



Ministry of General Affairs
Ministerie van Algemene Zaken
**Department for the Interior
and Kingdom Relations**
Afdeling Binnenlandse Zaken en
Koninkrijksrelaties

Terms of Reference – Inter Ministerial Working Group (IMWG)

Preamble:

In April 2012 the government of St. Maarten signed a cost sharing agreement with the United Nations Development Programme (UNDP). This agreement puts into effect the partnership between the Ministry of General affairs and the UNDP through the Program ‘Building a Nation: St. Maarten National Development Plan and institutional Strengthening’. The Minister of General Affairs is responsible for this cooperation program and as such the Department for the Interior and Kingdom relations will be the responsible implementing agency.

This three year program aims to support the Nation Building process by means of:

1. Formulating a National Vision and a
2. National Development Plan through a broad scale democratic dialogue process,
3. Capacity building in the areas of Results Based Management and evidence Based Management,
4. Strengthening of National capacities to achieve MDG’s, through MDG report 2013, the establishment of an MDG acceleration Framework and by implementing two pilot projects on MDG 1 and 7, and establishing a coordination mechanism on aid effectiveness and international support.

The National Vision and Development Plan will be built on the outcome of a highly participatory and inclusive Dialogue Platform, complemented by existing strategic development plans. By bringing together all stakeholders on St. Maarten, the program will support the nation building process. The planning of these multiple dialogue consultations requires an organizational structure in which not only government is represented. Since the overall objective of the nation building process is to create a platform where different parties involved assent with one another on the National Vision and development plan for St. Maarten, the entities who will carry out the Dialogue process and have the responsibility to accomplish this are categorized as follows:

- Governmental Departments/ Public sector;
- Citizenry/ NGO-sector;
- Private sector

In line with this a Steering Committee will be installed, in which representatives of civil society, Public and Private sector take full accountability of the three year program.

The workgroup that will form the drive behind the operationalization and functioning of the Dialogue Platform, drafting the content for the National Development Plan and administering the implementation of the targets to be achieved per ministry will consist of Civil Servants (focal points) from all the different

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ministries. This inter-ministerial workgroup will plan and execute the dialogues according to the themes below:

1. Economics
2. Environment and infrastructure
3. Social and Human development
4. Culture

Good Governance will be a cross cutting theme that will come back in all dialogues.

Roles and responsibilities of all actors:

Council of Ministers (COM) and Parliament: Council of Ministers (CoM) is the ultimate responsible political authority and is accountable to Parliament accordingly for decisions made and about the performance of their ministries. Any political dialogue on national development will be executed by ministers in parliament.

Steering Committee (SC) National Development: The Steering Committee consisting of the Minister of General Affairs (Chair), the representatives of Civil Society, Public and Private Sector are the decision makers in this process. They carry full accountability of the outcome of the social dialogue, national development plan, MDGs and will be officially established by a *Ministerial Regulation*. The Secretary generals will furthermore have to appoint inter-ministerial focal points (and back-ups) related to the 4 pillars (economics, Environment & Infrastructure, Social & Human Development).

Inter-Ministerial Working Group (IMWG): The inter-ministerial workgroup consisting of focal points appointed per ministry plays a central role in preparing the input required from their ministries for the monthly meetings of the Steering Committee. As all the different ministries will be responsible for facilitating the execution of the National Development Plan, this cross ministerial technical team will be responsible for communication and inter-ministerial coordination. These tasks are in line with the implementation procedure of the social dialogue process in which the inter-ministerial workgroup has an operational role.

The Millennium Development Goals (MDGs) Working Group: The Millennium Development Goals Working Group (IMWG) was established in 2010 as part of the process to facilitate achievement of the MDGs in Sint Maarten. One of the concrete outcome of that process was the production of the first Millennium Development Goals report for Sint Maarten. That report was published in 2011. A recommendation from that report was continuity of the MDGWG to play a critical role in moving the MDG agenda forward into the next phase. The scope for that agenda and the development of the next phase of the MDG project is also set out in the National Development process.

To operationalize the further functioning of the MDGWG, harmonization and synchronization within the framework of the of IMWG is foreseen.

Establishment of the Inter-Ministerial Working Group (IMWG)

In order to facilitate the collective visioning and process towards development of the national development plan, the process to establish the "Inter-Ministerial Working Group" " herein referred as the IMWG was established. In order to carry out it functions and to ensure quality and sustained work of the group, Secretaries General were tasked with the nomination of Permanent Representatives and one backstopping

supporter from each Ministry. The nomination process was completed in August, 2013 with the below Permanent Representatives:

Ministry	Permanent Representative	Backstopping Supporter
Economic Affairs, Tourism, Traffic & Telecommunication (TEZVT)	Erika Radjouki Jude Houston	Lucy Richardson
Tourism STB (TEZVT)	Cherinah Franken	Edward Dest
Public Housing, Spatial Planning, Environment & Infrastructure (VROMI)	Johan Sellink	Louise Brown
Education, Culture, Youth & Sports (MECYS)	Ruth Verbeek-Linger Sidonia Lacorbiniere-Hodge	Claudia Connor
Finance	Emmerika Destin	
Justice	Myrna Lynch	
Public Health, Social Development & Labour (VSA)	Fenna Arnell Joy Arnell	Aida Holaman Virginia Asin
General Affairs, Department of Foreign Relations (AZ/DBB)	Khalilah Peters	
General Affairs, Department of Interior & Kingdom Relations (AZ/BAK)	Okama Ekpe Brook Marc Arnold	Loekie Morales

Vision of the IMWG

Create an Inter-Ministerial Coordination Platform that supports and facilitates effective and efficient process towards the development and eventual implementation of Sint Maarten's National Development Plan.

Mission:

- ▶ To serve as the coordination, communication, and synchronization platform bringing Voices of Government into the National Development Planning process
- ▶ To serve and encourage inter-linkages between programs/projects and services that support the whole Government apparatus
- ▶ To strength capacities and institutionalize harmonization of related activities and for policy based budgeting

Strategic objectives:

1. In view of the broad tasks, the IMWG will have the following tasks and responsibilities, which are not exhaustive:

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- (a) Serve as the principal Government of Sint Maarten inter –sectoral coordination body to ensure full support and cooperation from all stakeholders within the Ministries
- (b) To facilitate, oversee and guide to the extent possible all multi-Ministerial activities relating to coordination for the four themes of economy, environment and infrastructure, culture and social and human developments of Sint Maarten
- (c) Strengthen and broaden partnerships with the private and civil sectors in the coordination and development of a National Development Plan; its eventual implementation and mobilize resources jointly to support the implementation and monitoring
- (d) coordinate policy development on inter related issues (i.e. gender, disability) and socio economic issues within the framework of the National Development Plan. The IMWG will include ad hoc participation from private and civil sectors depending on the meeting and issues before the IMWG.
- (e) To act as Liaison between the Ministry and other departments/agencies and stakeholders
- (f) Based on a joint policy plan, ensure program based budgeting is coordinated between all ministries with clear procedure for tracking and monitoring

Specific Activities

1. NDP: act as advisory group to NDPWG

- Existing collaboration and how to expand to multi-stakeholders
- Assist via NDPWG to get buy in of businesses and NGOs
- Once NDP in place, help to integrate the key sectors (1. economy, 2. environment/infrastructure, 3. Social and human development issues - education, health, labour, and 4. culture) within the Ministry's plans and policies
- Use NDP as a frame to allocate Ministry's budget
- Support implementation of identified priorities

2. Policy coordination: Inter Ministerial Policy planning: act as advisory group to follow up on policy requests from SGs

- Provide substantive advice to SGs from our Ministerial policies, programs and plans
- Follow up with instructions/requests from SGs
- Advice on the consolidated multiannual budget cycle
- IMWG will function as mechanism within Government to ensure better synchronization and coordination between all Ministries and departments.

1. In this planning phase of the NDP, IMWG role is to help summarize findings from SWOT questionnaires for the community consultations. IMWG representation to be based on the four pillars of 1. economy, 2. environment/infrastructure, 3. social - education, health, labour, and 4. culture) VSA to assist with lessons learned from existing collaboration activities with other groups, and Tripartite Committee.

2. The second core function related to overall policy synchronization and policy advisory support as requested by the Secretary Generals will be implemented in the second phase. This is to ensure harmonization of budget based planning within the framework of the NDP.

Guiding Principles

2. The following principles will guide the work of the IMWG
 - A common vision and shared objectives
 - Agreed governance and accountability structures
 - Harmonized strategic management and operational capacities
 - Learning and adaptation capacities
 - Building and maintaining trust
 - Act as a platform for checks and balances on upcoming policies with the relevant Ministries/Departments that should give input-towards an overall strategic policy plan with budget monitoring
 - Show commitment, structure, support, team work across the public administration
 - Agreed spirit of sharing and synchronization of work
 - The Ministries contribute to the IMWG through their delegate who is authorized to act on its behalf. These representatives undertake to make an active contribution to the working of the IMWG, in particular by ensuring attendance at all appropriate meetings and producing written contributions if required.
 - Regularly update the Steering Committee on National Development and the Secretaries Generals
3. The frequency of meetings is agreed at once per month to be held every 3rd Friday (starting Friday July 19th) from 10:00AM until-12:00noon.

Terms of Constitution

For the IMWG to work effectively, it needs to comprise high level sectoral officials mandated by their respective Ministries who can supervise and advise on development management and, importantly have the capability to highlight and include their Ministries priorities within the larger scope of activities.

All Ministries and departments must be represented and Secretaries General authorize the representative on the IMWG to act as Focal Point per each Ministry and authorized to convene related meetings within the Ministry.

In order for full representation by the Ministries, there should be a formal structure for consultation for feedback, advice, budget consultation, etc.

In order for the effective implementation, the above would require the approval and commitment by the Secretaries General. This can be ensured by inclusion as a standing agenda item in all SG meetings -

Role of BAK

Project Team at the Department of Interior an Kingdom Relations (Dutch acronym: BAK). BAK as the implementing agency will lead the project and is the liaison between the UNDP and the Minister of General Affairs. BAK is responsible for obtaining and allocating resources for the project and will report the annual expenditure. To take up her coordinating role BAK will sit in all Steering- and workgroup meetings as

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Secretariat, for which BAK will do all the preparations. Finally BAK will guide the planning and will assist and facilitate the executing part of the project actively. When necessary BAK will hire external expertise to expand capacity.

For the IMWG, BAK will provide a management role by coordinating meetings, producing documentation and meeting minutes, managing correspondence, information management/ dissemination and related tasks. Depending on the topic for discussion, this task could be alternated between the various ministries.

Role within the NDPWG

Strengthening relationship between the Ministries and with external stakeholders.

The role of the IMWG is to participate fully in the NDP WG. In this instance, the IMWG is a member with others to form a group called the National Development Plan Working Group (NDPWG). The tasks and responsibilities and membership of the NDPWG are set out in the *“Draft strategy for engaging with the community of Sint Maarten: Establishing a National Development Plan Working Group.”* The mandate for this group arises from the Project Document and the regulation establishing the Steering Committee.

The minimum requirements for membership of the IMWG include:

1. . Ability to provide strategic input on:
2. . Prioritized bottlenecks: budget and financing, b. service delivery; c. service utilization
3. . Feasible solutions: a. governance, b. capacity, c. funding and assistance
4. . Statistical information and data available within the Ministry
5. Available extensive knowledge and effective coordination mechanisms of the departments
6. opportunities for joint projects, planning, implementation and upcoming events

Work Rules

4. Chair (rotational chair and venue)
5. Quorum (4 Ministries)
6. Decisions (quorum)
7. Timely reporting and follow up to actions by all members
8. Meetings to be held once per month every 3rd Friday (starting Friday July 19th)