

Social Economic Initiative (SEI) Saba

Implementation plan “the unspoiled queen”

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Chapter 1: Introduction

Background

The Social Economic Initiative (SEI) of Saba is approved by the Executive Council and the Kingdom Council of Ministers on December the 7th 2007. The SEI is to make sure that the proper financial and economic foundations are laid for a sustainable future when the different constitutional statuses become effective. In the "Hoofdlijnenakkoord" of November 2005, it was agreed that each entity of the Netherlands Antilles will establish a policy agenda for social and economic measures. In the "Slotverklaring" of November 2, 2006, the SEI was given a crucial position regarding debt relief and acquiring the new status.

This SEI implementation plan sets the policy agenda for the next period, beginning with the transition phase and ending during the new status. The implementation of the measures is primarily scheduled for 2008 and 2009, with some measures also in 2010.

Measures in 6 policy areas

In the approved SEI Saba the measures and projects are part of the following specific areas of policy intervention:

1. Tourism development
2. Upgrading of infrastructure
3. Public sector
4. Labor market and education
5. Social issues
6. Government finance

For each policy area measures has to be SMART, which means Specific, Measurable, Attainable, Realistic and Time Framed. The measures in the SEI entail both reform measures as well as supporting measures (investment impulse and social safety). The costs mentioned in this SEI implementation plan are indicative. Project proposals have to be submitted to USONA, which will evaluate these. The actor as mentioned for the different measures is always an institution from the island government.

Structure of this implementation plan

After this introduction, Chapter 2 till Chapter 7 elucidates each policy area with the individual policy measures and their objectives. The planning and financial consequences will be included.

Chapter 8 will provide an overview of all the measures, projectives and some additional financial information. Chapter 9 will contain information about the implementation procedures at (U)SONA for the SEI, which is a part of the complete "Samenwerkingsprogramma" between Saba and the Netherlands.

Chapter 2: Tourism development

Analysis in SEI

Saba offers some 8 small hotels/guesthouses with an average occupancy rate is of 50% (2005).¹ An increase in (stay-over) tourists will result in economic development and should eventually lead to a shift in employment from the public to the private sector. This will also lead to an improvement in the public finance situation. The Saba Tourism Bureau has insufficient financial means to promote the island adequately as a tourist destination. Furthermore, the overall tourist product Saba currently offers leaves room for improvement. In this light, there is a need for a comprehensive tourism development strategy.

Policy objectives in SEI

- Increase in stay-over tourism
- Improve quality of tourist product

Proposed measures in SEI

1. Increase funds for the Saba Tourism Bureau for a period of 2 years, with the purpose to 'brand' Saba as an attractive tourist destination and which is in line with the yet to be developed tourism development strategy. This measure is already partly financed through the quick wins.
2. Change the strategy in tourism marketing by focusing on specific segments and target groups (high-end, eco-tourism, diving).
3. The Saba Tourism Bureau will develop a clear and comprehensive tourism development strategy that is supported by the public and business community.
4. Carry out a study for a safe recreation and break water spot at the Cove Bay Area.
5. Upgrade infrastructure on the island relating to the tourist sector (see also measures 2.2.)

Activities SEI Implementationplan

Measure 1: Increase funds for the Saba Tourism Bureau for the period of 2 years

Total cost: 100.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Describe the background of the tourist sector	It's necessary to describe in the background section of the project proposal, the main characteristics of the sector in order to be able to check the relevance. Main characteristics are: - How many rooms/beds? - Actual number of arrivals and overnight spending and targeted number of arrivals and overnight spendings? - Average current daily expenses on Saba per tourist? - Targeted average daily expenses on Saba? Current length of stay and targeted length of stay?	Tourist sector overview	2th quarter 2008	0	Saba Tourism Bureau	public & business community

¹ *Pies to the Roadmap, Sesna, 2006*

Determine what kind of promotional activities are planned the next 2 years	Based on the change of strategy (measure 2) determine what kind of activities the Saba Tourism Bureau is planning and what the current budget is.	List of promotional activities	4 th quarter 2008	0	Saba Tourism Bureau	public & business community
Check the current budget of the Saba Tourism Bureau	The current budget is important to know, when you're deciding about increasing the funds. See also below for Quick wins.	Budget of the Saba Tourism Bureau	4 th quarter 2008	0	Saba Tourism Bureau	public & business community
Depending on the new strategy increase funds	Based on the change of strategy (measure 2) make clear how much the Tourism Bureau can receive for the necessary activities in 2009-2010. What is the marginal benefit, taking into consideration the costs and the effectiveness of the approach and methodology towards targeted policy effects? The actual amount can be lower than the budget (100.000) mentioned in the column on the right, because it depends of what necessary activities are determined.	Final list for funding through SEI	2009-2010	100.000	Saba Tourism Bureau	public & business community

Measure 2/3: Change the strategy in tourism marketing / develop a clear and comprehensive tourism development strategy

Total cost: 50.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Assess the current strategy	What is current strategy? Is there a need for improvement? If yes, an overall or a partial, targeted (or result oriented) improvement? An answer to these questions may determine required activities, and ensuingly required budget.	Desired changes in the current strategy	2 nd quarter 2008	0	Saba Tourism Bureau	Hotel and Leisure sector, business community
Determine successrate of the marketing strategy	The costs of creating or refreshing the marketing strategy should result in much more revenues. Choose the balance between costs and revenues (e.g. 1:4). Formulate the way of monitoring (e.g. through immigration- and hotel data) and how the private sector can participate.	Successrate & idea for monitoring	2 nd quarter 2008	0	Saba Tourism Bureau	Hotel and Leisure sector, business community
Create or refresh the marketing strategy by updating the Tourism program 2002	The marketing strategy will make clear what the target groups (e.g. high-end, eco-tourism, diving), target regions (e.g. US & Netherlands) and marketing channels (e.g. internet, brochures, fairs/conferences) are. A strategy how to attract, convince and keep those tourists on Saba is important to have, to utilize the funds for the Tourism Bureau in the best way. An external consultant will be attracted to develop this strategy by way of a public tender. The scope of publication of this tender should be at least as wide as the countries within the kingdom of the Netherlands, but preferable wider (USA and Caribbean). The feasibility should be kept in mind. Important issues to support a strategy are necessary level of quality of accommodation, transport, personnel, etc.	A marketing strategy: SMART goals, indicators, and a work plan with clearly stated activities, actors and time-schedule	3 rd quarter 2008	50.000	Saba Tourism Bureau	Hotel and Leisure sector, business community

Measure 4: Carry out a study on safe recreation and break water Cove Bay Area

Total cost: 100.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Describe the aims for safe recreation and break water	Make clear what aims there are for safe recreation and break water. Make clear what possibilities should be looked out for at Cove Bay Area. Does a pre-identification justify such a study? What is the estimated revenue potential?	Idea description	2 nd quarter 2008	0	Planning-bureau	Saba Tourism Bureau, Hotel and Leisure sector, public & business community, Dutch Ministries of Spatial Development & Environment and Transport & Water
Describe Terms of Reference for the consultant	Make clear what kind of organisation/expertise is needed to study the idea	Terms of Reference study	3th quarter 2008	0	Planning-bureau	Saba Tourism Bureau, Hotel and Leisure sector, public & business community
Assist if needed with the study itself	Facilitate that the research is done thoroughly, so that all the important aspects are part of the final report.	Report of the study	1 st quarter 2009	100.000	Planning-bureau	Saba Tourism Bureau, Hotel and Leisure sector, public & business community

Measure 5: Upgrade infrastructure on the island relating to the tourist sector (see also measures chapter 3)

Total cost: 100.000 ANG (financed through the "overig" funds of the "samenwerkingsprogramma 2008)

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Describe the target of upgrading infrastructure for tourist sector	The beautification, by placing traditional street lights, of the island is the main goal. With a more historical view of the island, tourists should be more attracted.	Idea description	2 nd quarter 2008	0	Planning-bureau	Saba Tourism Bureau
Execution of the placing of the new / historical streetlights	Execution of the placing of the streetlights in Windwardside and The Bottom.	Contribution on the increase of tourism activity	3th quarter 2008	100.000	Planning-bureau	Saba Tourism Bureau

Measures or activities already covered by other initiatives

Initiative	Activity	Description Initiative	Result	Planning	Costs (ANG)	Actor	Stakeholders
Quick Wins	Tourism marketing	Improving tourism through several promotional activities (e.g. brochures, promoting at trade shows, conferences, etc.)	An increase in stay-over tourism of ...%	april 2007- june 2007	234.300	Saba Tourism Bureau	public & business community

Links other policy areas or programs

The new tourism development strategy has direct links to the policy areas Infrastructure and Labor market & Education, because of the preferred level of quality. E.G. enough taxi's to transport tourists and qualified taxi-drivers, immigration-officers. Another link is with the Education-part of the "Samenwerkingsprogramma", which is coordinated by Central Government.

Risks

- If the target groups or market-segments aren't specific enough, it's possible that Saba isn't able to make clear why The Unspoiled Queen is different than other Caribbean Islands and worth a visit.
- The necessary level of quality based on so called generally accepted standards and criteria which are set by the sectors itself. (international standards are downloadable) It involves quality standards on accommodation, transport, personnel, etc. and there should be a realistic aim in terms of (financial) resources and possibilities. How to maintain and check the quality is another issue.
- A new strategy should contain the good parts of the current one. You don't want to loose the tourists you already have (now 80% diving and 20% hiking).

Chapter 3: Infrastructure

Analysis in SEI

An increasing number of tourists arrive by boat. The harbor, which is still in need of necessary repairs from hurricane damages, currently cannot facilitate an increase in calls of larger boats and is not suited as a marina for yachts. Furthermore, the road network is in need of upgrading to better facilitate the movement of tourists on the island. This will mean necessary reparations of roads.

Policy objective in SEI

- Upgrade infrastructure related to the development of the tourist sector

Proposed measures in SEI

1. Repairs and expansion of the current harbor. This will mean repairs to the small pier, deepening the harbor and extension of the pier with wave breakers to make it better accessible to ships.
2. Repairing of the roads in The Bottom and on Windward side.

Activities SEI Implementationplan

Measure 1: Repairs and expansion of current harbor.

Total cost: 7.060.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Formulate aims for the Fort bay harbour	The scope of the harbour project must be completely clear, before a lot of money is invested. There will be consultation on this scope with the Dutch government.	Scope Harbour	2 nd quarter 2008	0	Planning-bureau	Harbourmaster, Department of Public works, Dutch Ministry of Transport & Water, private sector
Start the necessary repairs	Before getting into expansion, start with the repairs which weren't finished of the Fort Bay harbour recovery plan (1999, Witteveen & Bos). The still necessary works are: 1. repair of the second breakwater. 2. building of a breakwaterhead on the second breakwater. 3. renovation of second quay including the building of a quay wall. 4. installation of shipping facilities	List and time-schedule of repairs, execution of repairs	3th quarter 2008	6.000.000	Planning-bureau	Harbourmaster, Department of Public works, Dutch Ministry of Transport & Water, private sector
Make clear which most essential expansion is possible.	What is the economic and financial feasibility of the Saba Harbour? Decisions are made in close consultation with the Dutch government.	Project proposal	3th quarter 2008	0	Planning-bureau	Harbourmaster, Department of Public works, Dutch Ministry of Transport & Water, private sector

Execute possible expansion plans Harbour	The expansion plans are going to be executed.	Upgraded Harbour	2009	1.000.000	Planning-bureau	Harbourmaster, Department of Public works, Dutch Ministry of Transport & Water, Saba Conservation Foundation, private sector
Building of a shed	Part of the execution of the Harbour plans is the building of a shed by the Saba Conservation Foundation (this budget is allocated through the "samenwerkingsprogramma 2008")	Shed	2009	60.000 (funds from "Samenwerkingsprogramma -overig")	Planning-bureau, Saba Conservation Foundation	Harbourmaster

Measure 2: Repairing of the roads in The Bottom and on Windward side.

Total cost: 1.100.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Make an inventory and time-schedule of the roads to repair	Update a former inventory and prioritize which roads of The Bottom and Windwardside are most urgent in need for repairs.	Inventory and time-schedule of roads to repair	3th quarter 2008	0	Planning-bureau	Department of Public Works, public & business community
Repairing of the roads in The Bottom	Execution of repairing the roads in The Bottom.	Repaired roads	2008-2009	550.000	Planning-bureau	Department of Public Works, public & business community
Repairing of the roads in Windwardside	Execution of repairing the roads in Windwardside.	Repaired roads	2008-2009	550.000	Planning-bureau	Department of Public Works, public & business community

Links other policy areas or programs

The infrastructure has direct links to the policy areas Tourism development, because of the preferred level of quality for tourists.

Measures or activities already covered by other initiatives

Initiative	Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Quick Wins	Firetruck airport	Replacing the "Emergency Response Vehicle" (crash tender) at the airport, to meet international safety demands. The lifetime of the current, not functioning, vehicle is far overdated.	Meeting of international safety standards	4 th quarter 2008	660.000	Fire department	Planning-bureau, Fire department Den Haag

Risks

- In principle 'repairs' and 'maintenance' should not be part of development funding, but be paid for out of the Island budget. Does Saba avail of a Road Infrastructure Fund? If not, a constitution of such a fund is to be preferred. SEI could arrange for an initial pledge of funds, out of which the same roads could be repaired.
- The "Planningbureau" of the Island Government must be able to plan, monitor and support these main infrastructure projects, so the planning of the repairs of the roads and the repairs/expansion of the Harbour have to be balanced to each other.
- It's important that information about possibilities of expansion of the Saba Harbour is updated (the complete Harbourplan is from 1999), because of the fast moving market.

Chapter 4: Public sector

Analysis in SEI

There is a need to review the various (Island and Central) government procedures in terms of their consistency, transparency, comprehensiveness and usefulness. Lengthy, complex and unclear administrative procedures are a large burden for the population and companies. Especially in the area of procedures for licenses, there is room for improvement. The service level provided by the (Island and Central) government must be improved. A special point of attention here is customer service. Saba has a vision on spatial planning on the island, but this is not yet worked out in a spatial development plan or zoning plan. Anchoring the spatial vision in a specific framework will ensure a balance between economic development and the environment.

Policy objectives in SEI

- Improve the investment climate by removing red tape and ensuring a transparent and predictable business environment.
- Strengthen the public sector.
- Protection of the natural environment through a spatial development plan

Proposed measures in SEI

1. Reduce red tape by carry out an assessment for the possibilities and necessity to increase the transparency of procedures. Follow up with streamline/simplification of procedures and abolish redundant procedures. It is desired that for this assessment the Netherlands will provide expertise through the relevant ministries. (This process has already been started up for the Saba department of Finance through a joint effort between the Island Government and the Dutch Finance Department).
2. Upgrade the public sector housing infrastructure and quality of personnel by training and a hiring policy. This will mean the expansion of the 'Bestuurskantoor' to provide adequate housing for all personnel in the Administration Building, providing training for the period of two years for all government personnel, and developing clear procedures for hiring government personnel to ensure that the employee possesses the capacities required for the function.
3. Develop, in close cooperation with stakeholders, a Spatial Development Plan. It is proposed that the Netherlands will provide the necessary expertise to develop the Spatial Development Plan.

Activities SEI Implementationplan

Measure 1: Reduce red tape by carry out an assessment on increase the transparency of procedures.

Follow up with streamline/simplification of procedures and abolish redundant procedures.

Total cost: 50.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Carry out an assessment for the Saba government	Make an inventory all the red tape. Expertise can be found at the Dutch Ministry of Finance and Dutch Ministry of Economic Affairs.	Inventory of the red tape	3th quarter 2008	25.000	Island secretary	Department heads, Dutch ministries of Finance and Economic Affairs
Write an actionplan for the SEI-period	Prioritize: Which legislation should be streamlines/simplified first? How to measure the reduction of red tape? How to calculate the administrative burden for companies or public? Create a procedure of checking new legislation on red tape.	Actionplan removing Saban red tape	1 st quarter 2009	0	Island secretary	Department heads, Dutch ministries of Finance and Economic Affairs
Streamline/simplify procedures and abolish redundant procedures	Execute the action plan. Make sure that in the meanwhile no new red tape is formed. This way, the goal of a complete reduction of red tape of 25% is achievable.	25% less red tape in 2010	1 st quarter 2010	25.000	Island secretary	Department heads, Dutch ministries of Finance and Economic Affairs

Measure 2: Upgrade the public sector infrastructure (by expanding the Bestuurskantoor) and quality of personnel through training

Total cost: 1.400.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Make an inventory of the necessary capacity of the Bestuurskantoor	The necessary capacity of the Saba government in the new status within the Kingdom should be made clear. How many employees? How many offices? Formulate how many square meters per person and how many in one office. Etc. etc.	Inventory of the necessary capacity	3th quarter 2008	0	Island secretary	Dutch Ministry of Internal affairs & Kingdom relations
Expanding the Bestuurskantoor	Based on the inventory, choices can be made on the expanding plans of the Bestuurskantoor.	Decision on the plans of the expansion	oct 2008-june 2009	1.250.000	Island secretary	Dutch Ministry of Internal affairs & Kingdom relations
Make clear what the minimum knowledge and competences government personnel should have	Make clear which training which government personnel should fulfill. E.g. policy advisors should learn to work with email and software like Word and Excell.	Profile of government personnel and list of trainings	2 nd quarter 2008	0	Personnel affairs department	Island secretary
Training government personnel to improve quality	The actual training of the personnel.	...% of civil servants which fulfill the requirements	3th quarter 2008	150.000	Personnel affairs department	Island secretary

Measure 3: Develop a spatial development plan

Total cost: 50.000 ANG

Activity	Description	Result	Planning	Costs (NAF)	Actor	Stakeholders
Step-by-step plan Spatial development vision	In august 2007 the necessary steps are determined. For Saba a new instrument, named "Beheersverordening", in stead of the regular spatial development plan should fit the needs of the island on this policy area.	(already available) "Plan van Aanpak Ruimtelijke Ontwikkeling BES" of 16 october 2007	2007	0	Planning-bureau	VNG, Dutch Ministry of Spatial Development & Environment,
Technical assistance for execution of the plan	Expertise can assist the island government in the development of the "Beheersverordening". The island ordenances on building should be used in the content of this document.	Spatial development plan	4 nd quarter 2008	50.000	Planning-bureau	VNG, Dutch Ministry of Spatial Development & Environment

Measures or activities already covered by other initiatives

none

Links other policy areas or programs

The public sector has a link to the Institutional Strengthening program of the "Samenwerkingsbeleid 2008". Apart from removal of procedures that do not contribute to the good performance of the island government, nor to its checks and balances, the policy measure of "removing red tape" also refers to issues of improved efficiency. Opportunities for improving efficiency are to be found in a) the implementation plan financial control, which will be part of the IVB theme in the "Samenwerkingsprogramma 2008"; and b) the foreseen effects of the information plan, which is currently under execution. The execution of the implementation should be made dependent on the outcomes of the red tape removal exercises.

For the training of government personell a project of ANG 410.000 is also foreseen for support to government staff (island secretary). In general, the composition of government staff before and after becoming a public body has not been determined yet.

Risks

- The "Planningbureau" of the Island Government must be able to plan, monitor and support these main infrastructure projects, so the planning of the repairs of the roads and the repairs/expansion of the Harbour have to be balanced to each other.
- With the expansion of the "Bestuurskantoor" it should be completely clear how the government structure (and as part of that the island government organisation) is going to be organized within the new Kingdom relations. Otherwise, the risk of a too big (too expensive) or too small (not enough capacity) building is serious.

Chapter 5: Labor market & Education

Analysis in SEI

Saba has low unemployment, but at the same time, for different reasons, a relatively large number of people are working for the government. For jobs in the private sector, some people from outside Saba are recruited because the local population cannot always provide the skills needed. There should therefore be a change in vocational education so that it is geared towards the needs of the private sector. This will at the same time facilitate a gradual transfer of labor from the public to the private sector for those with the potential to work in the private sector. For those not suited to be mediated a social workplace was established (see 2.5). The start up phase of the social workplace was financed by the one year program *Armoede bestrijding*. Education matters will be dealt with within the context of and in line with the education program with the Netherlands.

Policy objectives in SEI

- A shift in employment from the public to the private sector in line with the findings of the 'Begrotingsdoorlichting' and 'Takenanalyse'.

Proposed measures in SEI

1. Increase the quality of the educational system
2. Offer training, education and facilities in technical areas and entrepreneurship
3. Facilitate on-the-job training in the private sector

These measures will be dealt with in the education program.

Activities SEI Implementationplan

Measure 1: Increase the quality of the educational system

Part of the Education program

Measure 2: Offer training, education and facilities in technical areas and entrepreneurship

Total cost: 1.250.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actors	Stakeholders
Make an inventory of the necessary training offer	Use the pies of the road map as an overview of the current labor market. Which training is already available (maybe also on St. Maarten, check the Small Business Development Foundation and in particular SESNA-activities) for technical areas and entrepreneurship? Determine how big the target group of (potential) technicians and (potential) entrepreneurs is. What do you have to offer extra in training courses? (e.g. career enhancement, career preparations, construction courses). If an Small and Medium Enterprises (SME) strategy is available, the results of this activity should fit in that.	List of extra training possibilities	2th quarter 2008	25.000	Department of Education / Social workplace	Departments of Labour and Social affairs, Innovation bureau, School board SCS, private sector

Based on the complete list of training possibilities in technical areas and entrepreneurship, make clear which facilities are needed	Make an inventory of the available facilities. Match this with the complete list of training courses for technical skills and entrepreneurship. What is the relation with the social workplace project? Make clear what extra facilities are needed. (e.g. business development services, technical classrooms, equipment, etc.)	Overview of needed extra facilities	3 th quarter 2008	25.000	Department of Education / Social workplace	Departments of Labour and Social affairs, Innovation bureau, School board SCS, private sector
Develop a proposal for the extra needed facilities	Including the targets, costs, timeframe, etc. etc. of the initial investment and the annual exploitation costs and operations. After approval of the proposal, execution can take place.	Realization of the extra facilities	4 th quarter 2009	900.000	Planningbureau / Department of Education / Social workplace	Departments of Labour and Social affairs, Innovation bureau, School board SCS, private sector
Execution of the trainings / education	Based on the list of training and the available facilities, start with the trainings / education (with equipment). Set targets and monitor these for all participants.	Improvement of the knowledge and competences of trained people	2008-2010	300.000	Department of Education / Social workplace	Departments of Labour and Social affairs, Innovation bureau, School board SCS, private sector

Measure 3: Facilitate on-the-job training in the private sector.

Part of the Education program

Measures or activities already covered by other initiatives

none

Links other policy areas or programs

The measures 1 and 3 will be dealt with in the education program.

The Labour market & Education policy area had direct links to the policy areas Tourism development and Social Issues, because of the main workarea is tourism and the working environment is part of the Social Issues policy area.

Risks

- This policy area is complex because its measures are partly executed within the context of the Education program and partly in the SEI. Fine tuning of all the activities is necessary. Also with already existing activities like the social workplace
- The (building of) facilities should be balanced to the intended level of supplying trainings on the island itself. To maintain those facilities (annual exploitation) on a yearly bases is a challenge.

Chapter 6: Social issues

Analysis in SEI

Part of the people currently employed by the government does not have the proper skills to work in the private sector. The government cannot provide for the proper guidance and support for these employees to help them in their development.

Furthermore, there is a shortage of social housing on Saba, especially for the lower income category. The Own Your Own Home Foundation, has developed a project for the construction of 25 houses. These houses are intended exclusively for locals, as exogenous population growth should not increase the population to more than 2000 inhabitants.

Another social issue is the problem of inadequate waste collection and disposal, which is currently a major problem for the island and a threat to public health. It also puts a burden on the ecological environment of the island. In September 2007 the Council approved the comprehensive Saba waste disposal action plan which can be carried out as soon as funding is received.

Policy objectives in SEI

- Improve working environment for employees with insufficient skills currently in government service.
- Improve housing availability, especially for lower income category.
- Improve waste collection and disposal system

Policy measures in SEI

1. Setting up an outplacement program for civil servants to guide them towards employment in the private sector.
2. Look at the possibilities to provide a good working environment for the employees with insufficient skills currently in government service. It is proposed that the government of the Netherlands (BZK, EZ and SZW) will assist with the assessment of different options for these people, also in light of the additional possibilities in the new constitutional situation. Already the Saban Government started up a small-scale social workplace.
3. Increase availability of social housing by building 25 houses for the local population.
4. Development of a waste collection and disposal system based on the Saba waste disposal action plan. If possible Saba will make use of a regional waste collection system whereby the waste is shipped off the island and processed in the region. Also the collection on the island will be improved.

Activities SEI Implementation plan

Measure 1: Setting up an outplacement program for civil servants to guide them towards employment in the private sector.

Total cost: 45.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Make an inventory of the target group	How many civil servants should be guided towards the private sector? Use the evaluation on personnel tasks and structure of government in relation to the constitutional changes which should be finished mid 2008. This should indicate which civil servants are targeted and how many should be out placed,	The amount of civil servants targeted	3th quarter 2008	0	Personnel affairs department	Departments of Labour and Social Affairs, Social workplace, private sector
Develop an outplacement program	What are the minimum requirements for the civil servants to give them a change in the private sector? Set targets on a yearly base of the amount of employees to outplace. See how the social workplace can contribute to this program.	Certain reduction of civil servants	3th quarter 2008	45.000	Personnel affairs department	Departments of Labour and Social Affairs, Social workplace, private sector

Measure 2: Look at the possibilities to provide a good working environment for the employees with insufficient skills currently in government service.

This measure will be dealt within the context of measure 1 in this Chapter, measure 2 of Chapter 5: Labor Market & Education or measure 2 of Chapter 4: Public Sector.

Measure 3: Increase availability of social housing.

Total cost: 1.455.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Determine what the target group is and determine criteria	Especially on a small island as Saba, it's important to be transparent on target groups, criteria and selection. Also the institution who is going to select the people must be appointed. This all should be determined and approved in the island council.	Definition of target group and criteria to apply and be selected	1th quarter 2008	0	Department of social affairs / Public health department	Own Your Own Home Foundation
Make an action plan including a time-schedule	Based on the social housing plan (20 homes aiming at 40 persons), make an action plan with the different stages. The time schedule and a financial paragraph should be part of it.	Action plan social housing	1th quarter 2008	0	Planning-bureau	Own Your Own Home Foundation
Building 3 homes in the area of The Range	Excavation, building the foundations, building the cisterns, building the homes.	3 extra social houses	4 th quarter 2008	750.000	Planning-bureau	Own Your Own Home Foundation
Infrastructure of the Under the Hill area	Execute the first stage of the infrastructure Under the Hill area	Part of a road	1 st quarter 2009	450.000	Planning-bureau	Own Your Own Home Foundation

Building 1 home in the Under the Hill area	Execution of the first stage of building of homes in this area. The 9 th EDF can continue afterwards with the other stages of the infrastructure: roads foundations, cisterns, etc. (an amount of 3,5 mln. ANG is the estimated calculation on this moment)	1 extra social house	3 th quarter 2009	255.000	Planning-bureau	Own Your Own Home Foundation
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Measure 4: Investments in waste collection and disposal services

Total cost: 400.000 ANG

Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Make clear what the problems are in waste collection and disposal services	The current situation, with the actual problems, is described in the "Waste action plan" written by Judith Vlot. Also the objectives are formulated.	Waste action plan (this is already done)	july 2007	0	Department public works	Departments of public health and social affairs, VNG, Dutch Ministry of Transport & Water, public & business community
Execution of the short term actions	At least short term actions 1-8 and 10 should be executed as described in the Waste Action Plan. If possible action 9 should also be executed.	Storage, crushers, transportati on of waste	2008	400.000	Department public works	Departments of public health and social affairs, VNG, Dutch Ministry of Transport & Water, public & business community
Finance has to be sought for mid and long term actions	The yearly costs of the short term actions should be part of the island budget. For the mid and long term actions, finance should be sought.	Continuatio n of proper waste and disposal policy	2009	0	Department public works	Departments of public health and social affairs, VNG, Dutch Ministry of Transport & Water, public & business community

Measures or activities already covered by other initiatives

Initiative	Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Armoede-bestrijding	Start of the social workplace	The first stage of the social workplace was approved, because further activities were secured within the context of the SEI	Social Workplace	Completed in 2007	250.000	Reda Social	Departments of Labour, Social Affairs, Personnel Affairs and Education. Foundation Social Workplace.

Chapter 7: Government finance

In SEI

The government finance of the islands, that will have a direct tie with the Netherlands, will be strongly linked with the Dutch fiscal system. Improvements in the state and management of the government finance will therefore be dealt with within this context.

Together with the "implementatieplan financieel beheer", which addresses the internal financial management of government,

Activities SEI Implementationplan

none

Measures or activities already covered by other initiatives

Initiative	Activity	Description	Result	Planning	Costs (ANG)	Actor	Stakeholders
Quick Wins	GOS-system Island receiver	Implementation of an integrated receiving system to link this system to the financial administration and to improve financial management	Integrated system	april 2007-nov 2007	93.500	Finance department	CFT, Dutch Ministry of Finance, VNG
Quick Wins	Payment of overdue payments	The St. Maarten Medical Center and local suppliers have been (partly?) paid.	Finished payments	april 2007-nov 2007	462.200	Finance department	CFT, Dutch Ministry of Finance, VNG
Technical assistance	Budget aid	Assistance of 6 weeks to get information about budgeting aide resources	More knowledge on budget aid	Oct 2007 – march 2008	0	Finance department	CFT, Dutch Ministry of Finance, VNG
Good governance-program 2004-2007	Budget & policy cycle	The budget & policy cycle can be more in control. Instruments are getting implemented.	Improved Budget & Policy cycle	Dec 2007 – May 2008	60.000	Finance department	CFT, Dutch Ministry of Finance, VNG

Links other policy areas or programs

The government finance has direct links to the policy area Public sector, because of the fact that government finance forms the (solid) base of the Public sector. Government finance measures are also measures were the institutional strengthening program should refer to.

Risks

- In general the risk that no measures are part of the SEI is that monitoring of relevant measures is difficult.
- Another general risk is that the link with other policy areas in the SEI or other programs is more difficult to see or keep. Measures of all kind should strengthen each other in stead of weaken.

Chapter 8: Measure- and financial overview

For the measures in each policy area, the Dutch government made available a total amount of ANG 13 mln for the current transition phase 2008-2010. This amount is in addition to the regular development aid that Saba still receives in 2008. The island government of Saba has decided that they allocate from the 20% "overig" of this aid, the amount of ANG 0,5 mln., ANG 0,16 mln. to the SEI in addition to the ANG 13 mln. The total amount available for SEI-measures will be therefore ANG 13,16 mln. After this implementation plan has been agreed, project proposals can be submitted to USONA.

Below, a list of measures is provided as an overview of all the measures in the previous chapters. For each measure an indication is given when it will be realized and how the financing from the SEI funds of ANG 13,16 mln is to be divided (the costs are indicative). Achieving of SEI funds depends on approval of project proposals by USONA.

Overview of policy measures

Topic	Policy measure	Realised	Indicative financing through SEI (xANG)
<i>Tourism development</i>	Increase funds for the Saba Tourism Bureau for the period of 2 years	4 th quarter 2009	100.000
	Change the strategy in tourism marketing / develop a clear and comprehensive tourism development strategy	2 nd quarter 2008	50.000
	Carry out a study on safe recreation and break water Cove Bay Area	1 st quarter 2009	100.000
	Upgrade infrastructure on the island relating to the tourist sector	3 rd quarter 2008	100.000
<i>Infrastructure</i>	Repairs and expansion of the current harbor	2 nd quarter 2009	7.060.000
	Repairing of the roads in The Bottom and on Windward side	3 rd quarter 2008	1.100.000
<i>Public sector</i>	Reduce red tape by carry out an assessment on increase the transparency of procedures. Follow up with streamline/simplification of procedures and abolish redundant procedures.	2 nd quarter 2008	50.000
	Upgrade the public sector infrastructure (by expanding the Bestuurskantoor) and quality of personnel through training	4 th quarter 2009	1.400.000
	Develop a spatial development plan	2 nd quarter 2008	50.000
<i>Labor market and education</i>	Increase the quality of the educational system	Education program	Education program
	Offer training, education and facilities in technical areas and entrepreneurship	2008 and 2009	1.250.000
	Facilitate on-the-job training in the private sector	Education program	Education program
<i>Social issues</i>	Setting up an outplacement program for civil servants to guide them towards employment in the private sector.	2 nd quarter 2008	45.000
	Increase availability of social housing	4 th quarter 2008	1.455.000
	Investments in waste collection and disposal services	4 th quarter 2008	400.000
<i>Government Finance</i>	No measures are mentioned in the SEI, so no measures and activities are part of this SEI implementation plan. The "implementatieplan financieel beheer" contains the measures on Government Finance.		
		Total	13.160.000

This package of policy measures presented here, if implemented fully and effectively, will result in a higher and more sustainable social-economic development of Saba in its new status.

Chapter 9: Implementation procedures

Because of the urgency to establish new relations in the Kingdom of the Netherlands, the timeframe for the execution of the measures is ambitious. The focus of the measures of the SEI of Saba is 2008 and 2009. The main indicators for monitoring the progress of the implementation of the measures will be the formal establishment of policy, regulations and legislation by the Island Territory of Saba and subsequent execution and enforcement.

The Netherlands made available an amount of ANG 13,16 mln. over a maximum of three years for the execution of the SEI. These funds will be managed by USONA according to the procedures for project funding. The Netherlands will instruct USONA accordingly.

Risks

In the previous chapters several risks are described on the different policy areas. The implementation plan should indicate the ways to avoid these risks, and/or to reduce its effects. In any case, in the project proposals a clear reference and should be made to these risks and they should be further clarified.

In 2008 the Central Government of The Netherlands Antilles still exists and is probably very busy with dismantling the country. Policy measures that require input or facilitation by the Central Government during the transition phase have therefore a higher risk of delay, whereby the Island Government is limited in its authority to take the necessary measures, such as legislation, taxation and social security.