



GOVERNMENT OF CURAÇAO



Empowered lives  
Resilient nations

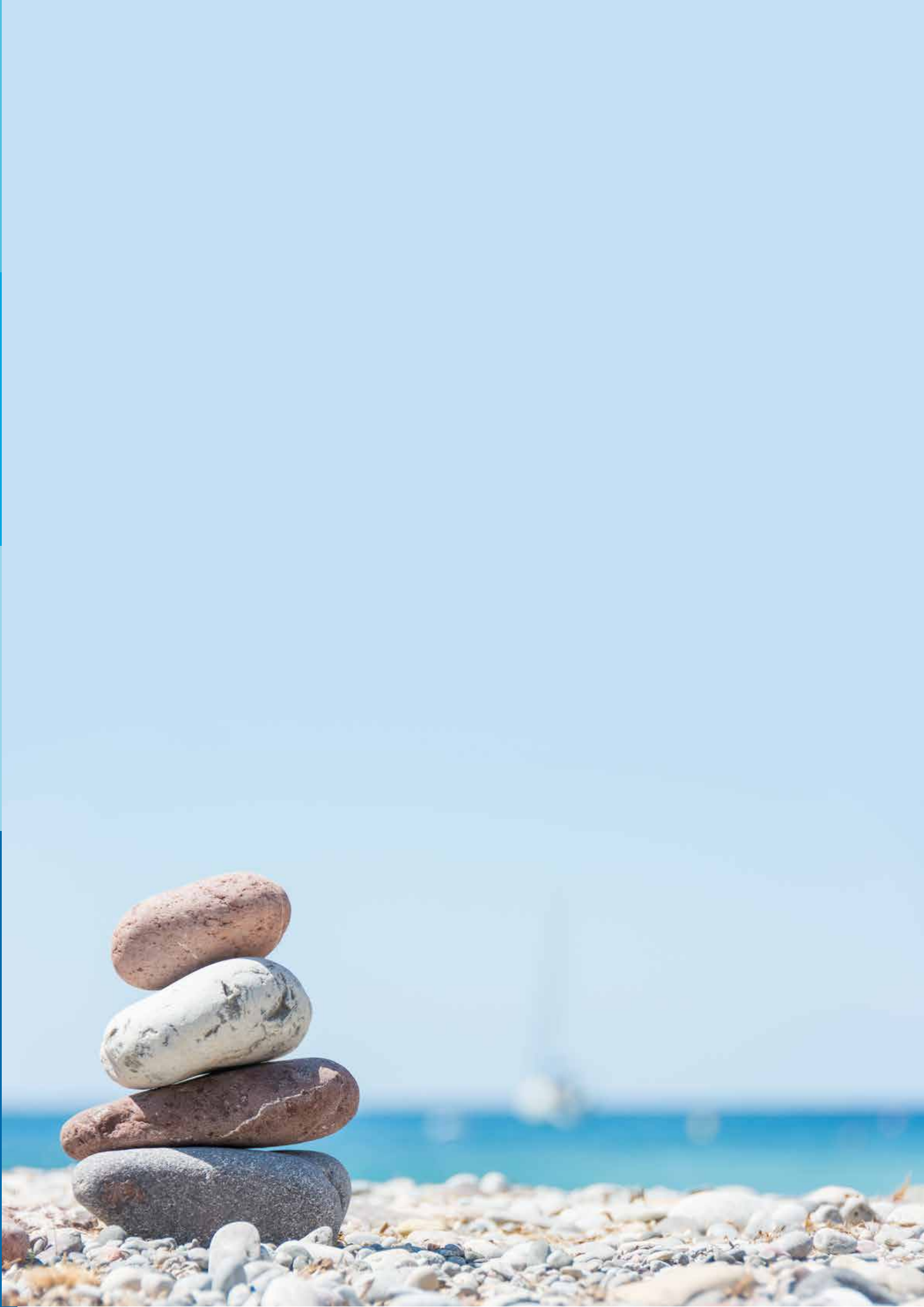
# EXECUTIVE SUMMARY

NATIONAL DEVELOPMENT PLAN CURAÇAO 2015-2030





# National Development Plan Curaçao 2015-2030



## Executive Summary

This National Development Plan is based on a long-term vision of change for Curaçao in five interlocked themes – Education; Economy; Sustainability; National Identity and Good Governance – all working together to build a thriving nation.

The NDP incorporates a long-term vision, it is a plan focused on the execution of those catalytic short-term initiatives, which will put Curaçao on the path towards resiliency and attainment of its long-term vision. Integration with four Sustainable Development Goals (SDGs) provides a framework of measurable goals and targets at a critical time of global development, rooted in local challenges.



**SDGs provide  
a framework  
of goals**

The story of Curaçao is of an island with a long, accomplished history, celebrated in the arts and sporting excellence, welcoming the world to its shores, and protecting the vulnerable in its midst. The long-term vision for National Identity builds on these traits and deepens them. Curaçao will be a place known for its story, celebrations, welcome and accomplishments. The short-term focus for change begins with an articulation of the story, through dialogue and vision – who we are as a people, our place in the world, and what it means to be an exporting nation. Overall the short-term will be focused on accomplishment through cooperation – by working together on all aspects of this plan, people will deepen community trust and collaboration.



## Sustainable Development Goal 4

# Improving Education

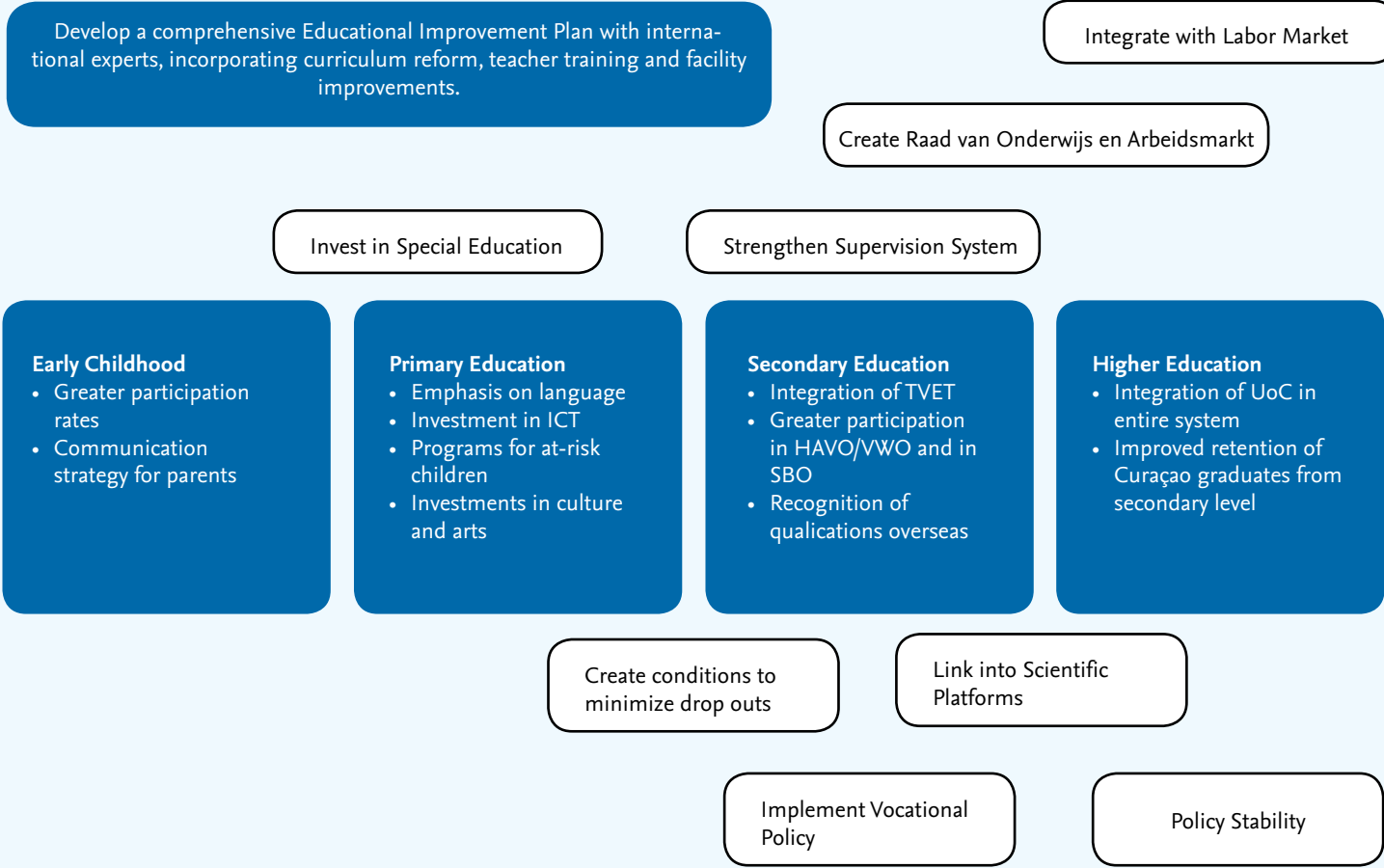
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



The long-term vision for Education is one where the island is the model, and hub, for the region. From early childhood through to graduation, Curaçao will be offering an educational system with a range of educational choices, where teachers and curriculum help form global citizens, and engaged citizens of the nation. Students will routinely achieve the highest level in their educational stream, whether vocational or academic, with skills of value to potential employers. The long-term vision includes an Education system working more in synch with local institutions, the labor market, and in the field of culture.

In the short-term, focus will be placed on increasing the numbers of children in Early Childhood programs, through demonstrating the value to parents, along with improving the quality of those programs. In addition, the government will engage with international experts to begin a more comprehensive educational reform, incorporating best practice in facilities, curriculum, policies and systems.

Investments will be made in Foundation-based and Vocation-based education to increase the number with accredited, vocational skills of particular use to the employers of Curaçao. And the labor market will work with Education to ensure that a growing economy offers employment to qualified young adults.







## Sustainable Development Goal 8: Economic Growth

# Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



The long-term vision for the economy of Curaçao is based on strengthening a diverse economy, which will be known for the quality of its exports, its service ethos, and where each economic pillar is contributing to the prosperity of the nation, through employment, reputation, foreign exchange and wealth. It will be among the leaders in regional GDP growth, in Balance of Payment metrics, in competitiveness, productivity and innovation. The generation of high value added jobs will be encouraging a return of the diaspora and, though the domestic labor market will be capable of meeting most requirements, a well-grounded immigration policy will welcome those with necessary skills.

In the short-term this plan outlines increasing profitability throughout the diverse exporting businesses of Curaçao by taking measures to increase competitiveness, labor flexibility, a more business friendly climate, and by providing targeted support to each of the economic pillars. 1) Government will focus on needed structural reform; 2) each sector will work with government to ensure their investment and growth plans can be implemented; 3) Government will invest in core services, such as energy, health, transportation, and others, not only to create an attractive place to invest, but for the benefit of all citizens; and 4) broad ownership of the implementation of the NDP, including the economic objectives, will ensure collective action and benefit.



### Structural Reform & Government Support

- Labor Reform
- Trade Deals
- Fair Trade Authority
- Deregulation
- Others

### Sectoral Growth

- Tourism
- International Finance
- Oil Refinery
- Government Enterprises
- Small and Medium Enterprises (SMEs) and others

### Supporting Investments

- Education
- Electricity and Water
- Health
- Transportation
- Land Use

### Broadening Ownership

- External Participation in Monitoring NDP
- Community dialogue on economic choices
- Making equitable and inclusive growth a priority – ensuring participation of the poorest



All industries, the existing and the yet to be imagined, will be assisted with ongoing introduction of business friendly initiatives. Corporate tax is now amongst the lowest in the region, and government will continue to streamline its license, permit and visa processes. Legislation is being introduced for a Fair Trade Authority, and government, the private sector and unions are committed to a collaborative approach to change, through an ILO sanctioned tri-partite arrangement. External trade agreements will help open markets and introduce a measure of competition and productivity.

Tourism will continue to be an important basis for the economy and will be supported through the execution of the 2015 Master Plan and its outline of early priorities, including increased airlift, marketing and investment in soft skills. International Financial Services will take re-establish its prominent place in the economy with government support, through harmonized legislation, new tax treaties and trade deals.

Options for the future of the refinery, set to expire in 2019, are well in-hand, with risks and opportunities and the need to meet environmental challenges all being considered in the scenarios. An investment with Curol and the Curaçao Ports Authority in a LNG terminal at Bullenbai will provide a cleaner fuel for Curaçao, for individuals as well as businesses, and has the potential to dramatically reduce emissions at the refinery. Most emissions will be reduced by 98% or more, and greenhouse gases by 20%. The adoption of LNG as the operating fuel at the refinery will help extend the life of the refinery by 20-30 years, increase revenue and contribution to Foreign Exchange, GDP and jobs significantly (up to 4,000 temporary jobs and 500 permanent).

Other important export businesses, Marine, Logistics, Freezone, Transnational Education, Clean Energy and ICT, have focused plans for dealing with current challenges, including the need for capital investments for aging infrastructure, consideration of alternative business models, and other targeted solutions. This will require examination of Public Private Partnership (PPP) options which could provide the capital to expand markets for several State Owned Enterprises (SOEs) as well as introduce productivity and innovation. Thousands of new jobs stand to be created in the next five years.

Government will invest in education for the sake of its citizens, as well as the needs of the labor market, and in public good infrastructure and services. Education, utilities (such as telecommunications, postal delivery and energy), transportation and health are all facing challenges which demand strategic answers. The private sector, in turn, will play its role through investment in infrastructure, services, its employees and through marketing its services internationally, offering quality and satisfaction and raising the reputation of its business offerings.





**Sustainable Development Goals 7 & 14**

# Environmental Responsibility

Ensure access to affordable, reliable, sustainable and modern energy for all

Conserve and sustainably use the oceans, seas and marine resources for sustainable development



The NDP's short-term objectives under Sustainability are primarily focused on environmental sustainability. Curaçao, as an island, is at particular risk to climate change. Two SDGs are relevant to Curaçao: better ocean, and integrated water resource management, and increased investment in renewable energy.

The government is working together with the Global Water Partnership, the local University and NGO stakeholders, to create an integrated water resource management plan, to better manage all water resources, including waste-water, rain water, water demand side and supporting regulation and legislation. Aqualectra is introducing Smart Meters and a water pipe rehabilitation project. Carmabi, along with government and other stakeholders, is researching and developing protective measures for reefs, coastlines and fisheries. A new sustainable fishery policy is almost complete.









Curaçao is home to one of the healthiest coral reefs in the region and the need is urgent for research (such as the Blue Halo biodiversity project), regulation and protection.

Aqualectra has made substantial investments in renewable energy (wind and solar) and has plans for more investment in wind farms through a power purchase agreement. It currently provides 22% of its demand through renewable energy and is targeting 40% by 2020. Other efficiency measures (investment in Smart Meters and the grid) will help deliver cleaner, less expensive and more reliable energy.

### **A Framework for Measurement**

The world approved Sustainable Development Goals (SDGs), as supported through the UN, in the autumn of 2015. This NDP has linked the strategic directions of this plan to four relevant SDGs.

Within each chapter specific initiatives are outlined against each goal, and indicator, as to how Curaçao plans to meet the SDGs.

SDG GOALS		PRIORITY THEME IN NDP	TARGETS
<p><b>Goal 4</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> 	Education	<p>4.2 by 2030 ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education</p> <p>4.3 by 2030 ensure equal access for all women and men to affordable quality technical, vocational and tertiary education, including university</p> <p>4.4 by 2030, increase by x% the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>4.c by 2030 increase by x% the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially LDCs and SIDS</p>	
<p><b>Goal 8</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> 	Economy	<p>8.3 promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services</p> <p>8.6 by 2020 substantially reduce the proportion of youth not in employment, education or training</p> <p>8.8 protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment</p> <p>8.9 by 2030 devise and implement policies to promote sustainable tourism which creates jobs, promotes local culture and products</p> <p>8.10 strengthen the capacity of domestic financial institutions to encourage and to expand access to banking, insurance and financial services for all</p>	
<p><b>Goal 7</b> Ensure access to affordable, reliable, sustainable and modern energy for all</p> 	Environment	<p>7.1 by 2030 ensure universal access to affordable, reliable, and modern energy services</p> <p>7.2 increase substantially the share of renewable energy in the global energy mix by 2030</p> <p>7.a by 2030 enhance international cooperation to facilitate access to clean energy research and technologies, including renewable energy, energy efficiency, and advanced and cleaner fossil fuel technologies, and promote investment in energy infrastructure and clean energy technologies</p> <p>7.b by 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, particularly LDCs and SIDS</p>	
<p><b>Goal 14</b> Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p> 	Environment	<p>14.1 by 2025, prevent and significantly reduce marine pollution of all kinds, particularly from land-based activities, including marine debris and nutrient pollution</p> <p>14.2 by 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration, to achieve healthy and productive oceans</p> <p>14.3 minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels</p> <p>14.5 by 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on best available scientific information</p> <p>14.7 by 2030 increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism</p> <p>14.a increase scientific knowledge, develop research capacities and transfer marine technology taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular SIDS and LDCs</p>	



## National Identity and Good Governance

It is an ambitious plan, and though Curaçao has been strong on plans, a new approach is needed for ongoing planning processes and implementation. Therefore there is a natural phasing to the implementation of priorities. Though there are early initiatives in each of the pillars for change, early action is needed on the economy, education and sustainable environment.

Economic growth is needed in the first instance, to generate revenue to fund other areas for change, to provide quick signals of change, and to generate belief for citizens that change is underway.

Education is a more long-term process, but investment in Early Childhood programs and the launching of educational reform can begin in the short-term. Demographics of an aging teacher and student population provides an opportunity for flexible use of existing resources in new ways. And of urgent importance will be a focused approach on vocational training – as the economy grows its need for a skilled workforce will be immediate. All efforts should be made to match local youth, unemployed and diaspora with the new opportunities. This is particularly urgent for Curaçao, where workforces in most businesses are nearing retirement with too few young staff to replace them.

The Environment is a critical global initiative with particular urgency for Small Island Developing States, and Curaçao has both ocean resource protection and renewable energy research and projects underway. More will be done to ensure energy costs become more affordable and its coastline, reefs and marine resources thrive for future generations.

Early progress can be made on these three areas, but of equal importance to long-term development is investment in two foundational areas: National Identity and Good Governance.

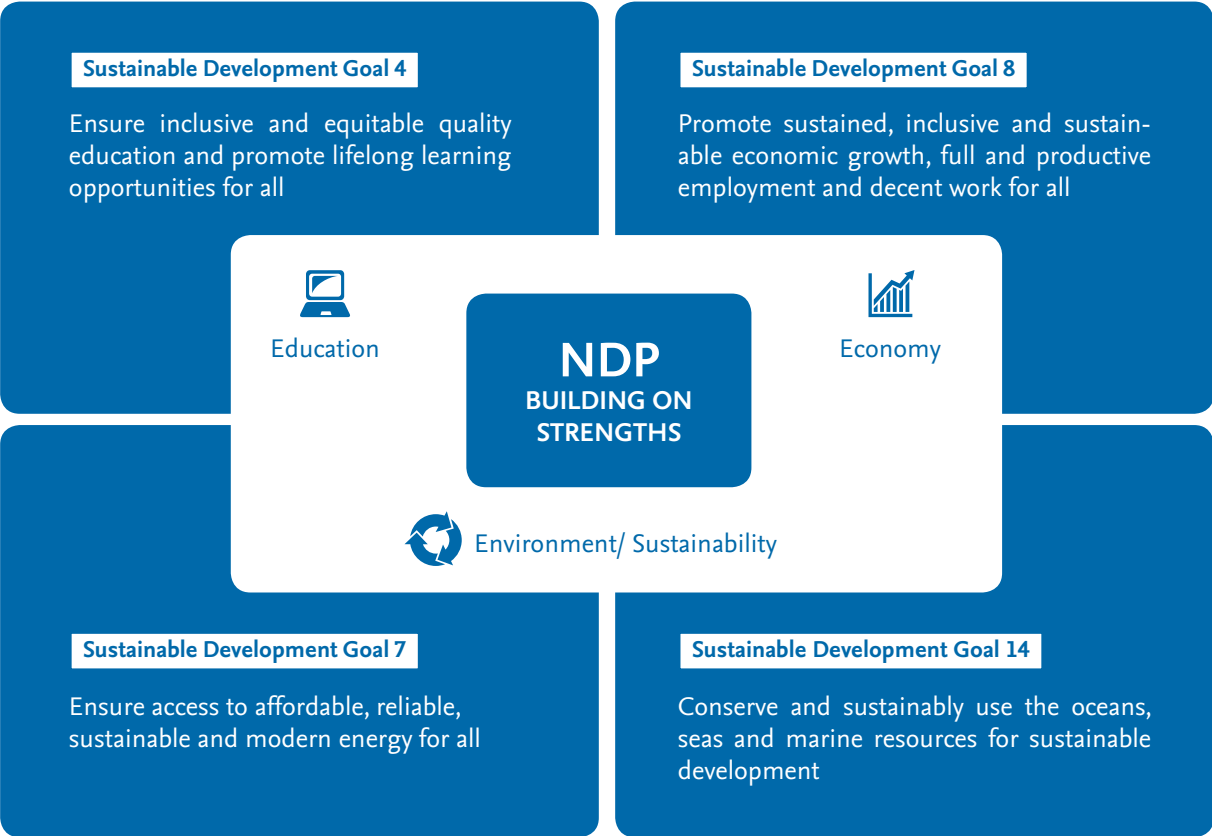
National Identity will be strengthened organically and over the long-term, even though dialogues on vision and identity will immediately build on prior efforts. Citizens will begin to believe in an unfolding vision when evidence of growth and change begin to accumulate, through economic growth and improved educational results. In addition it is in this area, where investment in justice, social programs, the arts and sports will be required, which will be most dependent on greater economic growth. Growth, education and opportunities will be inclusive – health care, transportation, safety, justice – these are, and will be, the hallmarks of a thriving Curaçao. Public Sector and political reform are complex and lengthy processes. Even though improvements in the political and administrative spheres were consistently identified as urgent reforms by most stakeholders, it is not possible to implement concurrent large-scale change on all fronts. Growth in the economy will provide the means and the momentum for phased reform throughout. However, three areas of improvement were identified for early and ongoing action: strengthening political capacity; improving transparency and ethical conduct; developing a citizen-responsive and professional public service.

## A New Approach to Implementation

The long-term vision for Curaçao is one of enduring and ongoing implementation, of a nation investing in resiliency and sustainability which survives multiple changes in administration. The outline offered by this NDP, rooted in five themes which all must build on one another, was supported through multiple consultations and workshops and prior reports. It provides answers on what must be changed and why, and should endure. Elections and future administrations will determine who will effect change, and how, but within this NDP is the outline for long-term direction.

The National Development Plan, in many ways, does not offer a new “plan” for Curaçao, as much as it offers a framework and a process for implementing change that will endure and catalyze. Implementation will be based on shared responsibility, between politicians, government and external stakeholders, with the latter group taking an oversight and monitoring role. This oversight will be made more meaningful through the SDGs, associated targets and indicators, and a robust baseline. The UNDP is currently assisting the Central Bureau of Statistics with the creation and institutionalization of the national socio-economic database, making indicators for the SDGs a priority focus.

An implementation roadmap is offered in the plan, placing emphasis on early action in the fields of the economy and education, through a shared government/external platform and expert tiger teams. Transitional arrangements will be structured in such a way that they can be institutionalized in the medium-term, with capacity development offered to each constituent group.




## Abbreviations

ADR	Average Daily Rate
ANG	Antilles Netherland Guilder
BPD	Ministry of Governance, Planning & Public Service
CAPEX	Capital Expenditures
CBS	Central Bureau of Statistics
CDF	Curaçao Development Fund
CDM	Curaçao Drydock Company Inc.
CIFA	Curaçao International Financial Services Association
CINEX	Curaçao Investment and Export Promotion Agency
CPA	Curaçao Port Authority
CPO	Curaçao Pilot's Organization
CPS	Curaçao Port Services
CTB	Curaçao Tourist Board
ECLAC	Economic Commission for Latin America and the Caribbean
EEVC	Erkenning Eerder Verworven Competenties
EU	European Union
FDDK	Fundashon Desaroyo Deportivo Kòrsou
FDI	Foreign Direct Investment
FKLB	Fundashon Kòrsou Limpi Bunita
GDP	Gross Domestic Product
HR	Human Resource
ICT	Information and Communications Technology
IFC/IFS	International Financial Services
ILO	International Labor Organization
IMF	International Monetary Fund
IP	Intellectual Property
ISLA	Isla Refineria
KBB	Kenniscentrum Beroepsonderwijs Bedrijfsleven Curaçao
KPI	Key Performance Indicator
KTK	Kompania di Tou Kòrsou
LTES	Long Term Economic Strategy
MDG	Millennium Development Goal
MDPT	Multi-Disipline Project Team
MEO	Ministry of Economic Development
NDP	National Development Plan
NGO	Non Governmental Organization

O&M	Operating and Maintenance
OECD	Organization of Economic Development
PDVSA	Petróleos de Venezuela S.A.
PFM	Public Finance Management
PPP	Private Public Partnership
PS	Public Sector (Service)
RevPar	Revenue Per Available Room
ROI	Return on Investment
SDG	Sustainable Development Goal
SG	Secretary General
SIDS	Small Island Developing States
SOAW	Ministry of Development, Labour & Welfare
SOE	State Owned Enterprise
SPI	Social Progress Index
TBD	to be determined
TI	Transparency International
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
USD	United States Dollar
USONA	Implementation Agency of the SONA Foundation
WTO	World Trade Organization



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