



Ministry of VROMI

*Public Housing, Spatial Development, Environment and
Infrastructure*

Ministry Plan 2012 - 2014

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Section I: Introduction

1. Introduction

1.1. Foreword

In the lead up to obtaining the new status of country Sint Maarten, the government of set forth a creed of a *strong, compassionate and decisive government*. This creed has epitomized the vision of the Ministry of VROMI in developing the new organization since Sint Maarten has become a country within the Kingdom of the Netherlands. Strength being reflected in the investments made in the infrastructure that is necessary to support the economic development, compassion in the assistance we need to provide to the citizens requiring the services of VROMI, and decisiveness in making sure that decisions and actions are taken when necessary.

The activities of the Ministry of VROMI should support a ***sustainable economy and good quality of life*** for the citizens of Sint Maarten. These activities should be especially aimed at, but not necessarily limited to the areas of management of the natural resources and environment and the development and management of a robust public infrastructure and public spaces. This can be achieved through effective:

- advising on policy in the area of public housing, spatial development, environment and infrastructure,
- planning and realization of public works and buildings,
- management of the public infrastructure, spaces, land and other resources,
- permits issuance and enforcement in spatial development and environment.

The Ministry of VROMI has undertaken a path of improvement of the organization and its performance to gain the respect of the community and meet the expectations of the citizenry through consistent actions and perseverance. The list of activities that the ministry would like to undertake is extensive. However, there is also a reality of limited resources to contend with, and consequently, while our ambitions should be set high these should also remain achievable and with good standard. The emphasis should be a fair balance between quality and quantity. The limitations the organization faces are not the least in the area of financial resources, but also in the area of limited human capacity and tools to carry out the work. While the execution of our core tasks is primary, there remains a need to improve on the human resources capacity to ensure that the services rendered by VROMI can continue to be rendered on an increasing level of quality. In addition the organization also needs to be provided with the technical resources such as ICT to execute its tasks in an efficient and intelligent manner.

With this frame of mind the ministry intends to continue to improve the public perception of its performance, to increase the presence and visibility of the ministry in those areas that are most closely felt to heart by the citizens, to work closely together with the other agencies of the government and the community organization to ensure efficiency, to continue to build on the organizational gains made in 2010 and 2011, and in sum to continue to be a learning and improving organization, taking all limitations into consideration.

Louis Brown
Acting SG VROMI

1.2. Reading guide

Section II: The Ministry VROMI in General

Chapter 2: "**The Organization and Objectives of the Ministry**": describes the organization of the Ministry VROMI, addressing first of all the vision and mission and the core tasks of the Ministry. Furthermore, an organization chart is illustrated and the current formation staffing level that gives insight into the current needs (critical vacancies) of the Ministry in terms of staffing.

Chapter 3: "**Organization Policy and Strategy**": gives an elucidation to the main policy objectives of the Ministry for the coming governing term, as well as the main improvement themes aimed at strengthening the performance of the organization in execution of its tasks and responsibilities.

Chapter 4: "**Organization Management and Development**": addresses the needs of strengthening the skills and competences of the staff to achieve improved performance. The items addressed include education and development of the staff, as well as the work culture within the Ministry.

Chapter 5: "**Management of Processes**": gives a view on the way of leading the organization towards a trajectory of continuous learning and continuous improvement. This chapter addresses the themes of quality management and performance management within VROMI.

Chapter 6: "**Management of Resources**": Addresses the resources that the organization needs in order to effectively perform its duties. First of all the ICT organization is an important impetus in the modernization of the functioning of the organization. Secondly, the proper archiving of documents is elucidated as an important means for efficiency and thoroughness in performance. In addition, adequate housing and other equipment are necessary important for functioning. Finally the finances of the Ministry are elucidated as one of the most crucial resources for fulfillment of the tasks of the Ministry.

Section III: The Organizational Entities of VROMI

The chapters 7 through 12 provide insight into all the organization units (policy department and executing services) with VROMI. For each entity an elucidation is given on the strategic context (vision, mission, main objectives and core tasks) and the main ambitions and policy objectives of the respective entities for the current governing term. In addition, each chapter also addresses where applicable the projects and activities for execution during the governing term. Finally, an abstract is provided of the critical success factors and performance indicators for success of the department and services in executing their responsibilities, that are to be worked out on an annual basis by each department in department plans that gives more articulated view of the activities each year, to be supported by the annual budget earmarks in the country budget.

Section II: The Ministry of VROMI in general

2. The Organization and Objectives of the Ministry

2.1. Vision and Mission of VROMI

The **Vision** of the Ministry is to realize an optimal living, working and recreational environment for the Country Sint Maarten by rendering an effective as possible service to the for the benefit of the administration, the citizenry and the community of Sint Maarten.

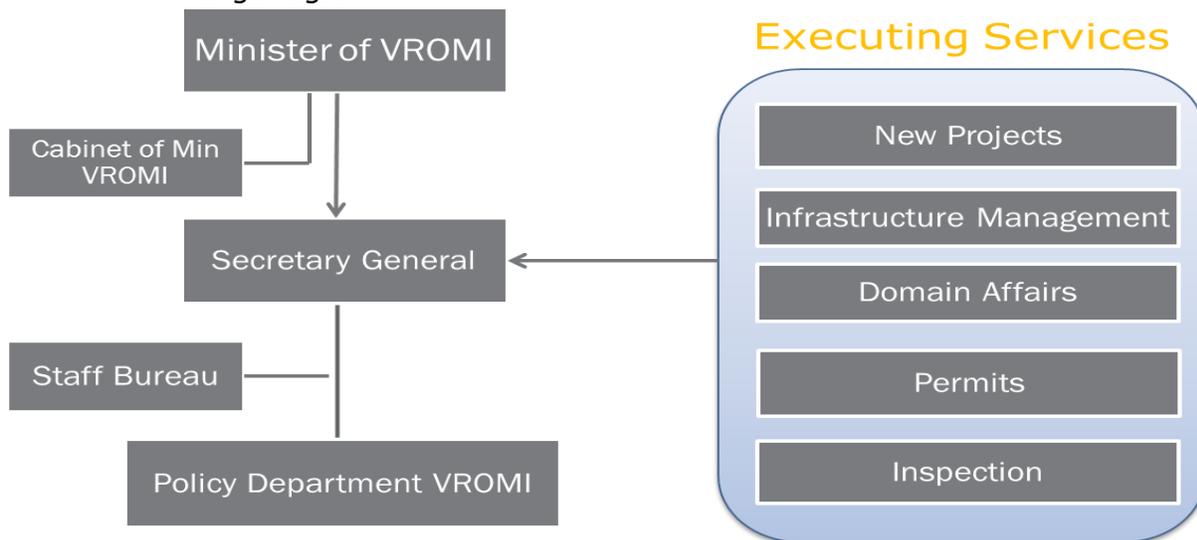
The **Mission** is to care for an integrated organization and management of the public areas through the establishment and implementation of legislation and policy, as well as controlling in order to safeguard an optimal living, working and recreational environment for the residents of Sint Maarten.

2.2. The Core Tasks of VROMI

The **core organizational tasks** of the Ministry of VROMI include:

- Policy advising concerning Public Housing, Spatial Development, Environment and Infrastructure, and the care for the spatial development in the broad sense;
- The care for civil-technical works, public areas and cemeteries, street and traffic furnishing, street lighting and urban renewal;
- The care for affairs in the area of spatial development, environment and nature, domain and safety, management of land, buildings and properties of the Government of Sint Maarten;
- The care for affairs in the area of underground infrastructure, drainage facilities, and building-, utility-, civil-technical- and related projects;
- Effective policy in the area of solid and liquid waste, rent- and land policy;
- The care for the representation of Sint Maarten in the areas of VROMI, locally and internationally, the translation of international treaties in this regard to the local context, and the advising and supporting of government organizations in the Kingdom context herein;
- The Management of real property of the Government and resisting land speculation;

2.3. Organogram



The preceding depicts the organizational hierarchy of the Ministry under the leadership of the Minister of VROMI. The Minister is politically responsible for the Ministry and as such the organization is there to support the Minister. The other responsibilities of the Minister are not reflected in the Ministry Plan.

2.4. The Formation within VROMI

The following table reflects the organizational formation of the ministry, including the level of staffing and open vacancies.

Function	Level	Positions	Vacancies
Staff Bureau		9	1
Secretary General	AC	1	
Policy Advisor	AC	1	1
Controller	AC	1	
Legal Policy Worker	AC	1	
Quality Manager	AC	1	
Financial Worker	HBO	1	
Public Relations Worker	HBO	1	
Secretary	MBO	1	
Archive Manager*	HBO	1	
Policy Department VROM		10	3
Department Head	AC	1	
Secretary	MBO	1	1
Senior Policy Worker	AC	2	2
Policy Worker	AC	3	1
GIS Worker	MBO	1	
Policy Support Worker	MBO	1	(-1)
Archeologist* (part time)	AC	1	
Department of New Projects		9	1
Department Head	AC	1	
Secretary	MBO	1	
Project Manager A (senior)	AC	2	
Project Manager B	HBO	3	
Project Support Worker	MBO	2	1
Department of Infrastructure Management		84	5
Department Head	AC	1	
Secretary	MBO	1	
Senior Worker (advisor)	HBO	2	2
Administrative Worker	MBO	1	1
Storeroom Manager	LBO	1	1
Section Head Operations	HBO	1	
Mechanic	MBO	3	2
Foreman	MBO	10	1
Maintenance Worker	LBO	30	8
Worker	VBO	15	(-22)

Section Head Project Coordination	HBO	1	
Project/Program Leader	MBO	9	3
Section Head Contract Management	HBO	1	1
Contract Managers	MBO	8	8
Department of Domain Affairs		7	2
Department Head	AC	1	
Secretary	MBO	1	
Policy Worker	AC	1	
Senior Worker (advisor)	HBO	1	
Administrative Worker B	MBO	2	1
Administrative Worker C	VBO	1	1
Department of Permits		9	2
Department Head	AC	1	
Technical Administrator	MBO	1	
Senior Permits Evaluator	HBO	3	1
Permits Evaluator	MBO	4	1
Department of Inspections		12	3
Department Head	AC	1	
Technical Administrator	MBO	1	
Senior Inspector	HBO	3	1
Inspector	MBO	7	2
Total		140	17

* The functions of archive manager and archeologist do not form part of the formation plans. The archive manager is specially engaged for a project and the archeologist is placed above formation within the policy department VROMI on part time basis to support SIMARC, and part time to support the department in the field of cultural historical preservation and monuments.

The organization of VROMI is in a process of change. Since assuming the status of country, the ministry has been able to test the formation plans to the needs in execution of the assigned tasks of the Ministry. As a result of the experiences there are some changes that have been proposed to the formation of some entities, and approved provisionally. These include the changes to the Service of Infrastructure Management to introduce a section for contract management and reduce the amount of workers within the organization. In addition, a critical review of the formations of the services of Permits and Inspection has also resulted in a modified formation plan to introduce some operational efficiency in the execution of the assigned tasks. These changes have also been approved provisionally, and need yet to be formalized.

In the coming period, it is the intention to continue to test the existing organization to the assumed needs in terms of services to be rendered. Based thereon it is the intention that the administrative organization and the processes to render services will be critically reviewed, which may result in additional proposals for changes to the organization and formation of the organizational entities within VROMI. In due course, based on the aforementioned review, definitive proposals will be made for the formalization of changes.

The Ministry of VROMI currently has a formation plan of 138 defined position, notwithstanding that certain approved adjustments to the formation need to be formalized as yet and that the organization and formation will be undergoing a review. There are 2

additional (temporary) functions, consisting of an Archive Manager (Staff Bureau) and an Archeologist (VROMI) included, bringing the total formation to 140. There are currently 40 positions not yet filled, which affects the effectiveness and the efficiency of the performance of the Ministry and the respective departments. However, there are currently also 25 superfluous employees within the organization, 10 of which are defined as above-formation, which inhibits the financial possibilities of the Ministry to effectively recruit to fill all the vacant positions.

A process is being undertaken to eliminate the superfluous worker, namely to either remove them from the payroll through appropriate procedures or to (re)integrate them into the organization by placing them in vacant positions. The majority (8) of the workers above formation resort under the department of Infrastructure Management. Also in this department, the amount of persons employed as "workers" significantly outnumbers the amount of the formation. This situation will be expected to balance out over time, through promotion of some worker to Maintenance workers in the implementation of the HR cycle, and through retirement of staff over time.

In order to improve the effectiveness of the performance of the Ministry and the respective departments, it is proposed in the coming short term to fill various vacancies regarded as "critical". A total amount of 15 positions are regarded as critical, for which the Ministry will undertake a recruitment to fill. Some of these vacancies, for example for certain senior positions within Permits and Inspection, can be filled through internal recruitment and promotion the positions that the persons to fill these vacancies current positions of lower rank may be opened up for recruitment. Notwithstanding the list of critical vacancies for which it is the intention to start/complete recruitment procedures on short term, in general if persons currently holding critical positions decide to leave the organization for other employment opportunities, the positions they currently hold will automatically be regarded as critical vacancies for which the Ministry will initiate the recruitment procedure.

Below is the list of current critical vacancies for which recruitment procedures are underway or will be started.

Critical Vacancies

Function	Dept, while	#	Remarks
Policy Advisor	Staff	1	
Senior Policy Worker	VROMI	2	
Policy Worker	VROMI	1	
Project Support Worker	NW	1	It is proposed to recruit a senior project manager given the workload of NW.
Senior Worker (advisor)	BEH	2	
Mechanic	BEH	1	
Contract Managers	BEH	2	
Administrative Worker B	DBH	1	
Senior Permits Evaluator	VERG	1	
Permits Evaluator	VERG	1	
Senior Inspector	INSP	1*	An internal candidate has been placed in the position on a trial basis.
Inspector	INSP	2*	Depending on the performance of the senior inspector on trial basis, there may be vacancy or 3 Inspectors
Total		15	

3. Organization Policy and Strategy

3.1. Policy objectives

- a) To promote a well-functioning organization that is valued by and has the trust of the citizens and the administration alike. Herein it is important to stimulate a level of performance of the Ministry that is results- and client-oriented, where the notions of transparency, efficiency and effectiveness are the order of the day. Organizational entities and employees that function and perform excellently are highly regarded and valued in deed by the organization.
- b) To ensure that the legislative framework is in place to promote an effective and sustainable spatial management and development, and management of the environment through the review and modernization of the relevant legislation and regulations for the Ministry.
- c) To establish a spatial structure plan as a policy framework for the spatial development plans, to promote adequate housing development and urban renewal, sustainable development of infrastructure and the environment, focusing on the gradual development of renewable sources of energy.
- d) To facilitate the realization of housing projects that is especially aimed at affordable housing of good standards, and to promote home ownership by the citizens of Sint Maarten.
- e) To improve mobility through the improvement and expansion of the road network and public parking facilities within commercial areas, and the improvement of the facilities for public transportation.
- f) To realize long term and sustainable solutions for challenges in the areas of management of solid waste, sewage and drainage.
- g) To continue initiatives aimed at beautification of the surroundings and improvement of the spatial quality within commercial and the residential districts, through the improvement and the management of all infrastructure provisions and utilities.
- h) To execute a transparent and effective policy on the management of domain lands, to implement appropriate tariffs for long lease land, taking the type of land use into consideration and to review the strategy of the government as relates to the sale and purchase of land, to support the realization of the urban renewal objective of the Ministry in a financial economically feasible manner.
- i) To implement a consistent and transparent policy on the issuance of permits, whereby permit applications within the regime of VROMI activities are processed in an efficient and expeditious manner.
- j) To implement an effective control and enforcement policy to minimize the incidence of illegal activities within the control regime of VROMI activities.
- k) To seek cooperation with the other ministries within the government to realize efficient use of resources in areas where responsibilities may overlap, especially as it regards the development of a sustainable economy and the improvement of the quality of life of the inhabitants of Sint Maarten

3.2. Organizational Improvement Themes

A properly functioning organization is a key to the realization of the goals and objectives of the Ministry. The following are organization themes to be addressed within the Ministry during the coming period to ensure that the performance can meet expectations.

- a) To review the organization and formation plans of the (departments of the) ministry to ensure that the required staffing is adequate to execute the tasks and responsibilities assigned, whereby emphasis is placed on a flexible organization that can facilitate the realization of the Ministry objectives, if need be through outsourcing of works.
- b) To ensure that the staffing is at an acceptable level and that the critical vacancies are filled within a reasonable period of time. Recruitment priorities should be aimed primarily at the most critical vacancies at academic level.
- c) To continuously implement the performance management cycle of plan-act-report-review, through the preparation of (year)plans by the units within the ministry, to ensure that the HR cycle is synchronized with the (year)plans, to report periodically on the realization of the plans, and to review the performance on an annual basis.
- d) To ensure that the skills and competences of the staff are supported and kept up to par with modern needs through periodic general trainings as well specific trainings in the areas of responsibilities of the Ministry.
- e) To review all products and services of the Ministry and the unit/department processes related to these in order ensure transparency and efficiency in the execution of the processes, aimed at improving the effectiveness of the performance of the Ministry.
- f) To improve the document management whereby ICT tools will be used to make the digital document management process more efficient and connect to the document management system of the entire government organization. This process will commence at a central level and gradually move down to the various departments.
- g) To improve the document archiving of VROMI through a clean-up of the archive with the support of the central archiving department (DIV) and the implementation of an improved (digital) management system for the archive, in anticipation of the centralization of the archive with the move to the new government administration building.
- h) To improve the ICT infrastructure of VROMI to facilitate modernization of governance through ICT in areas such as: the improvement of document management, the implementation of a Geographic Information System (GIS), interconnectivity and information sharing with other (semi)government organizations, the improvement of the respective processes of the organizational units, and the introduction of a centralized system for internal communication and document sharing (share-point).
- i) Improvement of communication with the public through more extensive use of the internet and the webpage of VROMI, the daily Government Information Page, and public consultations to communicate the activities of VROMI.

4. Organization Management and Development

4.1. Education and Development

In order to continue to improve the level of performance of the organization of the Ministry VROMI, and to remain current within the various specific areas of expertise of the respective departments, it is important to offer trainings to the staff. These concern general trainings for the entire organization as well as well as targeted expertise trainings aimed at specific departments or persons therein that form part of an education and training plan of the Ministry. Given the wide range of requests for trainings and the limited resources available, it is necessary to prioritize.

There are in practice 3 sources of funding for training projects within VROMI:

- General staff trainings organized centrally by the department of Personnel and Organization (P&O), which may be funded from external sources or from the general budget,
- Trainings that form part of a targeted improvement project that may be funded through external sources,
- Trainings that are organized by the Ministry VROMI through internal budget sources.

The types of trainings offered through the department of P&O are mostly general trainings aimed at the entire government organization, such as trainings for managers in the implementation of Performance Management and of the Planning and Control Cycle. In addition general trainings are also offered to the staff in writing and language skills, and in the writing of advices and reports.

There are several organizational improvement projects ongoing within the VROMI that are funded through external sources (USONA/EU), aimed at the improvement of the performance of specific departments. These currently include the policy department VROM, and the services of Permits and Inspection. Specific targeted trainings related to these departments form part of the budgets of these organization improvement projects. These include trainings in the use of new software, such as DECOS for the management and registration of the permits and inspection process and trainings in the implementation of current and new (proposed) legislation for these departments.

Furthermore, specific trainings are also organized through the general budget of VROMI, or in cooperation with other (external) entities trainings. These may include trainings in the area of project management and in the applications of new legal regimes for project contracts such as FIDIC. These include also training in the use and application of specialized software, such as Geographic Information System (GIS) or programs in the area of infrastructure asset management. In addition, with the implementation of the new document management system with the software DECOS, it will be important to improve the skills of the administrative staff in the use of such tools.

On an annual basis, a training plan is prepared and discussed with the management of the respective departments to synchronize the prioritization and the planning. A handicap in the implementation of an effective training plan for VROMI remains the limited amount of budget that is available from the general resources (country budget), to an amount of ANG 35.000 per annum.

4.2. Culture

The core competences of the Ministry VROMI organization are:

- **Teamwork:** Willingness to work together with co-workers, helpful and forming a unified front for one common cause.
- **Professionalism:** To work at your best ability and to behave yourself in a respectable manner, while keeping work and private issues separated.
- **Organizational sensitivity:** To recognize the impact and consequences of decisions and/or actions when dealing with administrative and political relations and community services.
- **Accountability:** Giving account for all actions carried out and willing to stand by the decisions or actions he/she made and defends it. Delivers on agreements and commitments accordingly. Compliance with taking personal responsibility for one's own actions, giving timely and high quality results and within budget, and accepting positive as well as negative consequences.
- **Integrity:** Adherence to a strict moral or ethical code withstanding all corrupting influences or motives. To pursue honesty, truth and transparency at all times.
- **Organizational awareness:** To learn and understand the power relationships in one's own or other organizations (customers, suppliers, etc.). This includes the ability to identify who are real decision makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.

Core competences are key to a successful organization. As such, it is important to continually measure the adherence of the organization to the core competences, which is done in the implementation of performance management and the human resource cycle; these competences are recurring themes in the evaluation of the performance of managers.

5. Management of Processes

5.1. Quality Management

The first policy objective of the Ministry is:

“To promote a well-functioning organization that is valued by and has the trust of the citizens and the administration alike. Herein it is important to stimulate a level of performance of the Ministry such that is results and client oriented, where the notions of transparency, efficiency and effectiveness are the order of the day.”

In order to give tangible content to this objective, the Ministry VROMI has the ambition to establish milestones within the department plans and the performance management system aimed at consistently improving the performance of the organization. This will be done through continuously raising the performance bar of expectations of the departments and the employees. The system of performance management and the HR cycle will continue to be implemented as the means by which to optimally manage the targets set and measure the success of the endeavors within the various entities of the organization.

The purpose and work of the Ministry is aimed at offering services to the benefit of the wellbeing citizens and businesses of Sint Maarten. It is the intention to articulate and clearly define all of the services rendered by the various entities of VROMI, as well as to map the processes that are undertaken to render these services. This will enable the organization to critically review all services and processes to identify opportunities to streamline and bring efficiency and effectiveness to the business operations and the quality of performance.

A start has been made to this effect with the execution of the project for the “Improvement of the Permits and Enforcement Processes”, which leads to a renewal of the way of working in these areas and more importantly to satisfaction of the “customers” and the general public. This initiative will be continued throughout the rest of the organization.

The credo in all instances is to live up to the expectations of the community of Sint Maarten through offering reliable services in the most efficient manner.

5.2. Performance Management

With the transition to country status in 2010, one of the important transitions for the Ministry VROMI was the full implementation of performance management. This initiative is aimed at improving the performance of the Ministry through better planning of activities and has meant the mandatory and consistent implementation of year plans by all department, as well as quarterly reporting on the performance and the realization of the planned activities to enable fine tuning and adjustments.

Furthermore, an important part of Performance Management has meant the full implementation of the Human Resource Cycle, consisting of planning interviews, mid-term assessments and year-end evaluations, with consequences both positive and negative for the staff. Furthermore, the performance of the staff is linked directly to the ambitions and performance indicators of the departments. This tool has been successful thus far, and it is the intention to continue the consistent implementation of Performance Management as a means to continue and to monitor the success of the ambition of the ministry to strive towards continuous learning and continuous improvement.

6. Management of Resources

6.1. ICT organization

VROMI will continue to implement ICT to improve the efficiency and transparency of the performance of the Ministry.

DECOS

The implementation of DECOS has started as the Document Management System (DMS) for the Ministry. This system, which is connected to the central document registration system of the government, also creates an internal document registration system to be able to trace the status of documents within the Ministry. The system also offers the possibility to create management reports of the status of incoming and outgoing documents, to give the managers within the Ministry a better tool to be accountable for actions to be taken on requests to such effect. Currently the possibility to register documents lies with a very limited amount of persons; it is the intention to expand this group within soon through training of the administrative staff in the use of DECOS.

DECOS will also be implemented as the Work Flow Management tool for the departments of Permits and Inspection in 2012. As the chosen enterprise system of the Government it has also demonstrated to be useful for the management of the workflow and processes within these 2 departments, in order to improve the efficiency and transparency of the processing of permits and the control activities of the Inspection department. The DECOS system will steer as well as keep registration of the processes related to the activities of both services.

DECOS is currently also being implemented as the means to register addresses, which is one of the key pillars of information management within the Government, along with the registration of persons and companies. Within the project for the improvement of data management for the entire government (VGO project) support will be obtained to optimize the manner in which the issuance of addresses on Sint Maarten is done and kept record of, as well as create the means to share the information on addresses within the rest of the government apparatus; this will be the central system for the addresses for Sint Maarten.

In the coming period VROMI will consider the implementation of DECOS also for other processes within the Ministry, such as a repository system to improve the management of the archives for the Ministry, as a registration and workflow system for documents and processes within the service of Domain Affairs, as well as to investigate the applicability of the system for other uses within the departments as a means to manage the registration of documents as well as the management of the workflow of processes.

GIS

The tool of Geographic Information System (GIS) is being implemented as the basis for registration of all sorts of geographic data, to be used for more comprehensive land use planning and other purposes. Currently the GIS is being developed by creating base maps of the registration of street location and names, as well as current land use policies. In the future, the GIS system will also be coupled with the DECOS system to facilitate the registration of addresses, domain land, zoning and future land use policies, permits and inspection activities, just to name a few applicable uses. Furthermore, it is the intention to connection the GIS base maps of VROMI with those of Cadaster as the land registration entity of Sint Maarten, as well with GEBE and possibly other utility companies.

It is the intention in the medium term to make the GIS data available to other government entities for use in their respective planning and execution of works, as well as to the general public through the internet for sharing of information that may lend itself to such media.

Internet and Intranet

It is the intention to expand the use and sharing of information through the implementation of Intranet within VROMI by means of Share-Point. The intranet concerns a restricted website for internal use of the government, where specific areas of the site will be made available to specific entities within the Government. It will be used as the means to store various forms of information about the ministry, such as legislation, procedures and other documentation, as well as the status of projects and other initiatives. Share-Point will also be used as a form of communication within the Ministry.

In addition, it is the intention that the pages of the Ministry VROMI of the Government website will also be used as a more dynamic tool to share information with the general public. It is the intention that in the future the website will be updated on a regular basis with more current information, that will make it a place for the public to visit for the most actual and current information about the Ministry. The future will unveil the possibility to use the website as a forum for actual interaction with the public, as a means to submit applications and requests, and possibly the forum to process such requests of the public.

Other ICT tools

There are many basic ICT tools that are available and used within VROMI. It is the intention to improve the general proficiency in the use of such tools through offering trainings to the staff. This includes the use of the products of MS-Office as well as such tools as MS Outlook and Project. The Management of the Ministry is convinced that a broader proficiency in the use of ICT tools by the organization staff in general will result in greater efficiency in operations and an increased level of performance of the Ministry.

6.2. Archiving

Archiving of documents is an important part of improving the performance of the Ministry. The archives of VROMI are part and parcel of the general archives of the Government of Sint Maarten. A properly functioning archive forms an important part of the plan of action for the improvement of the services of VROMI.

Together with the central documents archiving department (DIV) a project has been started to clean-up the archives of VROMI. For this purpose, external assistance will be engaged with the cooperation of DIV to execute this project. The clean-up activity is anticipated to take minimum one (1) year to complete, while it will also involve digitizing of documents for ease of access and use by the organization. In cooperation with DIV, a special archive manager has also been contracted to guide this project to a successful outcome.

6.3. Housing and Equipment

In the end of 2011 various improvement Works were set in motion for the housing situation of the Ministry, which included the upgrading of the current (Yellow) building where the Ministry is housed. This has improved the work environment of the staff, thereby leading to better satisfaction on the job, improving the appearance of the office for visitors/clients, as well as removing various situations that could be regarded as health issues. There are as yet works that need to be executed within the building in order to complete the task of

improving the housing situation. These include improvements to the security at the entry way / lobby to the building, as well as improvements in the conference/meeting room(s).

An important part of the improvement works that still needs to be finalized concerns the physical upgrading of the archives space. With the start of employment of the archives manager, it is of critical importance to finalize the physical improvements needed to the archives space, which will be carried out with high priority.

In addition, the housing situation of the external service of the department of Infrastructure Management needs to be adequately housed; this concerns housing for this service on the Pond Island – “Public Works Yard”. An operations plan is being prepared for the functioning of the ‘yard’, which will also entail proposals to improve the housing situation.

Furthermore, in 2011 and 2012, the Ministry undertook important improvements to the equipment in the form of resourcing of vehicles, thereby expanding the vehicle park to improve the mobility of the Ministry in executing necessary tasks in the field. Currently, the vehicle park includes several vehicles that are surpassing their life span and may need to be replaced or undergo major upgrades to extend the life span.

6.4. Finances

Operational Budget

The VROMI draft budget 2013 for operational expenditures amounts to approximately ANG 38 million excluding the operational costs related to the Cabinet of the Minister of VROMI. This amount is approximately 5 million higher than the operational expenses of 2012, the projections are that in the coming years there will be no significant changes in this amount. Compared to 2012, an additional amount of ANG 0.8 million is earmarked in 2013 for personnel costs, which is aimed at increasing the staffing levels to the formation levels as much as possible. The increase in staff needs to go hand in hand with the reduction of superfluous staff in some areas, such as the service of Infrastructure Management. Furthermore 1.5 million of decentralized facility costs, 1.2 million of additional costs for district maintenance (as per contracted value) and 1.5 million increase in mainly sewage and landfill operations, led to the operational draft budget increase of 5 million in 2013.

An amount of ANG 86,000 is earmarked for training. However this budget is not near enough to cover the ambitions of the ministry as regards the improvement of the performance of the organization through trainings. It will be necessary over time to increase the VROMI budget reservation for staff training, as well as to secure additional other funding sources to continue to develop the skills and competences of the staff to meet the expectations and ambitions of the future.

Based on the Cooperation Agreement for the Plans of Approach for Curacao and Sint Maarten, VROMI is required to give tangible content to the improvement of the organization. The focus of the Plan of Approach for VROMI relating to the improvement of the organization is focused on the recruitment of additional high-skilled staff and training of the existing staff. It remains a challenge for the Ministry over the coming period to meet these expectations based on the available reservations within the national budget.

The total current amount of budget for personnel costs for VROMI, excluding the Cabinet of the Minister is slightly more than ANG 11 million amounting to approximately 29% of the total operational budget of the ministry. Furthermore, approximately ANG 24 million or 61% is earmarked for the costs on management of the public infrastructure. This amount

generally reflects a gap of about ANG 8 million that is regarded as necessary to accomplish all the operational goals of the Ministry. An amount of about ANG 1.7 million is designated for general operational expenses and ANG 1.1 million for subsidies to supporting external organizations such as NGO's (i.e. Housing Foundation, Rent Committee and Nature Foundation).

Capital Budget

The (draft) capital expenditure budget of VROMI for 2013 is approximately ANG 88 million. These funds are earmarked for major investments into the infrastructure of the island, including investments into expanding and modernizing the road network, improvement of the drainage network and expansion of the sewage collection and treatment network. In addition, land is earmarked towards the purchase of land needed for new infrastructure projects.

Furthermore, the government is seeking possibilities for the creating of Investments Funds, such as a road fund for the structural improvement of the road network and drainage facilities on the longer term, as well as creative investment solutions through public private partnerships for the investments into the longer term structural management of solid waste and sewage treatment.

Revenues

The total annual revenues projected through services of the Ministry of VROMI currently amount to approximately ANG 5.3 million per annum. This is comprised of ANG 4.2 million for revenues from long lease land fees, ANG 1 million for (building) permits and ANG 100,000 for electrical inspections and other services. It is anticipated that with continued growth in the economy and further developments in the long lease land policies that these amounts will increase incrementally over time. Specific projections are not readily available.

There are intentions to review the current revenue base and propose means by which to increase this base, by for example optimizing the potential canons for long lease land held in commercial use and possibly by reviewing the fees charged and calculation base for building permit fees.

Following is an overview of the approximate annual operational budgets related to the specific organizational entities of VROMI, based on (draft) budget 2013:

Annual Budget overview per organizational entity

Staff Bureau	1,764,000
Personnel	1,192,500
Operational	485,500
VROMI Trainings	86,000
Policy Department VROM	2,786,000
Personnel	1,249,000
Operational	188,000
Spatial Development	180,000
Environment policy	28,000
Subsidies	1,141,000
New Projects	1,577,000
Personnel	1,117,000

Operational	460,000
Infrastructure Management	29,328,000
Personnel	5,083,300
Operational	357,200
Road Maintenance	2,395,000
Public lighting	1,045,000
Traffic provisions and parking	177,500
Surface drainage management	2,420,000
District upkeep	12,060,000
Sanitary Landfill management	3,202,000
Sewage management	2,588,000
Domain Affairs	791,000
Personnel	664,000
Operational	27,000
Land purchase preparation	100,000
Permits	771,000
Personnel:	748,000
Operational:	23,000
Inspection	1,137,000
Personnel:	1,075,000
Operational:	62,000

Section III: The Separate Organizational Entities of VROMI

7. The Policy Department of VROMI

7.1. The Strategic Context

The **vision** of the policy department of VROMI is to support the executing services of the ministry by providing a solid basis for a sustainable and balanced spatial development of Sint Maarten in order to create and secure an optimized climate for living, working and recreation for its citizens.

The **mission** of the policy department is to implement the vision by means of well-targeted legislation and policy on public housing, spatial development, environmental and nature, and infrastructure tasks. This can be achieved through an efficient and innovative way of working, standardized procedures, continuous communication with the public and the deployment of appropriate means.

The **main objectives** of the policy department VROMI are:

- To facilitate the creation of legislative frameworks and policies for a qualitative sustainable use of public space;
- To review new proposals for development as well as existing situations for compliance to legislative frameworks and policies in order to devise quality standards;
- To facilitate the creation of legislative frameworks and policies for the maintenance of buildings and objects with a monumental value;
- To facilitate the creation of legislative frameworks and policies for the promotion of a sustainable quality of the environment and nature;
- To support the executing services within the Ministry of VROMI in the preparation of policy aimed at an effective realization of the set goals and objectives.

The **core tasks** of the policy department are:

- To support the review of existing- and preparation of new-legislation within the work scope of the Ministry (public housing, spatial development, environment, nature and infrastructure);
- To care for the preparation of policy on the issues of concern for the Ministry;
- To care for policy preparation on the preservation and maintenance of monuments;
- To care for the review of policy implementation in the area of concern of VROMI in the interest of planning and preparation of new policy.

7.2. Ambitions and Policy Objectives for 2012 - 2014

The **short term ambitions** of the policy department are:

- To develop the organization of the department as a full-fledged policy department capable of catering to the legislative frame work and policy needs of the executing services;
- To support the process establishment new legislation and the actualisation of existing laws and regulations on behalf of the Ministry, such as:
 - Preparation of a new VROMI ordinance that modernizes the legislation in the areas of spatial development, building, demolishing, civil works, environment protection, waste and sewage management, safety and enforcement;
 - Actualization of the ordinance on expropriation;
 - Actualization of the legislation on domain land management;
- To create a Global Structure Vision on spatial development;

- To facilitate the establishment of development (zoning) plans for the entire area of Sint Maarten, including the articulation of urban development plans for 'hot spots';
- To prepare sector policies on:
 - spatial development plans in relation to sustainable economy;
 - public housing and home ownership;
 - infrastructure and the environment (traffic planning and public safety);
 - sustainability: sewerage, water management and production of energy;
 - landscape and cultural history, nature and ecology;
- To Develop of marine and terrestrial nature parks;
- To establish a Geographic Information System (GIS) for modern maintenance and registration of land policy and spatial plans;
- To care for the coordination of inter-ministerial policy development, consisting of policy development in collaboration with other ministries in areas of joint concern.

7.3. Projects and activities

The core projects and activities of the policy department are indicated also in the aforementioned ambitions of the department. These include essentially:

- Facilitation of the establishment of the new VROMI ordinance,
- Preparation of a Housing Vision as a medium term policy document,
- Preparation of a global structure plan to guide spatial development,
- Preparation of zoning plans for the island to legally regulate allowable developments,
- Support the establishment of a policy a sustainable energy,
- Support the Permits and Inspection services in establishing branch regulations for better enforcement of the Hindrance Ordinance.
- Support the Culture department of the Ministry of Education, Culture, Youth and Sports in the setup of a management structure for monument preservation,

Subsidies to NGO's

The Government of Sint Maaten, through the budget of the Ministry of VROMI provides financial support to various NGO's and related organizations. These include the Rent Committee, The Sint Maarten Housing Development Foundation (SMHDF), The Sint Maarten Archaeology Foundation (SIMARC), the Foundation for Government Buildings (SOG), The Nature Foundation and the committee of experts of VROMI concerns en Committee. It is the intention to structure the relationships with the mentioned organizations through the establishment of Service Level Agreements (SLA's) related to the subsidies they receive.

7.4. Critical Success Factors and Performance Indicators

7.4.1. Sufficient qualified staff

PI: Filling of critical vacancies

PI: Temporary capacity enforcement for the process of development plans and public housing

PI: Continuous search for internships by academically trained students from Sint Maarten

7.4.2. Improvement of interdepartmental co-operation

PI: Further acknowledgement and implementation of the ideas coming from the interdepartmental working group on Project Management

PI: Introduction of MS Project

PI: Further improvement and implementation of GIS

PI: Specific “quick win guidelines” and other aid by the VROM department on behalf of better self-reliant executive departments (so VROM can eventually focus on policy making only instead of ad hoc advices)

7.4.3. Strategic consultation with the Minister on a regular (agenda)basis

PI: Policymaking (especially on certain targets with a relatively short scope) requires prior strategic thinking, together with the responsible decision maker(s); good politically supported policies are the basis for excellent performance by executive departments.

7.4.4. Enhanced co-operation and communication with DCOMM

PI: Public knowledge and acceptance of policies are improved by enhanced collaboration with DCOMM on innovative ways of (E-) communication towards and with the public.

8. The Department of New Projects

8.1. The Strategic Context

The **vision** of the department of New Projects is to function as the center for advisory- and engineering services of the country as relates to new construction and re-construction, with the objective of effective and efficient realization of projects.

The **mission** consists of advising and delivering project management services within the context of the development and realization of projects of the Government in the areas of infrastructure, building, utilities and civil works, at a high quality level.

The **main objectives** of New Projects are:

- To ensure the rendering of a high quality of service and project management regarding technical concerns;
- To promote the realization of provisions that form part of the physical infrastructure;
- To care for the preparation, execution and transfer of infrastructure, building, utility and civil works projects in a timely manner and in conformance with assignment.

The **core tasks** of the department are:

- The development of and advising on (technical) policy framework in the area of (underground) infrastructure, drainage provisions, building-, utility- and civil Works projects;
- The initiation, preparation, execution, and transfer of new projects of the country in the areas of infrastructure, building, utilities and civil works;
- To introduce points of attention and safeguard policy, legislation and regulations in the civil works and building-technical areas of concern;
- To care for the execution and coordination of projects aimed at urban renewal.

8.2. Ambitions and Policy Objectives for 2012 -2014

The **short term ambitions** of New Projects are:

- To contribute to policy development in the area of civil-technical provisions and the quality of the infrastructure of Sint Maarten;
- Civil-technical projects and works are executed at a high quality for the improvement of the quality of the business and living environment, including drainage, collection and treatment of sewage, and mobility;
- Civil-technical projects are executed in close collaboration with- and are transferred upon completion, to the department of Infrastructure Management in a proper manner to ensure longevity and sustainability in the future management;
- A high quality of technical support and project management is rendered to other ministries of the Government in the realization of building/technical projects;
- To support the preparation of a thorough framework for drainage and water management and for sewage management, and the establishment of a basis for planning, execution and management of activities in these area for the coming 10 years, including the articulation of plans for the drainage and for sewage collection and transport for specific areas;
- To prepare a multi-annual planning for the execution of new infrastructure projects, including a realistic logistical and financial framework for the works;

- Quality advising is rendered in an efficient manner in the case of private permit applications for the realization of infrastructure and civil works, to ensure that such projects fit within the vision and spatial development framework of the Government.

8.3. Projects and activities

The following are core projects and activities for the service of New Projects:

Studies:

- Flood modeling studies Cay Hill - Belair and Cole Bay
- Drainage study Philipsburg and surroundings
- Traffic study Link 3 (Great Salt Pond Ring Road)
- Feasibility study improvement Price Bernhard Bridge
- Feasibility study site selection and technology sewage treatment facility Cole Bay
- Update of sewage policy plans

Designs and technical specifications:

- Preparation Cannegieter Street Phases 2 and 3
- Drainage upgrade Cole Bay
- Welfare/Airport road improvement
- Mary's Fancy Connection (Link 2)
- Beautification and upgrading Sucker Garden
- Alignment and design Link 6 (East West Connection)
- Link 3 (Great Salt Pond Ring Road)

Infrastructure Improvement and Beautification:

- Completion sewage improvements and beautification Middle Region (9th EDF)
- Upgrade Cay Hill
- Upgrade Saunders and Betty's Estate
- Midas Phase 3 (drainage)
- Upgrading Union Road
- Infrastructure upgrade Dutch Quarter (10th EDF)
- Upgrading Voges Street Phase 3
- Infrastructure educational facilities Cay Hill

Road Network Improvements:

- Realization Phase 1 - Link 6 (Weymouth Estate)
- Realization Link 2 (Mary's Fancy connection)

Drainage Improvements:

- Expansion Illidge Road Flood Gates
- Drainage "Police Homes" (Nisbeth Road) Philipsburg
- Upgrade Orange Grove Road and Tjon-Sie-Fat Road

Sewage Network Expansion:

- Completion expansion sewage treatment plant A.T. Illidge Road
- Completion sewage transport line Cul De Sac
- Execution building connections to sewage network
- Sewage transport line Welgelegen to STP

Building Construction:

- Affordable houses Hope Estate phase 2

The following projects are guided by the department of New Projects but resort under the responsibility and budget of the Ministry of Education, Culture, Youth and Sports:

- Foundation based education Infrastructure Cycle 2:
 - o Sister Magda School
 - o Seventh Day Adventist School
 - o M. Genevieve de Weever School
- Nieuwe School Cay Hill; Cycle 1 & 2
- SBO (Secondary Vocational Educational) School Cay Hill
- Elementary School Belvedere
- Upgrading Public Schools":
 - o M. Genevieve de Weever School (including expansion and renovation)
 - o Ruby Labega School
 - o Prins Willem Alexander School
- Sint Maarten Vocational Training School
- Prince Willem Alexander School
- South Reward Community Center
- Middle Region Community Center
- Upgrading Sport Facilities St. Maarten.

The following projects are guided by the department of New Projects but resort under the responsibility and budget of the Ministry of Justice:

- Renovatie Pointe Blanche Gevangenis
- Intake Politie Station Philipsburg

8.4. Critical Success Factors and Performance Indicators

8.4.1. Sufficient qualified staff

PI: Filling of critical vacancies

PI: Provide specialized task oriented trainings to the staff

8.4.2. Support mechanisms to deliver high quality projects

PI: Description and streamlining (improvement) of project management process

PI: Contribution to establishing policy framework for future developments (sewage and drainage)

PI: Implement use of Microsoft Projects

PI: Proper project administration

PI: Proper transfer of projects to Infrastructure Management

PI: Implement structural project consultations with other departments

PI: Contribution to a consistent tender process

PI: Improvement of technical advising on private projects (permit applications)

PI: Ensure adequate project management and technical support to other ministries in building projects

8.4.3. Improve the project (financial) administration

PI: Central registration and archiving of invoices

PI: Reduce the processing time for project invoices

PI: Improvement of project reporting process

9. The Department of Infrastructure Management

9.1. The Strategic Context

The **vision** of the department of Infrastructure Management is the development and proactive maintenance of the public infrastructure, works and areas to the benefit of the quality of life of the citizens of Sint Maarten.

The **mission** of the department is to care for the management and regular preventive maintenance of the public infrastructure, works, and areas, including properties of the Government of Sint Maarten, through appropriate management and maintenance programs.

The **main objectives** of Infrastructure Management are:

- To care for the structural maintenance of buildings and installations of the government;
- To ensure an adequate collection of waste, both liquid and solid and the processing and disposal of these wastes;
- To ensure optimal management of roads, civil works, waterways, sewerage networks and waste collection and waste water treatment facilities and public greenery areas;
- To ensure a high quality level of service on technical matters;
- To promote the establishing and maintenance of facilities that form part of the physical infrastructure;

The **core tasks** of the department are:

- To care for the management of public properties, buildings and properties of the Government;
- To care for the structural maintenance of government buildings;
- To care for the management of public infrastructure, civil technical works, public cemeteries, public (green) areas, street furnishings, public lighting and traffic;
- To care for the collection and processing of waste water;
- To care for environmental management, including waste management and waste collection;

9.2. Ambitions and Policy Objectives for 2012 - 2014

The **short term ambitions** of Infrastructure Management are:

- To continue to refine the organization plan and optimize resources of the department geared towards more outsourcing of works, and transforming the department into a quality control organization through improved contract management;
- To further strengthen the organization by recruitment of qualified staff for key positions and training of the current staff, aimed at improving the strategic competences of the department;
- To facilitate the process to make a decision and establish (a) new management organization(s) for the care of sewage and solid waste concerns;
- To contribute to the selection and implementation of a more sustainable method of waste management and disposal, through the implementation of a waste to energy facility;
- To improve the quality of garbage collection and district improvement through improved contract management and district surveillance and reporting on the state of public works within the districts;

- To facilitate the establishment of a street lighting policy to harmonize the types and quality of street (public) lighting to be implemented, and to establish a management agreement with the electricity company (GEBE) for care of the maintenance of public lighting in accordance with the electricity concession;
- To facilitate the establishment of a policy on the placement of underground cabling and utility lines, aimed at fostering improved coordination between utility companies and minimizing the nuisance of works to the public infrastructure and traffic;
- To facilitate the establishment of standards/norms and policy on the construction and installation of new infrastructure works, such as roads, drainage and sewage, to ensure that such works are executed in a consistent and coherent manner;
- To ensure an effective response plan of the department in the event of calamities, through establishment of a response plan and provision of training and resources for all foreseeable calamities;
- To implement a complaints registration system to log complaints of citizens as relates to the state of public works and to ensure follow-up on complaints;
- To implement an automated 'job-order' system, to register and plan the resources necessary to complete job-orders in an efficient and transparent manner.

9.3. Projects and activities

The works of the Infrastructure Management department cover various areas of "public works" that are highlighted as follows:

Maintenance of roads:

- Patchwork of hard-surfaced roads
- Grading of dirt roads
- Hard-surfacing of dirt roads
- Roadside cleaning roadside
- Road markings and signage
- Maintenance of special paved roads (Frontstreet, Backstreet)

Maintenance of buildings (including public schools):

- Maintenance and repair works on all government buildings upon the request of relevant ministries and/or Facility Affairs
- Maintenance of emergency generators for public buildings
- Yearly maintenance and repairs on all public schools in cooperation with the Ministry of Education, Culture, Youth and Sports
- Ensure government buildings are equipped for hurricane events

Surface drainage and water management

- Management and control of drainage maintenance contracts
- Incidental maintenance of specific blocked drainage channels and culverts
- Repair of street drainage grills
- Management and maintenance of pumping facilities
- Management of water level between Great Salt Pond and Fresh Pond (flood-gate)
- Hard-surfacing of specific drainage trenches

Management of sewage installations and collection lines

- Control of the management contract for the sewage treatment facilities
- Incidental maintenance and repairs on sewage transport facilities (lines and pump stations)

- Management of new connections to the sewage collection lines
- Monitor the testing of effluent quality

Management of sanitary landfill

- Control of management contract for sanitary landfill
- Monitor registration of incoming waste
- Ensuring secure perimeters of sanitary landfill
- Prevention and control of fire outbreaks at the landfill
- Maintain access road to the landfill
- Beautification of landfill outskirts

Garbage Collection and District Improvement

- Control of management contract, including:
 - Collection of household garbage
 - Maintenance of roadside shrubbery
 - Pruning and cutting greenery (public properties)
 - Roads & curbside cleaning
 - Removal /disposal of dead animal carcasses
 - Cleaning of drainages and swales within the contract area boundaries
 - Removal of bulk and yard waste

Traffic regulating, Street lightning and road fixtures

- Streetlights replacement program (including Front Street and boardwalk)
- Management of streetlights network expansion
- Monitoring of GEBE repair of street lighting program and water leakages
- Repair of street signage
- Program for road painting
- Placement and maintenance of guard
- Maintenance and replacement of street furnishings (i.e. bollards)
- Placement of new sidewalks

Support function in emergency response during calamities

- Participate in ESF preparations for calamities
- Ensure "public works" are in order in lead up to calamities
- Logistical support (street closures) to ESF core functions
- Support social affairs in preparation of "Calamity Shelters"

9.4. Critical Success Factors and Performance Indicators

9.4.1. Sufficient qualified staff

- PI: Fill critical vacancies
- PI: Provide specialized task oriented trainings to the staff
- PI: Reduce sick leave absenteeism
- PI: Provide a permanent solution regarding above formation employees
- PI: Customize current formation plan to reflect a task of more effective quality control

9.4.2. Planning and implementation

- PI: Define and propose improvements to work processes
- PI: Improve the purchase order trajectory and work order trajectory
- PI: Implement automated (maintenance) activities, including time accountability
- PI: Improve attendance reporting (direct, indirect hours, leave, illness, etc.)
- PI: Introduce semi-annual customer-satisfaction assessment (internal and external)
- PI: Implement public tender as standard practice

PI: Reduce "Emergency" orders

9.4.3. Activities management

PI: Implement a "complaints line" regarding public works

PI: Implement management plan for maintenance contracts

PI: Review standard job-order prices for contractors

PI: Participate in calamities response trainings

PI: Develop a warehouse and outside service (yard) management plan

PI: Construct an adequate warehouse for storage of on-hand supplies

9.4.4. Others

PI: Structured dialogue with relevant internal and external departments

PI: Develop longer-term solution regarding lack of space at the public cemeteries

10. The Department of Domain Affairs

10.1. The Strategic Context

The **vision** of the Department of Domain Affairs is to fulfill the dream of owning an own home or business through provision of land in long lease, legal security to clients and informing the public.

The **mission** of the department is to care for service provision to internal and external clients by providing direct, clear and accurate information, and handling of all aspects related to domain land policy. This is done by educated and experienced personnel in a client friendly office environment with the use of adequate resources, processes, procedures and systems.

The **main objectives** of Domain Affairs are:

- To care for an optimal management of domain lands and real property of the government;
- To purchase and sell land and buildings in a responsible and business-economical manner.

The **core tasks** of the department are:

- To care for an optimal assignment and management of domain lands, waters and real properties of the government of Sint Maarten;
- To care for the management and exploitation of public land and waters of Sint Maarten;
- To execute the management on real property of Sint Maarten and to support the administrative entities therein.

10.2. Ambitions and Policy Objectives for 2012 - 2014

The **short term ambitions** of Domain Affairs are:

- To improve the functioning of the organization through recruitment of qualified staff to fill vacant positions and to train the staff and improve their competences in the relevant areas (land, building, zoning, etc.);
- To facilitate the amendment of legislation governing the management of domain lands as well as on the sale and purchase of land by the Government, to achieve clarity of responsibilities and efficiency in the execution of land management;
- To facilitate the establishment of modernized policy on the issuance of domain lands in long lease, including policy on transfer (sale and purchase) of land;
- To facilitate the establishment of policy on the tariff to be used for long lease domain lands aimed at ensuring the affordability of land for residential use and optimizing revenues for lands designated for commercial and other uses.
- To prepare an inventory of all domain lands to assess the usability for (new) development, and of current uses of domain lands held in long lease to assess compliance with long lease covenants in the interest of future planning and adjustment of tariffs accordingly;
- To improve and automate the procedure with the Receiver for the collection of long lease canons due from lease holders;
- To implement a new automation system (DECOS) for registration and management of long lease case files, connected to a geographic information system (GIS) aimed at synchronization with land use planning;

- To review and advise on the possibility for freehold (commercial) sales of properties, aimed at optimizing revenue possibilities for the provision of modern infrastructure and services through urban development in a business economical manner;
- To finalize the sales of properties along the 'boardwalk' in cooperation with the department of Inspection and VROM.

10.3. Projects and activities

The main projects and activities of the Domain Affairs are indicated in the section on ambitions and policy objectives, which include especially the creation of adequate legal basis and policy framework, as well as ensuring the technical facilities are in place for a consistent execution of the activities of the department. This includes:

- Completion of the sales of properties along the Philipsburg promenade
- Contribute to strategic advising on the possibilities of freehold transfer of properties designated for commercial use

10.4. Critical Success Factors and Performance Indicators

10.4.1. Sufficient qualified staff

PI: Filling critical vacancies

PI: Provide specialized task oriented trainings to the staff

PI: Improving knowledge of construction and housing regulations for all employees

10.4.2. Increase transparency process of issuance of long leases

PI: Develop/implement revised ordinance and policies on long lease

PI: Develop/implement a policy on issuance of long lease

PI: Replacement of ICT system (BARGOZ) for land management registration

PI: Implementation GIS with regard to domain properties

PI: Structural consultation with relevant departments

10.4.3. Inventory domain lands

PI: Inventory available domain lands

PI: Inventory domain lands to seize

PI: Evaluate basis of calculation of long lease and present an alternative advice

11. The Department of Permits

11.1. The Strategic Context

De **vision** of the department of Permits is to be aware of the important role that the issuance of permits entails in connection with social and economic development of Sint Maarten and to render service to the public to ensure that Sint Maarten is a more structured and safe place for living and working.

The **mission** of the department is to care for an effective and efficient processing of applications for permits in the VROMI area of work (building, environment, civil-works, demolishing and monuments) and the issuance and registration of addresses in order to safeguard a structured and livable living and work environment for the public. This will be accomplished through working ethically at all times and by convincing the public of the collective value of laws and regulations.

The **main objectives** of Permits are:

- To give shape to policy and legal frameworks so that qualitatively sustainable and balanced use of space on Sint Maarten is achieved;
- To give shape to policy and legal frameworks in the interest of the preservation of buildings and objects of monumental value;
- To give shape to policy and legal frameworks in the interest of promoting a sustainable quality of the living environment and nature.
- To review proposals for new development and existing situations to policy and legal frameworks to ensure compliance to qualitative norms;
- To ensure a proper registration of buildings through the issuance of addresses.

The **core tasks** of the department are:

- To provide support in the execution of regulations in the work area of VROMI;
- To care for an efficient processing of applications for permits and addresses;
- To care for the correct application of laws and regulations in advising;
- To receive and assist client groups in the application process;
- To administrate the process of applications for permits and addresses;
- To care for the maintenance of the (automated) administration and work instructions and procedures.

11.2. Ambitions and Policy Objectives for 2012 – 2014

The **short term ambitions** of Permits are:

- To improve the functioning and the performance of the department through organizational strengthening by means of additional staffing, by training of the (current) staff to increase the skills and competences;
- To support the amendment of legislation in the area of permits within the work area of VROMI;
- To improve and adequately define the processes related to the issuance of permits and addresses, to ensure a coherent and consistent means by which these tasks are performed;
- To implement automated systems to improve the efficiency and transparency, as well as the registration and follow up in the processing of applications for permits and addresses;

- To improve the work as a team with the department of Inspections in ensuring that permits are processed efficiently to allow effective inspection and control activities;
- To reduce the (building) permit processing time for new applications to 8 weeks for simple cases (90%);
- To remove the 'backlog' of building permits (2006 – 2010) completely within 2012.

11.3. Projects and activities

In June of 2011 the execution started of the project to improve and strengthen the Permit and Inspection departments. The goal of the project is to establish clear, uncomplicated working processes for both departments, and to simplify the work procedures. The project also entails the implementation of ICT tools to reduce the flow of "paper", and to enable a better process management. A cardinal exercise in the coming period will be the implementation of the ICT component of the project to streamline the processing of permits.

Core activities of the department are:

- eliminate the perceived "backlog" of permits to process
- reduce the processing time of permits to average 8 weeks

11.4. Critical Success Factors and Performance Indicators

11.4.1. Having qualified staff;

PI: Filling of critical vacancies

PI: Provide specialized task oriented training to the staff

11.4.2. Improve and streamline the permitting evaluation process

PI: Adjustment of the base calculations for the building permits

PI: Implementing BPM tool for the permitting process

PI: Integrate the addressing system in the procedure of (building) permits

PI: Structural consultations with other relevant departments within the Ministry

11.4.3. Other

PI: Prepare an advise for the adjustment of the Hindrance permit fees.

PI: Improve the reporting process

12. The Department of Inspection

12.1. The Strategic Context

The **vision** of the department of Inspection is to lend service to the public to safeguard that Sint Maarten is a more environment friendly, structured and safe place for living and working.

The **mission** of the department is to care for the control of domain lands, construction, environment and public safety in work areas in order to safeguard an environment friendly, structured and safe place for living and working for the public. This will be accomplished through working ethically at all times and by convincing the public of the collective value of laws and regulations.

The **main objectives** of Inspection is the effective execution of an inspection policy that is aimed at the adherence to building rules, environmental laws, long lease covenants and public safety requirements in work areas.

The **core tasks** of the department are:

- To perform inspections aimed at ensuring compliance to policy of activities of the private entities within the work scope of VROMI (spatial development, environment and nature, domain lands and safety)
- To care for the enforcement of laws and regulations in the work area of VROMI with respect to developers and private entities.

12.2. Ambitions and Policy Objectives for 2012 - 2014

The **short term ambitions** of Inspection are:

- To improve the functioning and the performance of the department through organizational strengthening by means of additional staffing, by training of the (current) staff to increase the skills and competences, and by resourcing the department with the necessary tools and equipment needed to adequately perform their duties;
- To increase the legal competences of the inspectors by training and certification in the area of extra-ordinary police qualifications to better enforce regulations when necessary;
- To improve the legislation in the area of inspection and enforcement to better enable the department to execute its duties;
- To improve and adequately define the processes surrounding inspection activities so that there is a coherent and consistent means by which these tasks are performed;
- To introduce automated systems to improve the efficiency and transparency, as well as the registration and follow up enforcement of the regular inspection activities;
- To introduce a complaints registration system that enables a more thorough and efficient follow up on complaints from the general public;
- To improve the work as a team with the department of Permits in ensuring that activities that require a permit indeed have such permits and to ensure that activities by the public within the VROMI areas of concern are carried out in accordance with the regulations prescribed in such permits;
- To define targeted activities of concern, and articulate and execute special inspection and enforcement programs aimed at resolving these areas of concern.

12.3. Projects and activities

The Inspection Department is also a beneficiary of the project for improvement of the performance of Permits and Inspection. The specific activities of the Inspection department are largely reflected in the section on Ambitions and Policy Objectives. Specific activities include:

- To support the process of enforcement towards illegal construction along the Philipsburg Promenade
- Coordinate branch environmental inspections with the permits department

12.4. Critical Success Factors and Performance Indicators

12.4.1. Sufficient qualified staff

PI: Filling of vacancies

PI: Providing specialized task oriented training to the staff

PI: Improving knowledge of government administration and regulations of employees

12.4.2. Improve transparency of Inspection department

PI: Consistent and thorough implementation of enforcement policies and legislation

PI: Implement use of GIS for registration with regard to inspection of sites

PI: Implement structural consultation with relevant departments

PI: Implement a structured inspection program to ensure follow up in enforcement cases

12.4.3. Income from inspections

PI: propose review of fees for inspection activities