

### **SINT MAARTEN SWOT ANALYSIS: QUESTIONNAIRE 2013**

The first task of the project is to conduct a SWOT analysis with the objective to assist the country to develop a Factsheet of the past, current and future situation as well as detail the progress made since 2011 in achievement of the MDGs in Sint Maarten.

The overall purpose of the Activity is to investigate the avenues that will support the national dialogue towards a national development plan, MDG implementation strategy for a sustainable and stable long term economic, social and environmental development of Sint Maarten. In this instance the SWOT analysis is an important part of the planning process to identify existing strengths, weaknesses, opportunities and threats towards the sustainable development of Sint Maarten. The SWOT is expected to analyze summary 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 will also provide 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 the national development plan would address an overall integrated policy which would take into account the needs of the current population, those of the local enterprises, the existing labour market and social structure in the country, its environment and cultural attributes. Recommendations will address 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 SWOT will include an analysis of the country's economic, social, environment and cultural profiles. Basis for the SWOT include elements and target areas of the current Sint Maarten Governing Program and the 8 goals, 21 targets and 91 indicators of the Millennium Development Goals (MDGs) agreed by United Nations member nations in 2000. Sint Maarten is a signatory to the MDGs and produced its first status report in 2011.

We therefore appreciate your assistance to help us ensure that we capture all the elements necessary to promote the collective development interests of Sint Maarten. We would appreciate it if you could start to discuss with your colleagues and fill out the questionnaire. Please bring it to the workshop on March 7<sup>th</sup> to enable us to clarify any questions you might have. We will use this first and other Workshop sessions to discuss other related issues which are raised through your responses.

Upon compilation, a Factsheet/draft proposal will be developed to begin the dialogue process and to establish a new implementation strategy for the MDGs. This will be shared with you for review and validation through the Inter-Ministerial Working Groups to be set up soon.

Please contact us if you have any difficulties or questions in filling out the questionnaire and upon completion, kindly send to: [nationaldevelopment@sintmaartengov.org](mailto:nationaldevelopment@sintmaartengov.org)

Section I. Organization and Contact Information

Please tick ( ) relevant boxes

I.1. Title:  Mr.  Ms.  Dr.  Other (specify):

I.2. Surname:

I.3. Name:

I.4. Position:

I.5. Company/Organization:

I.6. Department:

I.7. Ministry:

I.8. Mailing Address:

I.9. Telephones:

I.10. Email:

I.11. Website:

I.12. Principal activities of your business / organization

**Section II.**

**General Questions**

All the below questions should be answered with key words or a maximum of 3 sentences.

10/10/10 witnessed the birth of new country Sint Maarten. This status comes with responsibilities, bottlenecks and opportunities. Two years onward, we now have the opportunity to reflect on the current situation and how best to collectively work together to achieve our common goal for a better, sustainable Sint Maarten. This section of the questionnaire deals with plans, processes/tools, capacities and issues that when not addressed could negatively impact your work.

1. Please provide information on a) human resources and

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b. technical constraints

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2. Which of the below specific government policies and development plans are you aware of and use within your organization? Which other plans do you use for your specific line of work.

- Governing Program
- MAPP: Multi annual Policy Plan (MAPP)
- Tourism Master-plan
- Culture Policy
- Education Master-plan
- Multi annual Integrated Social Development Policy Plan (MISOP)

- Millennium Development Goals (MDG)
  - Economic Diversification Plan
  - Comprehensive Economic Diversification Plan
  - Integrated Neighbourhood Development Plan
  - Employability Plan
  - Other:
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3. Provide information on some of your most successful programs/projects of your Ministry/Department or Organization/Company (past, present and projected).

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4. What works well within your Organization/Company/Department/Ministry that can be used as a lesson for this initiative?

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5. Provide information about capacities that are lacking but needed by your Ministry/Department or Organization/Company (administrative, technical, human resources, procedural).

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6. What are your sources of funding?

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7. Provide relevant information about:

a) (internal and national) rules and regulations your organization applies and b) international agreements/treaties related to your area of responsibility as well as c) regional integration mechanism/blocs d) To what extent does your organization apply these rules and regulations?

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8. To which regional groups is your organization connected/which ones do you work with?

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9. Provide examples of coordination mechanisms between your Ministry/Department/Organization and any concerned UN/EU/CARICOM, and other internal/regional /international body,

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10. Provide names and contacts of suggested institutions, agencies, and individuals for further information.

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11. Provide information on documented assets of the country. Some examples are provided below:

- multiculturally diverse and professional people
- geographic location and naturally diverse environment
- business and economic advantage (tax incentives, logistical hub, offshore)
- European Union and member of Kingdom (use of Dutch legal system)
- Transportation infrastructure
- Friendly, beautiful island/ lifestyle
- Other:

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12. List the bottlenecks that prevent these assets from being fully harnessed.

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13. Describe briefly the opportunities within your area of work.

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14. Describe briefly the potential threats/risks within your area of work.

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15. How do you conduct your functions in a transparent, accountable and high level of integrity?

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16. Describe briefly the main concerns of your Department/Organization that prevents achievement of its goals? i.e Example:

Policies (What?)

Policies, Programs/Projects planning not in place.

Poor turnout/outputs of the programs/projects

Process: (How?)

Insufficient policies, programs/projects implementation/process/procedures

Inadequate human resources (By whom) (quantity/quality)  
Lack of good communication (At which level)?  
Lack of ownership by target groups: Which target groups, etc

Finances:            no problem                            problem            &            Reason:

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17. Describe briefly (in key words max 3 sentences) what concerns your organization has the most about issues raised in the political agenda.

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18. Communication & Coordination:

a. What communication strategy gives the most success to reaching your goals?

b. How do you coordinate with other Departments and Organizations?

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c. How can your organization help to improve the coordination of relationship within government and outside of government?

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d. Do you consider your organization coordinates well/enough with the political bodies/Council of Ministers and parliamentarians to achieve objectives of your organization or department?

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e. What opportunities do you see between Departments/Ministries? Or between your organization and other (external) organizations ?

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f. What Information and Communication Technology (ICT) tools and applicable databases do you currently use for managing information flows/storage?

- Mass media
- Microsoft Office (WORD, EXCEL, ACCESS)
- Statistical Package for Social Sciences (SPSS)
- Databases (Health management Information System, Education Management System)
- Special software packages

- Other:

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g. What communication plans do you have for setting up new information systems or databases?

19. What other external conditions can help achieve the program objectives for your Organization/Department/Ministry ?

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Please provide information on the assistance that you may need for your input to MDGs and NDP and when (during 2012-2013)?

**Section III.**

**National Development Plan**

20. How can your organization ensure that Sint Maarten benefits from having an NDP?

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21. a. Is this a good time to conduct an NDP for Sint Maarten?

Yes                      No                      & Reason:

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b. Please provide information on the assistance that you may need for your input to the NDP and when (during 2012-2013)?

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22. Who would you suggest to be the key actors in the social dialogue and which potential critical issues should be covered in the NDP?

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23. What are the interests of your Department/Organization in drafting a NDP?

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24. The NDP is a comprehensive process, which calls for a significant contribution of ones working-time. The BAK Dept. has an implementation and guiding role in, among other, the coordination of the respective working groups.

A. How would you envision BAK, from the perspective of its coordinating task, accommodate to support you in your potential contribution? (please rank 3 possible activities)

B. How can your daily operations contribute to the coordinating tasks of BAK? (please rank your top 3 activities)

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25. Can you give a brief description (max 3 sentences) of what role you can envision for your Ministry/Department/Organization in developing the NDP for Sint Maarten? What role is your Ministry/Department/Organization mandated to play in this process?

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#### **Section IV.**

##### **Millennium Development Goals (MDG)**

26. What has your Organization/Company/Ministry/Department achieved in relations to the MDGs since 2011?

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27. Have you seen a copy of the Sint Maarten MDG report 2011? How can such a report help achievement of your objectives?

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28. What MDG themes do you envision as the primary concerns for focus?

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29. a. Do you have other suggestions based on the MDG indicators for Sint Maarten as highlighted in the MDG report?

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b. Please provide information on the assistance that you may need for your input to the MDG implementation process and when (during 2012-2013)?

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For questions 30 – 36, please rank your top 3 options

30. Mention 3 main tools you consider that helps Sint Maarten on poverty alleviation?

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31. Mention 3 main tools you consider that helps Sint Maarten on gender disparity in primary and secondary education

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32. Mention 3 main tools you consider that helps Sint Maarten to combat HIV/AIDS and Dengue/Diabetes/Obesities;

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33. What assets do you consider Sint Maarten has on Environment?

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34. Mention 3 main tools you consider that helps Sint Maarten to ensure environmental sustainability/protect our nature

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35. Mention 3 main tools you consider that helps Sint Maarten to be a safer and secure place?

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36. Mention 3 main tools you consider that helps Sint Maarten to develop a good global partnership for its development.

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**Section V**  
**Social Dialogue**

**1. Public-private sector dialogue**

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a. Is there any mechanism of public-private consultation and decision-making process that your organization is part of?

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b) If response to the previous question is yes, are you sufficiently represented and participating?



c) If no, what would be the main reasons for this?

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38a. What is your perception on the Government's involvement in policy making and regulation in particular its capacity to regulate, provide a safe and-friendly environment, b) defend and position Sint Maarten interests in the regional/global arena?

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38b. What is your perception on the Government's involvement to defend and position Sint Maarten interests in the regional/global arena?

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**11. Public-Civil Society - NGO dialogue**

39. Is there any current effective mechanism of public-private - NGO consultation and decision-making?

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40. If your response to the previous question is yes, are your representatives sufficiently participating? C) If no, what would be the main reasons for their insufficient participation?

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41. Does the government sufficiently take your points of view (mention which ones) into consideration when identifying its policies?

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42. If no, how can the government sufficiently take your points of view into consideration in future policy development and implementation?

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43. How do we ensure that a National Development Plan arrived at in consensus with the people is upheld regardless of political leadership in power?

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