Goal 12 of Development Theme 1 detailing the importance of an enabling regulatory framework.

An effective and stable government organization is a prerequisite for realizing development objectives, building economic resilience, keeping pace with rising expectations and attending to new challenges. Focus should thus be placed on strengthening government’s capacities and capabilities to work effectively as a stable, accountable and transparent system.

“A national vision needs to be carried by the whole government with all the relevant ministries. It is necessary to have sessions with the relevant ministries to receive feedback and work on the concrete plans.”

“An integral approach and cooperation (especially inter-ministerial) are a must for success.”

Facilitating coordinating structures into all (policy) areas of government and bringing various government institutions together to develop and implement integrated policies is one of the most important mechanisms to anchor the “whole of government.” A culture that facilitates interdepartmental collaboration will furthermore be promoted in support of this.

In many dialogues held in the process of formulating the Sint Maarten National Vision 2030, a clear need “on strengthening the capacity of the government Institutions” was expressed repeatedly.

Two relevant observations made in the most recent stakeholder sessions were:

“A sustainable and knowledgeable government who always prioritizes the Sint Maarten population. A 100% transparent allocation of community funds with the Sint Maarten population included.”

“The government administration needs professional and skilled personnel — by means of an education and training program... The brain drain continues.”

The capacity of government institutions needs to be strengthened to carry out their key tasks successfully. Effective public governance requires policy to be developed programmatically by ministries involving a high degree of coordination, monitoring, control and evaluation. This implies strategic planning to implement the unity of government policy agenda. Government policy in this regard will no longer be determined by individual Ministers, but through the collective decisions of the Council of Ministers. It is specifically regulated that policy be monitored and evaluated for effectiveness and efficiency (Article, 11, Ordinance Structure and Organization of National Government, IIOL).

“A strong governance organization involves both the executive and legislative branches to harmonize efforts for tax and fiscal reforms; labour reforms and economic diversification; environmental protections for sustainability. ***It is also imperative for government to undertake a review of its administrative structures to ensure both efficiency and efficacy while reducing bureaucracy and redundant structures***”

Government in spearheading the functioning of all Ministries as **the central organization of government** is committed to **conducting an institutional and organizational analysis**, to identify the approaches that fit the context for capacity building and strengthening. The assessment examines the institutions and organizations identified in terms of structure, function, existing and needed capacity, relevant policies and coordination processes (vertical and horizontal).

Goal 24: Fostering Good Governance and integrity

The requirement for good governance is given effect through laws emanating from the Constitution of Sint Maarten (Ordinance of the Civil Service, Ordinance of Suspension of Persons Holding Political Office and Ordinance for Open Government). Maintaining integrity and public perceptions of a high-quality public governance system is essential to ensure people retain trust and confidence in the performance of government. The law requires the institutionalization of integrity within the public governance system.

The law is highly prescriptive of the integrity framework to be built and procedures to be implemented to ensure that the conduct of integrity and good governance behaviour are encoded in the organization of public governance (Substantive Civil Servants Law, AB 2010, GT No. 25). Generally, existing procedures and rules for the administration of public governance in Sint Maarten are designed to meet the standards of good, effective and inclusive governance.

The requirement for integrity is designed to regulate ethical conduct and to ensure that the characteristics of good governance are promoted. The requirement for effective and efficient governance is to ensure that evidence-based policy making is achieved and inclusive governance is promoted through devolved government and public consultation in policy development. Policies to implement an integrity system, as provided by the Organic law in building the public service administration, were completed in 2014. The government is proceeding with policy to encode good governance values and practice within the civil service.

In addition, Integrity that runs through all sectors needs to be prioritized to make Sint Maarten a safe and secure place. “There needs to be trust that our leadership is making things right for citizens”.

In addition, Good Governance is “**a precondition** for meeting the challenge of enhancing education, improving healthcare, reducing poverty, maintaining our culture, protecting our environment, and promoting sustainable financial economic de-

velopment”.

Envisioned is “A flexible and customer-oriented government organization supported by an efficient and effective tax system/administration in addition to providing safety and security to all citizens”.

Government will anchor good governance within the public administration by initiating the Governance agenda. This idea of a governance agenda stemmed from a SWOT analysis of challenges identified in the organization.

The Governance agenda aims to

- Strengthen inter-ministerial collaboration.
- Develop an operational knowledge baseline.
- Operationalize an effective government through improved coordination and communication.

The instruments used to achieve the aforementioned goals are respectively (1) the launch of a Policy Platform in 2020; (2) drafting and distributing of Internal Manuals; (3) introduction to government workshops for not only policy workers, but also incoming ministers and their cabinet staff.

Government will continue to strive for excellence by enhancing operational governance for an effective, efficient, transparent, integral and accountable organization.

Goal 25: Providing Efficient Public Services

E-government will be pursued as a means to provide efficient public services to citizens. It offers new and enhanced opportunities of direct and convenient citizen access to government, and for government provision of services directly to citizens.

E-government can also be seen as continued empowerment of the public as it allows people to accomplish things more easily, and quickly, and at lowered costs. In the age of the information revolution, the Internet can be used for better sharing of information towards a greater “awareness of” and “participation” national development-related issues as well as providing more efficient services to the public.

5. NATIONAL DEVELOPMENT GOALS AND THE SUSTAINABLE DEVELOPMENT GOALS

Sint Maarten must have regard to the SDGs and where possible the SIDS agenda in its strategic planning. The Kingdom as the state party endorsed the United Nations SDGs Agenda in September 2015. This means that Sint Maarten is responsible for implementing the agenda by considering it in its strategic planning, and annually reporting back through the Kingdom to the United Nations, as it does with Human Rights reporting. SIDS is a distinct group of 38 UN Member States and 20 Non-UN Members/Associate Members - one being Sint Maarten - facing unique social, economic and environmental

vulnerabilities.

As a young autonomous country within the Kingdom of the Netherlands, Sint Maarten is still making constitutional changes and building institutions. The country is using its experiences with the Millennium Development Goals to assess challenges for implementation of the Sustainable Development Goals (SDGs), adhering to the overarching goal of achieving a sustainable economy, and a good quality of life while managing natural resources and protecting the environment.

The baseline study acknowledged the SDGs by correlating where possible each of the development themes with relevant

SDGs and where possible relevant SIDS goals. This will indicate where Sint Maarten's development priorities lie with respect to them. SDGs will need to be localized and country indicators will need to be defined to measure development progress.

Although the three main development themes are presented as separate pillars, the success of the implementation of the NDV will be achieved with an integrated approach. That integrated approach is what is presented next and in more detailed format in Appendix IV. In addition, a link is made to the opportunities and challenges derived from insight gained into Sint Maarten's current development path.



SUSTAINABLE DEVELOPMENT GOALS

**NDV Theme 1
Compassionate and
United Society**

9 NDV Goals

Sint Maarten has strong roots, as

1. cultural heritage is the driver of development;
2. national consciousness is high;
3. families are the key building block of our communities.

Sint Maarten has strong foundations, as

4. it is a cohesive nation that allows for individualistic growth;
5. it has empowered communities;
6. it has efficient, high quality healthcare;
7. the population is physically and mentally healthy.

Sint Maarten is filled with fulfilling lives, as

8. its environment is safe, protected and well governed;
9. everyone has access to good quality education.

**NDV Theme 2
Strong and Resilient
Economy**

6 NDV Goals

Sint Maarten's economy rewards opportunities since,

10. its workforce is capable and motivated, leading to enhanced employment opportunities;
11. its SME's are the engines of economic growth and social development.

Sint Maarten's economy is open for business & invests long term, because

12. an efficient enabling regulatory framework for local businesses is linked to a transparent, broad and policy environment for investments;
13. there are expanded sectors with competitive advantages;

Sint Maarten's economy supports sustainable and resilient development by

14. promoting mainstream sustainable development and resilience practices;
15. leveraging its unique position in the Caribbean.

**NDV Theme 3
A safe, secured, decisive
and independent nation**

9 NDV Goals

Sint Maarten is safe, secure and just, with

16. a strong Justice System - with improved Role of Law Enforcement;
17. amended and modernized legislation - Equal access to Civil, Criminal and Administrative law;
18. improved national security measures in place to protect the lives and safety of the people;
19. the impact of Climate Change addressed;
20. food Security.

Sint Maarten is independently and responsibly empowered, because

21. policies promoting social, economic, political and legal empowerment of people are enacted;
22. strong macro-economic stability and fiscal sustainability are attained.

Sint Maarten is effectively and decisively governed, because

23. of an integrated government and strengthened capacity of government institutions;
24. Good Governance and Integrity;
25. of efficient Public Services.

5

NATIONAL DEVELOPMENT VISION STRATEGIC FRAMEWORK

Towards developing Sint Maarten to be independent, united and resilient "...where everyone can be provided with the full range of opportunities needed to obtain and sustain an enhanced quality of life."



OVERVIEW

**PREREQUISITES FOR THE SUCCESS OF NDV
VISION FRAMEWORK – KEY STRATEGIC AREAS
IMPLEMENTATION MECHANISM**

1. OVERVIEW

To achieve our aspirations and hopes, Government together with the Private and NGO sectors identified the priorities to be addressed, and outlined the strategic direction towards carrying out the National Development Vision 2020–2030 and beyond.

The consensus reached on the draft Vision is that both the timing and focus of the document are ideal. It showed insight into ongoing concerns of Sint Maarten that need to be addressed respectively. Some supporting responses are hereby quoted:

“The overall NDV 2020-2030 draft is thorough, competent, and well-structured for a ten-year plan of our future. Clearly, the delicate balance between economic stability, public physical/mental health, national identity, and environmental sustainability, are the cornerstones to such a dynamic plan” – YOUTH COUNCIL

“NDV as presented, shows foresight and insight into the issues plaguing the Sint Maarten society. The development themes ambitiously reflect where we need to be as a country” – USM

“... we completely agree with the self-evident truth that we have a vision of a sustainably increasing quality of life for all residents now and in the future...” – SIMARC

“In Sint Maarten we are very good in short term solutions and improvising, but usually there is no mid or long-term plans or planning or underlying documentation. The NDV is a good start in changing that...” – SHTA

As Sint Maarten continues along its development journey, it is critical to set the right foundation and build momentum for realizing the National Development Vision 2030. Over the next 10-years of planning, a balanced mix of strategic policy interventions will be implemented to positively shape the long-term development vision.

The purpose of this section is not to present detailed national development strategy, but rather to outline a Strategic Framework, which is a strategic level document of all identified priorities that will guide the implementation of the National Development Vision. A Strategic Framework, as compared to a Plan, accommodates flexibility and leaves room for adjustments in strategic direction and/or priorities if deemed necessary, whilst remaining within the main focus of the formulated Vision.

Initially, two key priorities identified as preconditions for the effective realization of Sint Maarten’s NDV 2030 will be presented, followed by other priority strategies and interventions. Similarly, we have taken account of ongoing or future short-term projects being conducted under the NRRP, and funded by the Trust Fund that have medium to longer-term consequences. These projects will eventually be merged with the NDV structure.

2. PREREQUISITES FOR THE SUCCESS OF NDV

The key concerns voiced in all consultation sessions held as the foundation to a national development vision, were the need of **(1) Governance for Effective Public Administration** and **(2) Sustainable Development and reliable data and efficient data management**.

These two preconditions will first be discussed prior to looking at the Strategic Framework. However, at the same time, they are **two key strategic areas of the overall framework**.

2.1 Governance for Effective Public Administration

Strategic Areas needing the immediate attention Governance for Effective Public Administration and Sustainable Development are:

- Fiscal sustainability and fair Fiscal Policy
- Good Governance
- Efficient and Productive Government as a Foundation for Sustainable Development

Fiscal sustainability and fair Fiscal Policy

The Priority Goals are:

- The pursuit of sound macro-economic policies to limit any potential adverse effects on real exchange rates or interest rates.
- Higher spending must not jeopardize economic stability or debt sustainability and as such, Government will limit the rate of growth in spending and identify savings from programs.
- Government’s borrowing will be guided by monetary policy objectives – namely, stable and low inflation – and should also be used to finance income-producing assets, and
- The external debt will be managed at sustainable levels over the medium-term.

Strategies to achieve Fiscal sustainability are mainly tied to an accord signed between the governments of Sint Maarten and The Netherlands with regard to conditions for liquidity support. The urgency is high because Sint Maarten is in need of cash flow to comply with its basic financial obligations. Under the agreement, Sint Maarten will immediately receive funds in liquidity support and pave the way for future tranches.

The agreement further secured a refinancing of the previous loan for a period of 15 years. The extension of the repayment of the loan avoided a default by the Sint Maarten government.

In the accord, the two countries made agreements for a “voluntary, but not free of obligations” multi-annual cooperation.

Some specific actions include:

- The establishment of a Caribbean Development and Re-

- form Entity
- Working out the details of structural reforms and an implementation plan to make Sint Maarten's economy and community more resilient in a sustainable manner.
- Capacity building of the Sint Maarten ministries through sharing of expertise and know-how
- Invest in several areas of the island's development e.g., the Netherlands is making further funds available for the construction of a new prison, and improvements to existing detention facilities.

In order to achieve prosperity and improve the quality of life of citizens, Government will commit to responsible fiscal management – balancing the budget and reducing debt – so it can support strong economic growth and job creation, and recalibrate when the economy is negatively affected by global developments. Government should develop a medium-term fiscal strategy and report annually on the performance of the strategy.

In formulating the fiscal strategy, consideration would be given to other aspects of the institutional framework for fiscal policy such as fiscal rules for budget and expenditure, rules for government asset and liability management, a fiscal responsibility law and modern financial management systems.

Good Governance

The weightier matter addressed on the subject matter of national development is the importance of Good Governance, the way rules, norms and actions are structured, sustained, regulated and held accountable.

Good governance encompasses a number of components namely, integrity, efficiency, effectiveness, accountability, transparency and rule of law. It should be clear that good governance is an ideal which is difficult to achieve, and very few countries and societies have come close to achieving good governance in its totality. However, to ensure sustainable human development, actions must be taken to work towards this ideal with the aim of making it a reality.

The former Governor of Sint Maarten the Honorable drs. Eugene B. Holiday said he saw, "excellence in governance as a precondition for meeting the challenge of enhancing education, improving healthcare, reducing poverty, maintaining our culture, protecting our environment and promoting sustainable financial economic development." The aforementioned quotation underlines the importance of Good Governance in enhancing "the quality of life and well-being for generations to come."

Overall, good governance strengthens decision-making, legitimizes government and public trust in government. It also utilizes resources and capacity efficiently and effectively for the most suitable outcomes.

Although the focus is on the public sector, where capacity building is called upon in order to strengthen and develop the

social and economic situation, the concept applies to the Private Sector and Civil Society as well.

The Priority Goals are:

1. Effective functioning of Parliament, Court and High Councils of State and other Supervisory Bodies that hold politicians accountable.
2. Continue to promote all principles of good governance and propriety - Ensuring that government is accountable and responsive to the needs of its citizens.
3. Government departments are free of corruption, modernized and focused on providing quality service to the public.
4. The legal and judicial system is credible and capable of solving and even preventing all kinds of crime, and dispensing justice in an equitable and fair manner.

Strategies to achieve these governance goals include,

- A. Strengthen the role of Parliament in the realization of legislation for Sint Maarten, and their exercise of control over Government's policy.
- B. Review all institutions which play a role in the realization of Good Governance (control on compliance) as it relates to,
 - competence;
 - operational and administrative cost;
 - legal basis and tools to enforce compliance;
 - confidence and trust of the public.

“ The effectiveness of their work will depend on the quality as well as on the weight and confidence the public places in them as guardians of the public cause. ”

- C. Rebuild accountability in government and politics by,
 1. Advocating Transparency in their decision-making process and,
 - as part of the NDV planning, have regular consultations with Private sector, NGO and Civil Society;
 - expand the range of information which Government can legally publish so that citizens can review the progress, including a program for disseminating regular reports on the work of government ministries and departments;
 - continue to air COM weekly meetings in the media to present performance reports to their constituents.
 2. Awareness and importance of integrity to build the trust that the leadership of Sint Maarten is,
 - making things right for citizens;
 - sustainable and knowledgeable and always prioritizes the Sint Maarten population;
 - working to make Sint Maarten a safe and secure place.
- D. Strengthen law enforcement and access to justice by,

1. Investing in safety and security by Strengthening Law enforcement;
 - Build capacity of the Police Department by raising the qualification requirements for police officers and implement a more rigorous recruitment process, improving salaries and benefits of police officers, providing ongoing training and implementing key infrastructural improvements to strengthen investigative capabilities.
 - Deepen the relationship between the police department and the community by strengthening and mainstreaming the Patrol Policing Program.
 - Create crime prevention policies and strategies geared towards creating a safe living space.
2. Improve the quality of legislation with focus on developing, amending and implementing civil, criminal and administrative law.

Efficient and Productive Government as a Foundation for Sustainable Development

An initial step towards an efficient government is reviewing of administrative structures to ensure efficiency and efficacy, while reducing bureaucracy and redundant structures.

Anchoring good governance within Public Administration plays a crucial role in achieving the following **Priority Goals**,

- Strengthen Capacity and increase Efficiency in Public Sector Management
- Create an effective Legal Framework for Development
- Ensure Information sharing, Accountability and Transparency
- Heighten the principle of Participatory, Responsive and Consensus Oriented decision-making

Strategies to achieve Efficient and Productive Government goals include,

A. The implementation of the Digital Government Strategy as a Priority Strategic Action

The main objective of the project is to enhance the efficiency of delivery and access to selected public services for citizens and businesses, as well as the resilience of government systems. The enhanced service delivery will be achieved by,

1. Strengthening the institutional and human capacity within Government to manage digital transformation and lay the groundwork for the platforms and digital services to be delivered.
2. Establishing technical foundations for citizen-oriented services; digitizing core Government records and mirroring critical service delivery platforms in the Cloud.
3. Enhancing public service delivery in St. Maarten by transforming and scaling-up the existing Public Service Centers (PSCs) with additional public services through multiple channels.

The project will also be guided by whole-of-government frameworks and policies related to enterprise architecture, cybersecurity, data sharing and privacy. The project has

three main components:

1. strengthen the policy and institutional environment;
2. build digital platforms to enable service delivery, and
3. improve user-centered public services.

This instrument is already in the pipeline, and is one of the projects financed by a grant from the Sint Maarten Recovery, Reconstruction and Resilience Trust Fund, administered by the World Bank. This project falls under the leadership of the Ministry of General Affairs.

B. Transform the Political Culture:

1. Execute all aspects of the Governance Agenda aimed at,
 - Strengthening inter-ministerial collaboration.
 - Developing an operational knowledge baseline.
 - Operationalizing an effective government through improved coordination and communication.
2. The instruments to achieve the aforementioned goals are respectively,
 - Maximize use of the Policy Platform launched in 2020, both physical and digital format, designed for all policy workers to execute workshops, training and compile and exchange data and information, reports on policy and related matters. The platform can function as a sounding board and/or think tank.
 - Drafting and distributing of Internal Manuals; quarterly internal operational manuals have been drafted in collaboration with respective departments within public administration.
 - Introduction to government workshops, not only for policy workers, but also incoming ministers and their cabinet staff, to provide ministers with basic information on the public service and how it operates. A manual “introduction to government” forms part of this initiative.

C. Additional Strategic Actions to Improve Public Service Delivery include,

1. Streamlining Government processes to achieve efficient and cost-effective delivery of services.
2. The government administration needs professional and skilled personnel - education and training programs introduced.
3. The finalization of the e-government platform is a critical part of the restructuring of government’s administration.
4. An integral approach and cooperation (especially inter-ministerial and inter-departmental) are a must for success.
5. Require regular reporting on measurable operational, and policy objectives and the institutionalization of monitoring and evaluation processes.
6. Implement change management process in the public service, which responds to public demand for improved services.

2.2 Reliable Data and Effective Data Management

Reliable statistics are essential for developing and measuring the effectiveness of policies and programs, and the progress in reaching set goals and targets in any national development process.

The lack of reliable data and effective data management was echoed in written and verbal feedback in the draft NDV by the stakeholders individually and collectively. This included the NGOs, Private sector, Government ministries and the independent organizations safeguarding Good Governance.

Presently, the approach to decision-making is strongly dependent on individuals and personal opinions as opposed to verifiable data or facts. Due to minimal research and analysis of factual data, the aforementioned trend will continue. This mostly causes ad hoc and reactionary decision-making leading to costly and misguided development routes. The flip side is that no actions are being taken, resulting in equally or more damaging consequences.

The lack of reliable data is a phenomenon that will affect formulation of supporting policies towards informed national development. This underlying matter of **improving data management supported by reliable data** is a key strategic priority and a precondition towards sound policy formulation in support of national development and the foundation for evidence-based decision-making.

Existing Structures and tools

There are various data management structures and instruments being used by different stakeholders in the private and public sectors. The fragmented approach contributes to even more misrepresentation of the scarce data and available statistical information.

After the dismantling of the former Netherlands Antilles, the statistics responsibility of the Central Bureau of Statistics (CBS) was transferred to a newly established **Statistical Department of Sint Maarten (STAT)**. The department is the entity officially charged with the collection, analysis and dissemination of statistical information for the new constituent state, Sint Maarten. The department was subsequently staffed and equipped with the tools to carry out the role of the former CBS.

The department's focus is on ensuring the continuity and advancement of statistics related to the economic, demographic, social and environmental status of Sint Maarten. The approach is that of collection of statistical information by conducting censuses, surveys and from governmental and other sources.

In carrying out its mandate, STAT relies heavily on participation of households and the business community during its survey activities. STAT also forges lasting relationships with key stakeholders in the public and private sectors, to facilitate the exchange of data and allow for a more comprehensive provi-

sion of statistical data and services.

At the Central Government level, the CBS functioned **independently**, and their reporting of results of conducted surveys and/or studies were not subject to political will. The Sint Maarten Department of Statistics, however, was placed within the Government apparatus under the Ministry of TEATT, thereby losing its autonomous position as it relates to publishing their findings on any matter.

In addition, the Policy Department of TEATT, over the years, has also provided reliable projections on the real, fiscal, household and external sectors. The tool used is a **Macro-Economic Model**, created initially at Central Government level with each island's model adapted to their own circumstances. The model continued to be implemented by Economic Policy Department after the dismantling of the Netherlands Antilles. The model contains a module that runs prognoses on tourism development, and can incorporate additional modules for other sectors and facets of the economy.

The data collection and input remain the greatest challenge in the optimal use of the model. However, datasets developed in other Ministries to track and measure their Ministry's progress and efficiency, are not "plugged into" the Macro Model as a means of bringing the various facets e.g., education, health, sports, into the context of the overall and cohesive development of Sint Maarten.

As part of the National Development Plan project led by the Department of the Interior and Kingdom Relations (BAK), the **SintMaartenInfo database** was developed as an additional dataset.

SintMaartenInfo was designed to support strategic national planning by allowing access to a wide variety of reliable statistical data, and enable government to better monitor the developmental progress of Sint Maarten and to assist in international reporting. The database initially focused on socio-economic data from across government and Census material. To populate the database, a Task Force, consisting of representatives of various Ministries in Government, was set-up to ensure regular updating of the database. SintMaartenInfo was ultimately placed by the STAT tasked to get all relevant data uploaded from 2010 onwards, and to further build capacity within the Ministries to manage the database.

At ministry level, management of various information systems and modules/datasets are being separately developed to measure their output, and monitor their progress in support of making "sound" decisions. However, this is often done in isolation and not inputted into an integrated system. Neither the structures nor tools currently used in a disintegrated manner benefits the overall decision-making of Government, and the cohesive national development of Sint Maarten.

Making the Necessary Adjustments

In addressing the lack of data and data management, an Independent Entity should be established or the existing STAT structure acknowledged as the central Statistical Unit, and tasked with data collection, management, and analysis and reporting in an independent manner.

The letter of advice entitled: “DATA Matters: The value of data to sustainably transform our society” was submitted by the Social Economic Council (SER Dutch Acronym) to Government on October 30th, 2019. “Assuming its institutional role to strategically advise government on sustainable development and improve the quality of life of citizens,” SER wanted “to highlight and underscore the importance of DATA as a valuable contributor to the sustainable social-economic development of Sint Maarten.”

Within government the focus is on connectivity in order to stimulate data and information exchange throughout government and more integrated services to the public. Investments will be needed for the further development of statistical data and information platforms to meet country and international financial and economic reporting requirements, needed to gather accurate information regarding country statistics, and better aligned statistical social and economic development indicators.

The recommended **Priority Strategy** to be adopted is *the creation of an effective Statistical Framework and Environment* in support of national development planning. As the issue was already addressed by SER in an Advice submitted to the Council of Ministers, the recommended steps for immediate implementation are as follows:

- A. Designate the **Department of Statistics (STAT)** as the main *autonomous entity* with greater access to collect essential data needed for sound decision-making.
- B. Critical to the development of the Entity and its ability to provide quality, relevant and consistent statistics is to;
 1. Improve the Statistical Infrastructure and Qualified staff.
 2. Invest in regular capacity-building of its human resources.
 3. Centralize the use of all statistical instruments currently being used in a fragmented manner in the Government apparatus:
 - SintMaartenInfo designed to support strategic national planning;
 - the Macro-Economic Model used to provide reliable information/projections on macro level;
 - Modules/datasets developed at the level of Ministries to measure their output but to be used as inputs of sub-economic developments.
- C. Include a comprehensive and multi-dimensional (social) index that incorporates both the Basic Needs Approach (BNA) and the Capabilities Approach (CA) to measure and monitor societal well-being and progress to complement the GDP.

Establish a **Data Management platform consisting of Public, Private and NGO sectors with a legal basis** to ensure reliable and unified data collection, sharing and management in support of inputting/providing reliable statistics.

Direct results of effective data collection, managing and projecting should be “geared towards improving the governance” of Sint Maarten.



Participants data management training for evidence-based policy planning

Table 8: Leading Priorities (Pre-requisites) and Actions Summarized

Preconditions to the NDV			
	Development Goal	Strategic Actions	Stakeholders
IMMEDIATE - SHORT-TERM	Reliable Data and Effective Data Management	<ol style="list-style-type: none"> 1. Designate the Department of Statistics (STATs) as main autonomous entity. 2. Create a Data Management platform consisting of Public, Private and NGO sector with a legal basis 3. Establish a unified Management Information System (MIS) for Sint Maarten 4. Establish both data collection, management and analysis mechanisms and tools to ensure evidence-based decision making 5. Create a Monitor and Evaluation Framework 	Ministry of TEATT. Central Bank, CoC, SHTA and other Private sector institutions as well as NGO sectors e.g., Youth Council, Foresee (4C) Foundation, SZV, NRPB
IMMEDIATE - SHORT-TERM	A strong and governance organization	<ol style="list-style-type: none"> 1. Ensure long-term fiscal sustainability and fair fiscal policy. 2. Implementation of all the measures stipulated in the Government Accord between the Netherlands and Sint Maarten Governments e.g., structural reforms on the top of the list 3. Strengthen the role of Parliament in the realization of legislation for Sint Maarten, and their exercise of control over Government's policy. 4. Review the role of the many institutions guarding the various aspects of good governance and eliminate those that might be duplicating efforts. 5. Awareness campaign on the link of Integrity and Trust towards national development 6. Good Governance <ol style="list-style-type: none"> a. Strengthen Capacity and increase Efficiency in Public Sector Management b. Create an effective Legal Framework for Development c. Ensure Information sharing, Accountability and Transparency d. Heighten the principle of Participatory, Responsive and Consensus Oriented 	<ul style="list-style-type: none"> • COHO • Parliament, Ministry of GA - BAK and PNO • Ministry of Finance • Fiscal Affairs & Department of Finance • NRPB • Tax Department, Central Bank • High Councils of State • Integrity Chamber of Sint Maarten.
SHORT - MEDIUM-TERM	A stable, efficient and productive Government	<ol style="list-style-type: none"> 1. Equip the government apparatus with, <ol style="list-style-type: none"> 1. transparent process of services offered; 2. simplify the procedures 2. Increasing Sint Maarten's capacity to work with international donor organizations. 3. Digital Government Transformation 	All Ministries Key Business sector representatives and NGO sector, NRPB/WB UNDP/ EU

3. VISION FRAMEWORK – KEY STRATEGIC AREAS

The Vision Framework further outlines the priority goals and strategic actions in a cohesive and cross-sectional manner according to what is deemed the logical steps in developing Sint Maarten to be independent, united and resilient “...where everyone can be provided with the full range of opportunities needed to obtain and sustain an enhanced quality of life.”

The feedback of the recent stakeholder’s session was analyzed and synchronized, thereby allowing the underlying and supporting themes in achieving the NDV to be identified. The following is a listing of ten meaningful statements served in defining and outlining cross-sectoral strategic areas to be addressed in achieving the final NDV:

1. People should remain the center of Sint Maarten’s national development, and the building blocks are efficient and safe housing; education; healthcare (physical and mental).
2. Strengthening Pride in our National Identity calls for clear definition of our core values, including a definitive statement on the “Sint Maarten Identity”. These core values, cultural heritage and history must then be integral to our school curricula from pre-K to university.
3. Sint Maarten’s economy is focused on great pursuits for profit, but does not connect to the social part that keeps people happy. We need a better balance between economic activities and social activities.
4. The development framework applied thus far should shift from pure economics. Investment in human capital should be central in everything that is done. People’s wishes should be the drivers for hardcore economics.
5. The basic requirement for enhancement of the standard of living is safety and security, not just for tourists visiting the island, but also for the residents of Sint Maarten.
6. Strong Justice System: Needed for development of Society, Economy and a Country is safety and security. Strengthen Law enforcement.
7. Safety in your life and being safe in your environment means certain social aspects need to be in place. Building a social security system is part of this equation.
8. There is a need for a Macro-Economic Framework, i.e., a set of clear macro-economic goals and policy - a set of sectorial projections for real and external sectors.
9. Foreign investors can be attracted by lowering labour costs, not necessarily lowering of taxes. Lower tax tariffs for all and simplify the tax system.
10. Government needs to properly enforce tax compliance. Tax reform: without having a base we will not benefit. What’s missing? We have grey areas of companies/people not contributing. There are gaps of information that need to be filled. We need to look at compliance. A mechanism should be put in place.

It can be concluded from the aforementioned that there is consensus that the future of Sint Maarten should be geared to-

wards “**Economic sustainability**” defined as, “practices that support long-term economic growth without negatively impacting the people, environment, and cultural aspects of the community.” A shift is needed from pure economics towards more of an **investment in human capital**, putting people at the center of all development, whilst at the same time **incorporating financial sustainability**.

The key strategic areas are investment in human capital, building a resilient economy, and having healthy people and a healthy environment.

3.1 STRATEGIC AREA I - DEVELOP AN ECONOMY BY EXPANDING THE KNOWLEDGE AND SKILLS OF THE PEOPLE

In the words of Prof. Harbinson:

“Human Capital Formation - The process of acquiring and increasing the number of people who have the skills, education and experience which are critical for the economic and political development of a country.”

“**Human Capital Formation - The process of acquiring and increasing the number of people who have the skills, education and experience which are critical for the economic and political development of a country.**”

With a view to sustaining economic growth, development and improvement in the quality of life, emphasis should be on investing in human capital with focus on fundamentally changing the education system in order to improve relevance to current and future labour market development. This is not about merely aligning with current market trends, but should be adaptable and innovative.

Education for Development - Education for Life and Lifelong Learning

Priority Goals are:

1. The education curriculum as delivered is relevant to long term development needs at all levels and integrates the expressive arts, sports and physical education, science and technology, entrepreneurship, environmental education civic/political education and character development.
2. Cultural heritage and history are integral components of school curricula from pre-K to university.
3. The education system is inclusive. It promotes Sint Maarten’s multi-cultural/multi-lingual culture.

Strategies to achieve these goals include:

A. Strengthen management, monitoring and accountability in the education system:

1. A strategic review, which includes an appraisal of the education system to assess its strengths and weaknesses, and the development of a long-term investment plan for education which takes into account the goals and objectives of the country.
2. Develop a national human resource development strategy to respond to St. Maarten's development goals and guide the development of the education system over the next 10 years.
3. Reform the system of student loans to reflect the skills needed to fill the current and future labour market.
4. Create and implement a rigorous education monitoring system.
5. Expand teacher education opportunities and create incentives for trained teachers to remain within the education system.
6. Develop a salary and incentives package to attract and retain qualified counsellors within the education system.

B. Improve delivery and relevance of the education curriculum (primary and secondary levels) - Strategic actions include:

1. Educate to Build Character by,
 - Integrating the expressive arts, music, sports and physical education into the school curriculum;
 - Making cultural heritage and history integral to school curricula from pre-K to university.
2. Educate to build social cohesiveness by,
 - Implementing strategies that foster acceptance of Sint Maarten's multi-ethnic, multi-cultural, multi-lingual society, but yet can identify with the indigenous culture and history;
 - Implementing strategies that produce citizens who care for their communities, their country and environment; innovators and entrepreneurs who will help to propel and steer our future resilient economy.
3. Educate to emphasize respect and appreciation for the natural environment by
 - Integrating environmental education within the school system and providing children with access to Sint Maarten's natural wonders through field visits and hands-on experiences.
 - Promoting environmental protection, including addressing climate change through strengthening environment governance.
 - Environmental Preservation, Protection and Restoration to foster a vibrant future generation.
4. Broaden the curriculum and integrate new methods of teaching by,
 - Integrating technology training into the delivery of education.
 - Developing a public education campaign to de-stigmatize technical-vocational programs.
 - Promote and support on-line education program for all ages.

- Communities need to be mobilized and engaged in reclaiming the spirit of jollification that enabled our forebears to prosper. Every effort must be made to formalize the structure of Community Councils as a vehicle for community involvement, dialogue, and unity.

All citizens must enjoy a superior standard of living and be assured of opportunities to access besides quality education and training, safety and security, healthcare, affordable housing, decent work and social protection.

Other Strategic Areas included in providing a full range of opportunities needed to obtain and sustain an enhanced quality of life for all are:

Citizens' Safety and Security and Access to Justice

Priority Goals are:

1. Improve safety and security in Sint Maarten.
2. Creating a Safe Living Space for all.

Strategies to achieve these goals include,

1. Create crime prevention policies.
2. Highlight the role of law enforcement as a safety and security body needed for development of the socio-economic fabric of Sint Maarten.
3. Strengthen the Police Force, and other human and financial resources.
4. Improve the relationship between law enforcement and the community.
5. Improve the quality of legislation with focus on developing, amending and implementing civil, criminal and administrative law.

Efficient and Safe Housing

The **Priority Goal** for safe and affordable housing is to create opportunities for home ownership and better housing facilities.

Strategies to achieve these goals include:

1. Social Housing is required to promote an affordable and safe housing market to eradicate a growing number of poor quality and/or illegal structures that are exposed to natural hazards.
2. Capitalize on the resilience of the rebuilding plan – Building Back Better - as approved by Government for repair of damaged homes and increased support for the Housing Foundation.

A sound Social Security System

Priority Goals for Social security:

1. Foster care for our families and vulnerable people
2. Strengthen our Social protection system
3. Support Youth development

Strategies to achieve these goals are:

1. A safe home and environment from infancy, where children feel safe, is where it begins.

2. Provide Education, Culture and Finance as the building stones for a good foundation to keep children from a criminal life.
3. Protection for the marginalized and disadvantaged.
4. Quality care and protection for the elderly.
5. Strengthened child protection networks.

3.2 STRATEGIC AREA II - BUILDING A RESILIENT ECONOMY

The high degree of economic vulnerability to external shocks is characteristic of Sint Maarten's economy. These shocks may be by way of natural disasters or international economic crises, which Sint Maarten is not in a position to avoid or deflect, but can plan to mitigate the impacts. The global economy is facing an unprecedented challenge with the risk of a prolonged depression following the response to COVID-19.

There is a desire to build the economy's resilience to improve prospects for long-term growth. Economic resilience suggests willingness to build **a strong, well-financed business sector operating at a high degree of efficiency and producing quality goods and services. All Strategies should**, in the context of Sint Maarten's tourism-based economy, be geared towards generating economic sustainability as key to national development.



Key Strategic Goal - A resilient economy with a level playing field for all businesses and entrepreneurs using appropriate technology to increase productivity and competitiveness in an environmentally sustainable way.



Priority Goals are:

1. Strong, well-performing micro, small and medium enterprise (SME) sectors with strong financial institutions playing a key role in their financing.
2. Sustainable, profitable and expanded responsible tourism in a well-developed service sector.
3. A strong work force and corps of entrepreneurs created by an education system that nurtures entrepreneurs, and local talents and provides training relevant to Sint Maarten's development needs.
4. Timely investments by Government in key economic infrastructure.

Strategies to achieve these Goals include,

A. Develop a strong small business sector to create jobs:

1. Develop a support system for small business that goes beyond financing to include market information, management support, planning advice, etc.
2. Strengthen Policy Support for SME financing.
3. Implement policies and provide incentives to support the creation of new industries.

4. Improved investment climate.
5. Legislation is needed to strengthen the MSME sector and more training programs to develop entrepreneurship.
6. Simplify the tax structure, eliminate multiple taxes and make the system more equitable.
7. Education more in line with expertise and knowhow, building capacity of BSOs.
8. Give greater opportunities for Youth Employment and Job Creation.
9. Create mechanisms for, and promote the pooling of resources and investment capital for entrepreneurs.
10. Stimulate cooperatives e.g., farmers and/or fishermen, and credit unions, and an overall collective agenda that improves the context for the pooling of resources.

B. Build Sustainable and Responsible Tourism:

1. Support community-driven initiatives that encourage local enterprise development especially community.
2. Integrate experiential learning ("learning through reflection on doing") within the school curricula and work with environmental organizations to execute.
3. Provide "Go Green" Incentives to businesses, schools and society e.g., for recycling products.
4. Engage in "development zoning" with housing, industry, building codes.

C. Target selected new sectors with growth potential:

1. Diversification is a journey and tourism should be used as its gateway, e.g., link between Tourism and the creative arts.
2. Diversification, industry and sector,
 - within the Tourism sector (the marine (mega-yachting add value to the sector);
 - related to Tourism (stimulate businesses that cater to the tourism industry) and
 - independent from tourism (Sint Maarten as a regional hub for transshipment).
3. Build institutional capacity to develop and promote creative industries.
4. The role of Sint Maarten, in a Caribbean regional context, as a partner and a leader for development goals and visions, using regional interactive development cooperation programs, such as professional training exchanges, youth exchanges, and research integration for solutions at the regional Caribbean level.
5. Sint Maarten National Heritage Center as a regional center for knowledge.
6. Provide incentives to encourage the export of local products and services.

D. Implement a coherent and consistent macro-economic policy framework:

1. Define a Macro Economic Framework as a set of clear macro-economic goals and policy framework with a set of sectorial projections for real and external sectors.
2. Pursue a fiscal policy that is prudent, sustainable, and reflected in consistent fiscal performance and controlled

- growth of the public debt.
- 3. Revenue generating potential while maintaining a tax system that is fair and a regulatory regime that encourages productive investment by the private sector.
- 4. Strengthen the institutional framework and capacity to effectively regulate the financial system to create conditions for increased savings and productive sector investments.

3.3 STRATEGIC AREA III - HEALTHY PEOPLE AND HEALTHY ENVIRONMENT

Healthy and Productive Citizens throughout the Life Cycle

Human health is an element of the quality of life. Good human health encompasses the concept of wellness and the ability to peacefully enjoy family and community life in a clean and uplifting environment. It crosses the boundaries of social and cultural behaviors, nutrition and diet, education and social conditions. In moving forward towards achieving the NDV 2030, greater emphasis needs to be placed on higher standards of healthcare delivery across the health system.

Priority Goals include,

1. A healthy population: physically and mentally.
2. A link between mental health, substance abuse and homelessness and create policies to systematically address the stigma of mental illness.
3. A healthcare system with greater emphasis on healthy lifestyles, and promotion of these as critical to preventive care.
4. An effective delivery of health services, which promotes improved access and quality to all sectors of society.
5. An effective accountability of healthcare providers for the quality of healthcare services, and results of public investment in the health sector.

“ Strategic Goal: Access to affordable and high-quality healthcare that provides citizens with preventive and curative health services throughout their lives. ”

The Strategies to achieve these goals,

A. Promote Healthy Lifestyles throughout the life cycle

1. Re-orient the health system to focus on promoting healthy lifestyles.
2. Invest a larger proportion of Government's investment in the health sector in primary healthcare for physiological and mental well-being.
3. Improve delivery of medical care to older persons.
4. Strengthen Food and Nutrition Security.
5. Ensure a Healthy Environment and reduce the impact of Climate Change.

B. Establish Family and Community Healthcare Programs

1. Expand and strengthen child protection programs through legislative reform and by increasing collaboration across sectors for the implementation of child protection laws and protocols.
2. Create and Implement the Mental Health Policy by developing a comprehensive responsive mental health program.

“ Strategic Goal: Caring for the Natural Environment as the Source and Basis of Economic and Social Progress ”

C. Implement effective accountability for delivery of health services

1. Develop health-related laws, codes and mechanisms that provide increased transparency and accountability in the use of human and financial resources.
2. All citizens must enjoy a superior standard of living and be assured of the opportunities to access quality healthcare.
3. Affordable healthcare for all.
4. Ensure a healthy lifestyle with the citizens, while actively participating in physical activities.

Care for the Environment

Sint Maarten needs to develop a deep appreciation and love for its natural resources. Work must be collectively carried out to protect the natural heritage, and quantify and officially recognize the economic value of these natural resources.

The main economic drivers - tourism - is natural resource-based. There is broad awareness of the importance of the environment. The main concern is putting in place effective laws and regulations, information and communication systems to protect the environment while promoting sustainable social and economic development.

Priority Environment Goals include:

1. Proper management of the allocation and utilization of the country's natural resources guided by the principles of sustainable development.
2. Planning should be integrated and focused on the mutual relationship between natural resource management and social and economic development.
3. Adequate and sustained protection of marine and coastal areas is part of a larger strategy to mitigate the effects of climate change.
4. Solid waste will be effectively managed in a manner that is harmonious with sustainable development.

Strategies to achieve these goals

A. Incorporate environmental sustainability into development planning

1. Develop, adopt and implement a comprehensive natural resources and environmental policy and strategy, including planning for climate change and mitigating its effects.
2. Introduce natural resources accounting into GDP.
3. Enforce environmental protection laws in a fair and just manner and, where needed, reform the laws (e.g., mangrove legislation and solid waste).
4. Increase the number of Sint Maartener's qualified as engineers, architects, marine biologists, and those trained in integrated coastal zone management.
5. Develop and implement a long-term strategy to manage solid waste material, taking into consideration population growth and other factors that will impact sustainable development.
6. Develop and execute a National Disaster Management Strategy that is based on the protection of the family, and cohesiveness and restoration before, during and after a disaster.

B. Strengthen Protected Areas Management

1. Formulate and implement the National Protected Areas Systems Plan.
2. Strengthen the legal and administrative framework for protected areas.

C. Promote Green/Alternative Energy

1. Create regulatory framework to improve the efficiency and quality of energy services, implement international standards for services and waste, and monitor the production and supply of services to attain the highest quality and best value for money.
2. Educate the public on various energy sources, their uses, services, safety, danger, cost and any area that would be deemed useful including laws, amendments, changes in rates, latest research and development.

Promote environmental protection

1. Environmental Protections for sustainability, including addressing climate change
2. Strengthening environment governance
3. Nature Preservation/Restoration and Protection
4. Spatial development/Zoning
5. Infrastructural Development

Table 9: Visionary Strategic Framework - Strategic Actions to be taken in the Short-, Medium-, and Long-Term

	Priority Goals	Strategic Actions	Stakeholders	Coordinating Bodies
SHORT - MEDIUM- TERM	<p>Investment in Human capital Development an economy by expanding the knowledge and skills of the people</p> <p>An Educated Population Educate to Build Character</p> <p>Broaden the curriculum and integrate new methods of teaching</p>	<ul style="list-style-type: none"> • A National Human Resource Development Strategy to respond to Sint Maarten’s development goals and guide the development of the education system over the next 5 years • The education curriculum as delivered is relevant to long-term development needs at <u>all levels</u>. Integrate creative arts, sports and physical education, science and technology, entrepreneurship, environmental education civic/political education and character development • Promote internet access across the country and provide access to online education. Provide this for children and adults 	<p>Ministry ECYS, School Boards, USM, Ministry of TEATT, Business Community e.g., Chamber of Commerce, SHTA</p>	<p>Ministry of GA and Ministry of Finance. UNDP, Trust Funds/NRPB</p>
SHORT- TERM	<p>Educate to Strengthen Pride in our National Identity</p>	<ul style="list-style-type: none"> • A clear definition of our core values, including a definitive statement on the “SintMaarten Identity.” • These core values, cultural heritage and history must then be integral to our school curricula from pre-K to university. 	<p>Ministry of ECYS, NGOs, Community Centers SXMF</p>	<p>Ministry of GA and Ministry of Finance</p>
SHORT- TERM	<p>Educate to promote and integrate Sint Maarten Cultural Heritage and History into school curricula</p>	<ul style="list-style-type: none"> • Heritage days need to be emphasized and support for local cultural activities encouraged. 	<p>Ministry of ECYS, TEATT, NGOs</p>	<p>Ministry of GA and Ministry of Finance</p>
SHORT- TERM	<p>Educate to build social cohesiveness</p>	<ul style="list-style-type: none"> • Communities mobilized and engaged in reclaiming the spirit of jollification that enabled our forebears to prosper in this land. • Strengthening of community councils; key components to strengthening the safety net that form resilient and cohesive communities. • Every effort must be made to formalize the structure of Community Councils as a vehicle for community involvement, dialogue, and unity. 	<p>Ministry of ECYS, NGOs, Community Centers SXMF</p>	<p>Ministry of GA & Ministry of Finance</p>

	Priority Goals	Strategic Actions	Stakeholders	Coordinating Bodies
MEDIUM-TERM	Educate to emphasize respect & appreciation for the natural environment	<ul style="list-style-type: none"> Strengthening Environment Governance. Environmental Protections for Sustainability, including addressing Climate Change. 	Ministry of VROMI, Ministry of TEATT, Nature Foundation	Ministry of GA and Ministry of Finance
MEDIUM-TERM	Improve safety and security in Sint Maarten Create a Safe Living Space for all	<ul style="list-style-type: none"> Create policies to actually prevent crime. Invest in safety and security by strengthening the Police Force. Highlight the role of law enforcement which is needed for development of Society, Economy and the Country's safety and security. Improve the quality of legislation with focus on developing, amending and implementing civil, criminal and administrative law. 	Ministry of Justice, High Councils of State, Integrity Chamber of St. Maarten, Parliament, Fiscal Affairs and Finance, NRPB, Tax Department, Central Bank.	Ministry of GA & Ministry of Finance
MEDIUM-TERM	Foster a healthy population: physically and mentally	<ul style="list-style-type: none"> Affordable healthcare system for all. Our healthcare system should place greater emphasis on preventive care, for physiological and mental well-being. The link between mental health, substance abuse and homelessness must be critically examined, and policies established to comprehensively address the stigma of mental illness 	Ministry of VSA, SMMC, Doctors Associations	Ministry of GA and Ministry of Finance
MEDIUM-TERM	Foster care for our families and vulnerable people Strengthen our Social protection system Support Youth development	<ul style="list-style-type: none"> Children should feel safe from infancy. A safe home and environment are where it all starts. Additionally, Education, Culture and Finance are the building blocks for a good foundation to keep children from a life of crime. Protection for the marginalized and disadvantaged. Quality care and protection for the elderly. Strengthened child protection networks. 	Ministry of VSA; Ministry of ECYS, NGOs, Community Centers SXMF	Ministry of GA and Ministry of Finance

	Priority Goals	Strategic Actions	Stakeholders	Coordinating Bodies
MEDIUM-LONG-TERM	Effective Public Administration	<ul style="list-style-type: none"> • Rebuild accountability in government and politics. • Improve Public Service Delivery. • Transform the political culture. • Promote an integrated government in the delivery of policy. • Strengthen capacity of government institutions. • Strengthen law enforcement and access to justice. 	All Ministries, Government-owned Companies, Business and NGO sectors	Ministry of GA and Ministry of Finance
MEDIUM, LONG-TERM	Building A Resilient Economy	<ul style="list-style-type: none"> • Develop a strong small business sector to create jobs. • Build Sustainable and Responsible Tourism. • Diversification Strategy: Target selected new industries vis-à-vis sectors with growth potential. • Implement a coherent and consistent macro-economic policy framework. 	Ministry of TEATT, VROMI, Fiscal Affairs and Department of Finance, NRPB Tax Department, Central Bank, Business and NGO Sectors	Ministry of GA and Ministry of Finance
MEDIUM, LONG-TERM	Caring for the Natural Environment Promoting environmental protection	<ul style="list-style-type: none"> • Incorporate environmental sustainability into development planning. • Strengthen Protected Areas Management. • Promote Alternative Energy. • Environmental Protection, addressing Climate Change. • Nature Preservation/Restoration and Protection. • Spatial Development/Zoning. • Infrastructural Development. • Effective Waste Management Practices. 	Ministry of VROMI, TEATT, Business and NGO Sectors	Ministry of GA and Ministry of Finance

	Priority Goals	Strategic Actions	Stakeholders	Coordinating Bodies
MEDIUM, LONG-TERM	<p>Healthy and Productive Citizens throughout their Life</p> <p>Universal access to affordable and high-quality healthcare</p>	<ul style="list-style-type: none"> • Promote Healthy Lifestyles throughout life. • Establish family and community healthcare programs. • Implement effective accountability for delivery of health services. 		

4. IMPLEMENTATION MECHANISM

It is proposed to re-establish an effective implementation and/or coordination structure.

The concept is of an Inter-Ministerial Work Group (IMWG) with a similar role of serving as the coordination, communication, and synchronization platform bringing Voices of Government into the National Development Planning process that encourages inter-linkages between programs/projects and services that

support the whole Government apparatus and strengthens capacities while institutionalizing harmonization of related activities for policy-based budgeting. The policy platform can perform that role and/or serve as the advisory arm to the Ministry and coordinate cross-ministerial development matters.

The second structure proposes to reinstall the Steering Committee for National Development as the body representing all sectors of society to monitor projects. Specifically, the role of the Steering

Committee is to ensure quality control and assurance of the project outputs in achieving the NDV. The idea is to build a participatory link between the private and civil sectors with a governance institution having the mandate to independently monitor implementation of the vision.

The Ministry of General Affairs, Department of BAK, will have to play a pivotal role to ensure that the framework is further detailed and coordinated regularly and supporting structures are created.



National Development Work Group: representatives from the public, private and civil society

APPENDICES



APPENDIX I: GOVERNMENT DEVELOPMENT PRIORITIES - BASELINE STUDY

Culture and National Identity	Governance	Economy
<p>Social Inclusion and National identity</p> <ol style="list-style-type: none"> Promoting cultural diversity, awareness and tolerance. Promoting Sint Maarten language, national symbols and creative arts. Promoting National Identity through national participation in international sports. <p>Preservation of National Heritage</p> <ol style="list-style-type: none"> Developing cultural and heritage institutions. Preserving natural, tangible and intangible heritage. 	<p>Financial sustainability</p> <ol style="list-style-type: none"> Create balanced budgets, promote financial responsibility and oversight. Structural reforms (tax, pension and health). Improved financial Information and data management. <p>Political stability, governance accountability and transparency</p> <ol style="list-style-type: none"> Electoral law reform to produce greater political stability. Promote management good governance within the public service sector. <p>Community Governance</p> <ol style="list-style-type: none"> Strengthening community governance structures. Enhance and strengthen the institutional capacity of Community Help Desks. Community gardens and entrepreneurship. <p>Human Rights</p> <ol style="list-style-type: none"> Establish a human rights framework. 	<p>Investments in economic growth and infrastructure development</p> <ol style="list-style-type: none"> Create regulatory, legal and institutional environment to support investment and economic growth. Facilitate small and medium sized business growth and enterprise innovation and diversification. Promote international and regional competitiveness in tourism. Infrastructure development and resilience to support Investment and economic growth (zoning, roads, beautification, sewage, energy, ICT, data and information systems). <p>Employment to support economic growth</p> <ol style="list-style-type: none"> Promote a flexible labour market and safe and good employment relations. Synchronization of skills and qualifications with market needs. Promote cultural tourism (promote work opportunities in cultural and creative arts).

Social and Human Development	Environment	Safety and Security
<p>Education system, capacities and Infrastructure development:</p> <ol style="list-style-type: none"> 1. Digitalize schools to implement e-learning. 2. Teacher recruitment and training in innovative and digital teaching methods. 3. Infrastructure (school buildings, security and mobility). <p>Employability</p> <ol style="list-style-type: none"> 1. Curriculum development (job competency, creative arts, sports and environment sustainability). 2. Promote youth employment and work ethic. 3. Strengthen education opportunities for at risk youth. <p>Social Protection and Development</p> <ol style="list-style-type: none"> 1. Structural reforms (pension, health and unemployment). 2. Strengthen social protection frameworks (Disabled and vulnerable persons). 3. Youth development (Integrated Youth Program). <p>Health</p> <ol style="list-style-type: none"> 1. Increase the health insured population by over 90%. 2. Implement data-based information system that connects at least 60% of all BIG registered healthcare providers. 3. Improve systems for early detection and trends to health risks. 4. Undertake measures to promote a healthy lifestyle. 5. Expand or remodel the medical center to address demand for quality healthcare. 	<p>Legal, regulatory administrative environment to support environmental sustainability</p> <ol style="list-style-type: none"> 1. Enable legislative framework, regulatory compliance and effective policy execution and administration. 2. Strengthen capacities to give international treaties municipal effect. <p>Bio-diversity protection and sustainability</p> <ol style="list-style-type: none"> 1. Bio-diversity management and protection (wetlands, marine and terrestrial). <p>Energy Sustainability and Management of Waste</p> <ol style="list-style-type: none"> 1. Implementing the energy plan including waste to energy facility. 2. Second sewage treatment plant. 	<p>Justice system, capacities and infrastructure development</p> <ol style="list-style-type: none"> 1. Recruitment, training, administrative and institutional strengthening Infrastructure development (police equipment, prison and youth rehabilitation). <p>Border Control</p> <ol style="list-style-type: none"> 1. Improve border control laws, integrity and coordination. 2. Upgrade administration systems, staff training and infrastructure. <p>Customs</p> <ol style="list-style-type: none"> 1. Recruit Customs staff to meet supervision and inspection requirements. 2. Develop and deploy training programs. 3. Invest in Customs infrastructure. <p>Intelligence Sharing</p> <ol style="list-style-type: none"> 1. Upgrade regulatory and administrative oversight regimes to meet international financing requirements. <p>National security</p> <ol style="list-style-type: none"> 1. Prepare a National Security Strategy.

APPENDIX II: COMPARISON ANALYSIS GOVERNING PROGRAMS PERIOD 2010 - 2022

Themes/ Documents	"Building a Sustainable Sint Maarten" - Governing Program 2018 - 2022	READY TO WORK FOR YOU - Governing program 2014 - 2018	Working For The People - Governing program 2012-2014	A foundation of Hope for Our Country - Governing Program 2010-2014
Vision statements	The Governing Program "Building a Sustainable Sint Maarten" sets out how we will shape the Sint Maarten we seek. <i>It promotes a rebuilt Sint Maarten with a viable economy, with considerable improvements on our social and sustainable development."</i>	The Government envisions Sint Maarten as <i>a socially and economically sustainable country that embraces freedom and equality, promotes solidarity, and ensures justice and integrity while building a strong, unified, and healthy nation that provides opportunities for all.</i>	The vision of Government was: <i>"Our island nation will consist of a united, prosperous, happy and healthy people that are well-educated and productive, self-reliant and disciplined, with a commitment to excellence."</i>	Government's vision is <i>"Moving Ahead as a country, responsible for our own destiny and that of our children."</i>
Goals and Objectives	The goal of this government is: <i>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.</i>	Goals and objectives of this governing program are: <i>to realize an enhanced quality of life for the people, ensure execution of good governance, focus on and ensure sustainable growth, financial discipline and management.</i> The goals of each of the seven ministries are shaped to coincide with those objectives.	The governing plan has prioritized those areas impacting the very existence of members of our society in modern day Sint Maarten, and has directed its focus toward enhancement of the quality of life of our people.	Based on the political programs of the governing parties, the building blocks for this foundation are: <ol style="list-style-type: none"> 1. Combating and eradicating poverty 2. Adequate healthcare 3. Social support structures 4. Sustainable development 5. Adequate infrastructure 6. Safe and secure living environment 7. Human development 8. Sound government The tools to accomplish the above will be a solid investment program, supporting the following 5 pillars: <ol style="list-style-type: none"> a) Economy, b) Social Safety Nets, c) Infrastructure, d) Human Development, e) Environment

Themes/ Documents	"Building a Sustainable Sint Maarten" - Governing Program 2018 - 2022	READY TO WORK FOR YOU - Governing program 2014 - 2018	Working For The People - Governing program 2012-2014	A foundation of Hope for Our Country - Governing Program 2010-2014
Approach/ Strategy	<p>The Governing Program reflects the approach and messages that emerged from <i>long engagements between stakeholders and the workgroup consisting of professionals from the two parties forming the coalition</i>.</p> <p>As a new approach to ensure 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.</p> <p>Another important aspect of the governing program is that it includes a full monitoring component using the Smart Government tool.</p>	<p>The immediate task outlined by the new government is to improve the quality of life of the people of Sint Maarten, provide good governance through effective representation, greater transparency and improved accountability and establish stronger fiscal discipline and promote sustainable development and economic growth.</p> <p>In the short to medium-term, the coalition will seek to implement projects that reduce energy cost through waste-to-energy technology, further introduction of renewable energy technologies through the Energy Policy, and provide incentives for identified target groups to facilitate the transition to an energy-efficient society.</p> <p>This will be achieved by a <u>participatory approach</u> to open government, mobilizing and engaging our communities and stakeholders.</p>	<p>In the area of policy development returning themes have been those of evidence-based policy making, and multi-sector policy synchronization. Government has also chosen to initiate synchronization and harmonization of policy development across the different ministries in government's organization in order to maximize results.</p> <p>The multi-sector policy development approach is a form of cooperation between departments within different ministries to respond to a particular need within the communities.</p>	<p>This Government has a different approach towards the country's first government program. This program will not be a static and dusty document, but rather a testing platform for the creativity of all within the framework agreed upon by the coalition parties. This program articulates how to address critical objectives over the next four years and beyond. As a new approach to ensure efficiency, an action plan for key priorities within the first quarter in office was developed.</p> <p>The change in Sint Maarten's constitution to its country status called for the old adage "all hands-on deck."</p> <p>In order to build country Sint Maarten, the creative utilization of various resources including human resources is imperative to the future success of Sint Maarten and the implementation of critical success factors</p>

Themes/ Documents	"Building a Sustainable Sint Maarten" - Governing Program 2018 - 2022	READY TO WORK FOR YOU - Governing program 2014 - 2018	Working For The People - Governing program 2012-2014	A foundation of Hope for Our Country - Governing Program 2010-2014
Guiding Principle of Sint Maarten's Country Vision	<p>This Governing Program identifies five strategic objectives divided into themes, initiatives and projects:</p> <ol style="list-style-type: none"> 1. Setting it Right 2. Revive and restore 3. Restructuring government 4. Safety and security 5. Health and social well-being 	<p>Provide good governance through effective representation, greater transparency and improved accountability.</p> <p>Establish stronger fiscal discipline and promote sustainable development and economic growth.</p>	<p>Essential to the realization of government's vision is a cohesive national society. It is government's policy, as part of its nation-building efforts, to strengthen awareness of and pride in being a Sint Maartener.</p> <p>The following areas of "initial concentration to be developed in an action plan" were cited:</p> <ol style="list-style-type: none"> 1. Education 2. Infrastructure, District Improvement and Housing 3. Healthcare and Social Welfare 4. Economy and Environment 5. Safety and Security 	<p>As the government organization of country Sint Maarten takes definite shape, it is becoming clear that the governance cycle must be one of delegated authority with accompanying accountability.</p> <p>Processes must be transparent, also towards clients served by government. Physical and organizational lines must be shortened.</p> <p>With the outline of Government's vision and focal points of the 2010-2014 government period, government will enter into dialogue with government senior management, and the private and civil sectors to establish a joint agenda for Sint Maarten's future.</p>

Themes/ Documents	"Building a Sustainable Sint Maarten" - Governing Program 2018 - 2022	READY TO WORK FOR YOU - Governing program 2014 - 2018	Working For The People - Governing program 2012-2014	A foundation of Hope for Our Country - Governing Program 2010-2014
Expected Outcome	<p>The expected outcomes from the Governing Program are:</p> <ol style="list-style-type: none"> 1. socioeconomic environment that is conducive to the realization of a healthy community. 2. affordable housing, job security, revitalized economy, 3. strong cultural heritage and access to quality education and sports for all. 4. primary healthcare available to all, affordable and accessible health insurance and medical service. 5. reliable and alternative energy sources. 6. environmental sustainability. 	<p>The Governing program has as priority areas for the governing term,</p> <ol style="list-style-type: none"> 1. arriving at a decision on integrity reports and execution of recommendations; 2. establishment of the gaming board; 3. strengthening of the National Detectives ("Landsrechercheurs"); 4. a plan of action for the Tax Department; and 5. execution of financial and operational audits of government-owned companies; 6. finalization and implementation of changes in the Civil Code to regulate short-term labour contracts; 7. publicizing the process to execute Article 10 of the Labour regulation on the counterpart policy as approved by COM on August 12, 2014 	<p>Expected outcomes from the Governing Program are:</p> <ol style="list-style-type: none"> 1. Vibrant and Caring Communities; 2. A sound and relevant education system tailored to the needs of our human resource development; 3. Safe, peaceful and environmentally friendly living conditions. 4. Creating a 21st Century Competitive Workforce and Entrepreneurs 5. Enabling a Competitive Business Climate 6. Effective Government 7. Sound Infrastructure and Environment 	<p>The new trajectory for Sint Maarten has been set with the accomplishment of country status on October 10, 2010. This is a path towards more autonomy, more self-reliance, more responsibilities, and a long-term creative problem-resolution mindset for our country.</p>

APPENDIX III: LINKING NRRP AND COLLECTIVE GOVERNING PROGRAMS TO BASELINE STUDY

COMPARISON ANALYSIS			
Themes/ Documents	Baseline study	NRRP	Collective Governing Programs 2010 - 2022
Goals and Objectives	The main goal is to gain insight as <i>to where Sint Maarten currently stands in terms of its development.</i> Necessary is an understanding of the <i>development issues that the country currently faces and where the focus of development is.</i>	The overarching goal of the NRRP <i>is to restore, secure, and strengthen the well-being of the people of Sint Maarten.</i>	The recurring goals and objectives of all the Governing Programs are <i>"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."</i> The programs reflected common objectives <i>"to ensure the execution of good governance, focus on and ensure sustainable growth, financial discipline and management"</i> .
Approach/Strategy	Common <i>agreement for a new development direction for the country</i> by prioritizing which steps need to be taken in a logical sequence of actions within short to medium-term frameworks, and the budgetary resources required to achieve them.	The NRRP <i>takes a multi-sectoral, programmatic approach</i> to achieve the intended outcomes under <i>three recovery and resilience components: Community, Economy, and Government.</i> <i>A strong commitment to strengthening the country's resilience to offset risks</i> and meet contingencies that will challenge Sint Maarten's sustainable path forward.	The overall approach of the formulation of all the Governing Programs is of a <u>participatory nature</u> mobilizing and engaging the entire community. Their preparation also reflected engagements between stakeholders, and workgroups consisting of professionals and stakeholders from the public and private sectors.

COMPARISON ANALYSIS

Themes/ Documents	Baseline study	NRRP	Collective Governing Programs 2010 - 2022
Guiding Principle of Sint Maarten's Country Vision	<p>In the Sint Maarten context, measures that need to be addressed to reduce risk and build Economic Resilience are:</p> <ol style="list-style-type: none"> 1. Good political governance, 2. Macro-economic stability 3. Market flexibility 4. Social development and cohesion 5. Environment governance 	<p>The NRRP top priorities are:</p> <p>The basic needs of the people of Sint Maarten—the priority projects currently under preparation to ensure Sint Maarten is ready for the peak of the upcoming hurricane season, and key initiatives aimed at restarting and revitalizing the economy.</p> <p>While reconstructing critical infrastructure is crucial, recovery's ultimate purpose is to restore people's hope for the future - a future that builds on the past, but recognizes that more needs to be done now, together, to build back better.</p>	<p>The Governing Programs were guided by a key guiding principle, namely sustainability; "how to shape Sint Maarten to sustain a viable economy, with considerable improvements on the social and sustainable development with a cohesive national society."</p>
Expected Outcome	<p>The expected outcome Baseline study: define national vision; prioritize development goals that will guide the country's development within realistic periods; estimate implementation costs and alignment of those costs to medium-term fiscal frameworks.</p>	<p>Expected outcomes from the NRRP are:</p> <p>sustainable recovery of social sectors in all affected communities; restoration of business continuity combined with a strategy for fostering and broadening business activity; rehabilitation and reconstruction of critical infrastructure to BBB standards; and strengthening of the country's readiness to mitigate, respond to and recover from future impacts of natural disasters and climate change.</p>	<p>With the exception of one Governing program, expected outcomes of the Governing programs were: "a socioeconomic environment that is conducive to the realization of a vibrant, healthy and caring community, strong cultural heritage and access to quality education and environmentally sustainable living conditions."</p>

Themes/ Documents	Baseline study	COMPARISON ANALYSIS	
		NRRP	Collective Governing Programs 2010 - 2022
Vision statements	Sint Maarten's Country Vision is founded on the goals of the Constitution of Sint Maarten. The Country Vision therefore builds on a society that believes in democracy, the rule of law, good governance, Human Rights and sound environmental management whilst incorporating economic resilience.	A resilient community in a healthy living environment, a resilient, growing, and more diversified economy , and a transparent, effective government with enhanced capacity.	<p>"Moving ahead as a country, responsible for our own destiny and that of our children."</p> <p>"Our island nation will consist of a united, prosperous, happy and healthy people that are well-educated and productive, self-reliant and disciplined, with a commitment to excellence."</p> <p>"A socially and economically sustainable country that embraces freedom and equality, promotes solidarity, ensures justice and integrity while building a strong, unified, and healthy nation that provides opportunities for all."</p> <p>"Building a Sustainable Sint Maarten." It promotes a rebuilt Sint Maarten with a viable economy, with considerable improvements in our social and sustainable development."</p>

APPENDIX IV: OPPORTUNITIES AND CHALLENGES/DEVELOPMENT THEMES - SDGS AND VISIONARY GOALS (NDGS)

Opportunities and Challenges	SDGs	Development Themes	NDGs- SXM Vision 2030
<p>1. Building a governance organization and the need for fiscal sustainability</p>	<p><i>An efficient government organization with a sustainable financial position</i></p> <p>Goal 16: Peace, Justice and Strong Institutions Access to justice for all, and building effective, accountable institutions at all levels.</p> <p>Goal 17: Partnerships Revitalize global partnershipS for sustainable development.</p>	<p>A SAFE, SECURE, DECISIVE AND INDEPENDENT NATION</p> <ul style="list-style-type: none"> • effectively governed • responsibly empowered 	<ul style="list-style-type: none"> • Goal 22: An integrated government (Whole-government) and strengthened capacity of government institutions. • Goal 23: Fostering Good Governance and Integrity. • Goal 24: Strong Macroeconomic Stability and Fiscal Sustainability Attained. • Goal 21: the impact of ICTin providing Efficient Public Services.
<p>2. Reliance on leisure tourism and the need to diversify the economy</p>	<p><i>Boosting economic growth through greater economic diversification and investment</i></p> <p>Goal 8: Decent Work and Economic Growth Sustainable economic growth will require societies to create the conditions that allow people to have quality jobs.</p> <p>Goal 9: Industry, Innovation, and Infrastructure Investments in infrastructure are crucial to achieving sustainable development.</p> <p>Goal 12: Responsible Consumption and Production Responsible Production and Consumption.</p> <p>Goal 17: Partnerships Revitalize global partnerships for sustainable development.</p>	<p>A STRONG AND RESILIENT ECONOMY</p> <ul style="list-style-type: none"> • that rewards opportunities • that is open for business and invests long-term development • that supports sustainable and resilient development 	<ul style="list-style-type: none"> • Goal 11: SMEs are the engines of economic growth and social development and entrepreneurship. • Goal 12: An efficient enabling regulatory framework linked to a transparent, broad and positive environment for investment. • Goal 13: Expanded sectors with competitive advantages. • Goal 15: Leveraging its unique position in the Caribbean: e.g. <ul style="list-style-type: none"> o Strengthen Sint Maarten as a regional logistic hub 1. Develop strong and mutually cooperative relations with French Saint Martin

Opportunities and Challenges	SDGs	Development Themes	NDGs- SXM Vision 2030
<p>Addressing the needs of current and future generations.</p>	<p><i>Commitment to the principle of sustainable development to meet the needs of the current generation without compromising the needs of future generations</i></p> <p>Goal 1: No Poverty Economic growth must be inclusive to provide sustainable jobs and promote equality.</p> <p>Goal 2: Zero Hunger The food and agriculture sector offers key solutions for development, and is central for hunger and poverty eradication.</p> <p>Goal 3: Good Health and Well-Being Ensuring healthy lives and promoting well-being for all, is essential to sustainable development.</p> <p>Goal 4: Quality Education Obtaining quality education is the foundation to improving people's lives and sustainable development.</p> <p>Goal 6: Clean Water and Sanitation Clean, accessible water for all is an essential part of the world we want to live in.</p> <p>Goal 11: Sustainable Cities and Communities There needs to be a future in which cities provide opportunities for all, with access to basic services, energy, housing, transportation and more.</p>	<p>A COMPASSIONATE AND UNITED NATION with strong roots</p> <p>with a strong foundation</p> <p>with fulfilling lives</p> <p>A SAFE, SECURE, DECISIVE AND INDEPENDENT NATION Sint Maarten is safe, secure and just</p>	<ul style="list-style-type: none"> • Goal 3: Families are the building blocks of our communities. • Goal 5: It has empowered communities. • Goal 6: There is efficient, high quality healthcare. • Goal 7: The population is physically and mentally healthy. • Goal 9: Everyone has access to quality education. • Goal 16: There is food and nutrition security.

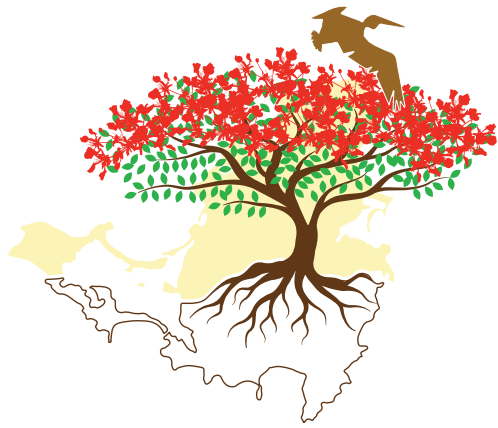
Opportunities and Challenges	SDGs	Development Themes	NDGs- SXM Vision 2030
<p>3. Maintaining social cohesion and multi-ethnic diversity of Sint Maarten</p>	<p><i>Understanding the dynamics that profile Sint Maarten as a multi-ethnic society having a common identity is essential to support nation building, social cohesion and peace</i></p> <p>Goal 4: Quality Education Obtaining quality education is the foundation to improving people's lives and sustainable development.</p> <p>Goal 5: Gender Equality Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.</p> <p>Goal 10: Reduce Inequalities To reduce inequalities, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.</p> <p>Goal 16: Peace, Justice and Strong Institutions Access to justice for all, and building effective, accountable institutions at all levels.</p>	<p>A COMPASSIONATE AND UNITED NATION</p> <ul style="list-style-type: none"> • with strong roots • with a strong foundation <p>A SAFE, SECURE, DECISIVE AND INDEPENDENT NATION</p> <ul style="list-style-type: none"> • Sint Maarten is responsibly empowered 	<ul style="list-style-type: none"> • Goal 1: Cultural heritage is the driver of its development. • Goal 2: National consciousness is high. • Goal 4: It is a cohesive nation that allows for individualistic/ independent growth. • Goal 21: social integration improved especially for people living in poverty, youth, older persons, persons with disabilities.

Opportunities and Challenges	SDGs	Development Themes	NDGs- SXM Vision 2030
<p>4. Import of migrant labour and the need to support the local labour market</p>	<p><i>The development path must be compatible with the import of migrant labour and that which maximizes the work and career opportunities of locals, especially youth.</i></p> <p>Goal 5: Gender Equality Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.</p> <p>Goal 8: Decent Work and Economic Growth Sustainable economic growth will require societies to create conditions that allow people to have quality jobs.</p> <p>Goal 10: Reduced Inequalities To reduce inequalities, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.</p>	<p>A STRONG AND RESILIENT ECONOMY</p> <ul style="list-style-type: none"> • that rewards opportunities <p>A SAFE, SECURE, DECISIVE AND INDEPENDENT NATION</p> <ul style="list-style-type: none"> • Sint Maarten is responsibly empowered 	<ul style="list-style-type: none"> • Goal 10: its workforce is capable and motivated leading to enhanced employment opportunities. • Goal 20: Enact policies promoting social, economic, political and legal empowerment of people . • Goal 22: Full employment and decent work are achieved.

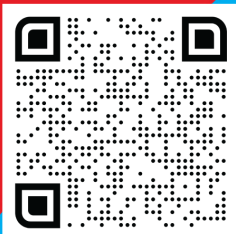
Opportunities and Challenges	SDGs	Development Themes	NDGs- SXM Vision 2030
<p>5. Orderly development and uncontrolled expansion</p>	<p><i>The small size of Sint Maarten means that there must be limits on the extent of spatial development that is desired and possible.</i></p> <p>Goal 6: Clean Water and Sanitation Clean, accessible water for all is an essential part of the world we want to live in</p> <p>Goal 7: Affordable and Clean Energy Energy is central to nearly every major challenge and opportunity</p> <p>Goal 9: Industry, Innovation, and Infrastructure Investments in infrastructure are crucial to achieving sustainable development</p> <p>Goal 15: Life on Land Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss</p>	<p>A COMPASSIONATE AND UNITED NATION</p> <ul style="list-style-type: none"> • with fulfilling lives <p>A STRONG AND RESILIENT ECONOMY</p> <ul style="list-style-type: none"> • supports sustainable and resilient development 	<ul style="list-style-type: none"> • Goal 8: Its environment is safe, protected and well governed. • Goal 14: Promoting main-stream sustainable development and resilience practices.

Opportunities and Challenges	SDGs	Development Themes	NDGs- SXM Vision 2030
<p>6. Economic Growth/ Development and environmental management</p>	<p><i>Economic growth and protection of the environment are two demands neither of which should be sacrificed for the sake of the other.</i></p> <p>Goal 2: Zero Hunger The food and agriculture sector offers key solutions for development and is central for hunger and poverty eradication</p> <p>Goal 12: Responsible Consumption and Production Responsible Production and Consumption</p> <p>Goal 13: Climate Action Climate change is a global challenge that affects everyone, everywhere</p> <p>Goal 14: Life Below Water Careful management of this essential global resource is a key feature of a sustainable future.</p>	<p>A COMPASSIONATE AND UNITED NATION</p> <ul style="list-style-type: none"> • with fulfilling lives <p>A SAFE, SECURE, DECISIVE AND INDEPENDENT NATION</p> <ul style="list-style-type: none"> • Sint Maarten is safe, secure and just 	<ul style="list-style-type: none"> • Goal 8: Its environment is safe, protected and well governed. • Goal 18: National security measures are in place to protect the lives and safety of the people of Sint Maarten. • Goal 19: Address the impact of Climate Change.

Opportunities and Challenges	SDGs	Development Themes	NDGs- SXM Vision 2030
<p>A shared prosperity and disparities in wealth distribution</p>	<p><i>Development of Sint Maarten is a shared task in which the benefits of growth are shared equitably.</i></p> <p>GOAL 1: No Poverty Economic growth must be inclusive to provide sustainable jobs and promote equality.</p> <p>Goal 2: Zero Hunger The food and agriculture sector offers key solutions for development, and is central to hunger and poverty eradication.</p> <p>Goal 11: Sustainable Cities and Communities There needs to be a future in which "cities" provide opportunities for all, with access to basic services, energy, housing, transportation and more.</p>	<p>A SAFE, SECURE, DECISIVE AND INDEPENDENT NATION</p> <ul style="list-style-type: none"> • Sint Maarten is safe, secure and just 	<ul style="list-style-type: none"> • Goal 17: Legislation is amended and modernized: equal access to civil, criminal and administrative law. • Goal 18: National security measures are in place to protect the lives and safety of the people of Sint Maarten.



GROWING **STRONGER** TOGETHER



**SINT MAARTEN
NATIONAL DEVELOPMENT VISION
2020 – 2030 AND BEYOND**