



2013

UNITED NATIONS DEVELOPMENT PROGRAMME

ANNUAL WORK PLAN YEAR:



Country: St. Maarten

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| Project Title | Building a Nation: Sint Maarten National Development Plan and Institutional Strengthening |
| UNDAF Outcomes | No UNDAF associated Outcome |
| Expected Outputs | 1) Formulate a National Vision and 2) a National Development Plan through a Democratic Dialogue Process, 3) Capacity Building in the areas of Results and evidence Based Management, 4) Strengthened national capacities to achieve MDGs through: National MDG Report, MDG Acceleration Framework, implementation of two pilot projects on MDGs 1 and 7, coordination mechanism on aid effectiveness and international support |
| Executing Entity | Government of Sint Maarten, Ministry of General Affairs |
| Implementing Agency | Department of the Interior and Kingdom Relations (BAK) |

Brief Description

With the dismantling of the Netherlands Antilles on October 10, 2010, Sint Maarten emerged as a new self-governing country within the Dutch Kingdom. This project will support nation building and the strengthening of institutional capacities for national development with specific focus on delivering a National Vision and a National Development Plan through democratic dialogues, developing a MDGs Acceleration Framework (MAF) to tackle the prioritized MDGs and implementing two pilot projects focusing on MDG 1 (poverty) and 7 (environmental sustainability). The project will also support the preparation of Sint Maarten's second MDG report by 2013 and

strengthen institutional capacities in Results Based Management (RBM). It will promote programme/project management planning, monitoring, and evaluation through PRINCE2 certification as well as in statistical methods. The project will support Evidence Based Management through the establishment of a DevInfo data base system and certified training of trainers of senior civil servants. The project will also establish a donors and aid effectiveness coordination mechanism that will enhance the country's resource mobilization strategy and provide opportunities for sharing best practices.

Programme Period: April 2012 – March 2015 36 months

Key Result Area: Capacity Development, Poverty Reduction, MDGs and Democratic Governance

Atlas Award ID:

Start Date: April 2012

End Date: March 2015

Management Arrangements: National Implementation (NIM) with UNDP Country Office support

2013 AWP Budget: 265,895 US\$

Total Resources required: 899,870 US\$

Total Allocated Resources: 899,870 US\$

Other:

Government 899,870 US\$

Government In kind contributions: Salaries, office, communications

Agreed by Implementing Partners:

_____ Date: _____

Agreed by UNDP:

_____ Date: _____

I. ANNUAL WORK PLAN

YEAR: 2013

| Expected Results | Planned Activities | Time Frame | | | | Responsible Party | Planned Budget | | |
|--|---|------------|-----|-----|-----|---|-------------------------------|--------------------|--------|
| | | Q 1 | Q 2 | Q 3 | Q 4 | | Funding source | Budget Description | Amount |
| <p>Output 1: A National Vision is produced through a democratic process</p> <p>Baseline: Country St Maarten has no National Vision</p> <p>Indicators: A National Vision realized through a democratic dialogue process</p> <p>Annual Targets:</p> <ul style="list-style-type: none"> - National democratic dialogue completed - National Vision is identified and disseminated | <p>1.1 Activity result: Methodology and theoretical focus for building a National Visioning process completed</p> | | | | | BAK/ Team leader | Cost sharing/ in kind | | |
| | <p>1.2 Activity Result: : Project operational procedure and democratic dialogue strategy developed, validated and endorsed with stakeholders</p> | | | | | BAK/ Team leader/Stakeholders/ UNDP/Steering committee | 2 WS/UNDP in-house consultant | 9000 | |
| | <p>1.3 Activity Result: 30 facilitators trained in democratic dialogues</p> | | | | | BAK/ Team leader/UNDP | Contract/ technical support | 10,000 | |
| | <p>1.4 Activity Result: 30 democratic dialogues conducted with target groups according to the dialogue strategy</p> | | | | | BAK/ Facilitators-UN In-house Resource/ Inter-Ministerial Working Group | UNDP | 10,000 | |

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| | 1.5 Activity Result: Technical , advisory and monitoring support to the Project Steering Committee and Inter Ministerial Working Group and BAK Coordination team | | | | x | x | BAK/ Team leader/IMWG/Steering Committee | Guest speakers/ venue | 20,000 |
| | 1.6 Activity Result: A National Vision is launched and disseminated | | | | | x | BAK/ Team leader/ Steering Committee | conference | 30,000 |
| SUB TOTAL OUTPUT 1 | | | | | | | | | 79,000 |
| GMS 7% TOTAL | | | | | | | | | 5,530 |
| 84,530 | | | | | | | | | |
| Output 2: A National Development Plan with sector based implementation plans developed through a democratic dialogue process | 2.1 Activity Result: Methodology and theoretical focus for building a National Development Plan completed | x | | | | | BAK/ Team leader | Cost sharing/ in kind | |
| Baseline: Country St Maarten has no National Development Plan | 2.2 Activity Result: Project operational procedure and democratic dialogue strategy developed, validated and endorsed with stakeholders | x | x | | | | BAK/ Team leader/stakeholders/ steering committee | | |
| Indicators: A National development Plan produced through a democratic dialogue process | 2.3 Activity Result: 30 facilitators trained in democratic dialogue | | | | x | x | BAK/ Team leader/ Consultant | | |
| Annual Targets: | 2.4 Activity Result: 30 democratic dialogues conducted with target groups according to the dialogue strategy | | | | x | x | BAK/ Team leader/ UN In-house resource/Facilitators/ Inter-Ministerial Work Group | | |
| - National dialogue process completed | | | | | | | | | |

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| <p>- Draft National Development Plan completed and launched</p> | <p>2.5 Activity Result: Technical, advisory and monitoring support to the Steering Committee and Inter Ministerial Working Group and BAK coordination team</p> | x | x | x | x | BAK/ Team leader/Legal Affairs | | | |
| | <p>2..6 Activity result: A draft National Development Plan produced and disseminated</p> | | | | x | BAK/ Team leader/ Steering Committee | | Regional exchange networking | 10,000 |
| TOTAL OUTPUT 2 | | | | | | | | | 10,000 |
| GMS 7% | | | | | | | | | 700 |
| TOTAL | | | | | | | | | 10,700 |
| <p>Output 3: Communication awareness campaign developed and implemented</p> <p>Baseline: No communication strategy is in place</p> <p>Indicators: The Project is well known by the population as a result of the communication campaign</p> <p>The visioning process and the national development plan is well known by the general population</p> | <p>3.1 Activity Result: A communication firm recruited to strategize and execute media strategy</p> <p>3.2 Activity Result: A communication and visibility strategy is produced</p> <p>3.3 Activity Result: 1 media workshop is conducted</p> <p>3.4 Activity Result: Develop awareness and publicity materials in a user friendly format that suits the needs of different target groups</p> | x | | | | BAK/Team Leaders/DCOMM/UNDP | Cost sharing/ in kind | Technical support | 30,000 |
| | | x | x | | | BAK/Team Leaders/DCOMM/ Com. firm | | | |
| | | | | x | | Team Leaders/DCOMM/IMWG / Com. firm | | venue | 500 |
| | | | x | x | x | Team Leaders/DCOMM/IMWG /Com. Firm | | Publicity materials on project | 30,000 |

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|---|--|---|---|---|---|----------------------------------|-----------------------|------------------------|-------------------------------|
| Annual Targets: - Communication campaign and visibility strategy developed - Communication awareness campaign implemented | 3.5 Activity Result: Project champions appointed | | X | X | X | BAK/DCOMM/UNDP | | Networking sessions | 3,000 |
| | 3.6 Activity Result: Media performance monitoring and evaluative framework developed | | X | X | X | BAK/DCOMM/UNDP | | UNDP/ in-house | 2,000 |
| Total Output 3 | | | | | | | | | 65,500 |
| GMS 7% TOTAL | | | | | | | | | 4,585 70,085 |
| Output 4: Government officials trained in Results Based Management and Evidence Based Management (Dev Info – Data) processes Baseline: - Government officials untrained in evidence based (Dev-info -Data) management - Government officials untrained in Results Based Management Indicators: | 4.1 Activity Result: Dev-info data base system procured and installed | X | X | | | BAK/ Team leader/ICT/STAT | Cost sharing/ in kind | Purchase /installation | 15,000 |
| | 4.2 Activity Result: 15 government officers identified and trained as trainers in Dev-info data base system | | X | X | X | BAK/ Team leader/STAT/Consultant | | Trainer and venue | 20,000 |
| | 4.3 Activity Result: The Dev-info data base is populated with 2011 census and relevant socio-economic data | | | | X | X | BAK/ Team leader/STAT | | Technical support/Intern Stat |

| | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|---------------|
| <ul style="list-style-type: none"> - 15 government officials trained as trainers in evidence – based management (Dev-info) - Potential users of Dev-info system identified and trained - Dev-info populated with 2011 census and other relevant socio-economic information - 100 government officials trained in Prince2 with a 60% pass rate <p>Level of support and use of the Dev-info system</p> <p>Annual Targets:</p> <ul style="list-style-type: none"> - Dev-info data base installed - 15 government officers trained in Dev-info - Potential users of Dev-info identified and trained - Dev-info data base populated with 2011 census and relevant socio-economic data | | | | | | | | | |
| TOTAL OUTPUT 4 | | | | | | | | | 65,000 |
| GMS 7% | | | | | | | | | 4,550 |
| TOTAL | | | | | | | | | 69,550 |

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|---|---|---|---|---|---|-------------------------------|-----------------------|------------|--------|
| <p>Output 5.1: A MAF country action plan focused on prioritized targets produced</p> | <p>5.1.1 Activity Result: MDG working group established with roles and responsibilities defined to produce a MAF country action plan and MDG 2013 report</p> | x | | | | BAK/ Team leader | Cost sharing/ in kind | | |
| <p>Baseline: No MAF country action plan exists</p> | <p>5.1.2 Activity Result: Technical specialist hired to assist the preparation of a MAF action plan and MDG-2013 report</p> | x | x | x | | MDG-Working Group/ Consultant | | Consultant | 35,000 |
| <p>Indicator: A MAF country action plan accepted by government and international counterparts</p> | <p>5.1.3 Activity Result: Development of strategy to prepare a MAF country action plan</p> | | | x | x | BAK/ Team leader | | | |
| <p>Annual Targets:</p> <ul style="list-style-type: none"> - Impediments to achieving MDG by 2015 identified through a participatory process - Prioritized bottlenecks identified | <p>5.1.4 Activity Result: Strategic interventions and bottlenecks to achieve MDGs by 2015 identified through the democratic dialogue and participatory processes</p> | | | x | x | MDG-Working Group | | | |
| <p>Output 5.2: MDG-country report 2013 produced</p> | <p>5.2.1 Activity Result: MDG goals checked for compliance</p> | x | | | | | | | |

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|--|--|---|---|---|---|--|--|--------------------------|---------------------|--------|
| <p>Baseline: No report</p> <p>Indicator: MDG-2013 report accepted by government and international counterparts</p> <p>Annual target: MDG-2013 report produced</p> | <p>5.2.2 Activity Result: Data collected and validated</p> <p>5.2.3 Activity Result: Technical expert to write draft-MDG report</p> <p>5.2.4 Activity Result: Launch and presentation of MDG-2013 report</p> | x | x | | | | | publication/ venue | 7,000 | |
| SUB TOTAL OUTPUT 5 | | | | | | | | | 42,000 | |
| GMS 7% TOTAL | | | | | | | | | 2,940 | |
| 44,940 | | | | | | | | | | |
| <p>Output 6: A coordination mechanism on aid effectiveness and international support produced</p> <p>Baseline: No coordination mechanism on aid effectiveness and international support exists</p> <p>Indicator: An aid coordination strategy and donors group work plan produced</p> | <p>6.1 Activity Result: Conduct an assessment on potential for Aid support</p> <p>6.2 Activity Result: Conduct training on Aid effectiveness and coordination</p> <p>6.3 Activity Result: Conduct a workshop on inter government coordination</p> | | | x | | | | Cost sharing/ in kind | Venue and materials | 2,000 |
| | | | x | x | | | | | consultant | 15,000 |
| | | | | | x | | | | venue | 1,000 |

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|---|--|--|--|--|--|--|--|----------------|
| <p>Annual Targets:</p> <ul style="list-style-type: none"> - BAK capacities to coordinate, align and make external aid/support strengthened - Government officials trained in aid effectiveness and moderation/negotiation skills | | | | | | | | |
| TOTAL OUTPUT 6 | | | | | | | | 18,000 |
| GMS 7% | | | | | | | | 1,260 |
| TOTAL | | | | | | | | 19,260 |
| TOTAL BUDGET | | | | | | | | 299,065 |

Part II. Management Arrangements

Project Implementation and Governance Roles and Responsibilities

The project will be managed under UNDP's National Implementation (NIM) modality under the leadership of the Ministry of Internal Affairs and Kingdom Relations (BAK), as the implementation agency assisted by designated counterparts in the government of St Maarten in close collaboration with UNDP Trinidad and Tobago Country Office. BAK is the entity responsible and accountable for managing the project, including monitoring and evaluation achieving project outputs and ensuring resources are allocated in a timely manner. Project implementation and governance will take place in coordination and cooperation within an organizational structure aligned to the PRINCE2 methodology. Given that the core outcome of the project is nation building where a national vision informs the development of a national strategy, the overall project organizational structure has been strengthened to give centrality of national ownership and leadership in overseeing, monitoring and evaluating results. In this case, result indicators formulating a National Vision and Development Plan will be evaluated by the level of legitimacy in which they attract. Therefore, the organizational structure and implementation methodology will use existing national structures charged with the coordination of sectors from a development perspective. This will allow sufficient local ownership and leadership in realizing the desired results without compromising project effectiveness and efficiencies within a controlled project environment.

The project has two "steering" bodies. The Project Board (PB) is the governing body and the Steering Committee (SC) is an expedient local committee to guide the implementation of the project.

Project Board (PB): The PB is responsible for the overall direction and management of the project and has responsibility and authority for the project within the remit of the project mandate. The PB approves all major plans and authorizes any major deviation from agreed plans. Based on the approved annual work plan, the PB may review and approve project quarterly plans when required and authorizes any major deviation from the agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed, and arbitrates on any conflicts within the project, negotiating solutions to any problems between the project and external bodies. The Project Board will meet on a quarterly basis. The PB has four roles:

Project executive: The project executive is headed by the Government's implementing agency; in this case by the Secretary General of BAK. The Executive represents the project's ownership and chairs the PB.

Development Partners: This role, often called the "supplier," represents the interests of the parties concerned which provide funding and/or technical expertise to the project. This role is headed by the project's implementing partner, UNDP, represented by the Deputy Resident Representative of the Trinidad and Tobago Country Office.

Beneficiary Representative: This role represents the groups of individuals who will ultimately benefit from the project. The primary function of this role within the PB is to ensure the realization of project results from the perspective of project beneficiaries. The Beneficiary Representative practically advocates the beneficiary interests through the reporting and planning procedures. The Chairperson of BAK will fulfill this role.

Project Assurance: Project Assurance is the responsibility of each PB member, however the role is delegated. The Project Assurance role supports the PB by carrying out objective and independent project

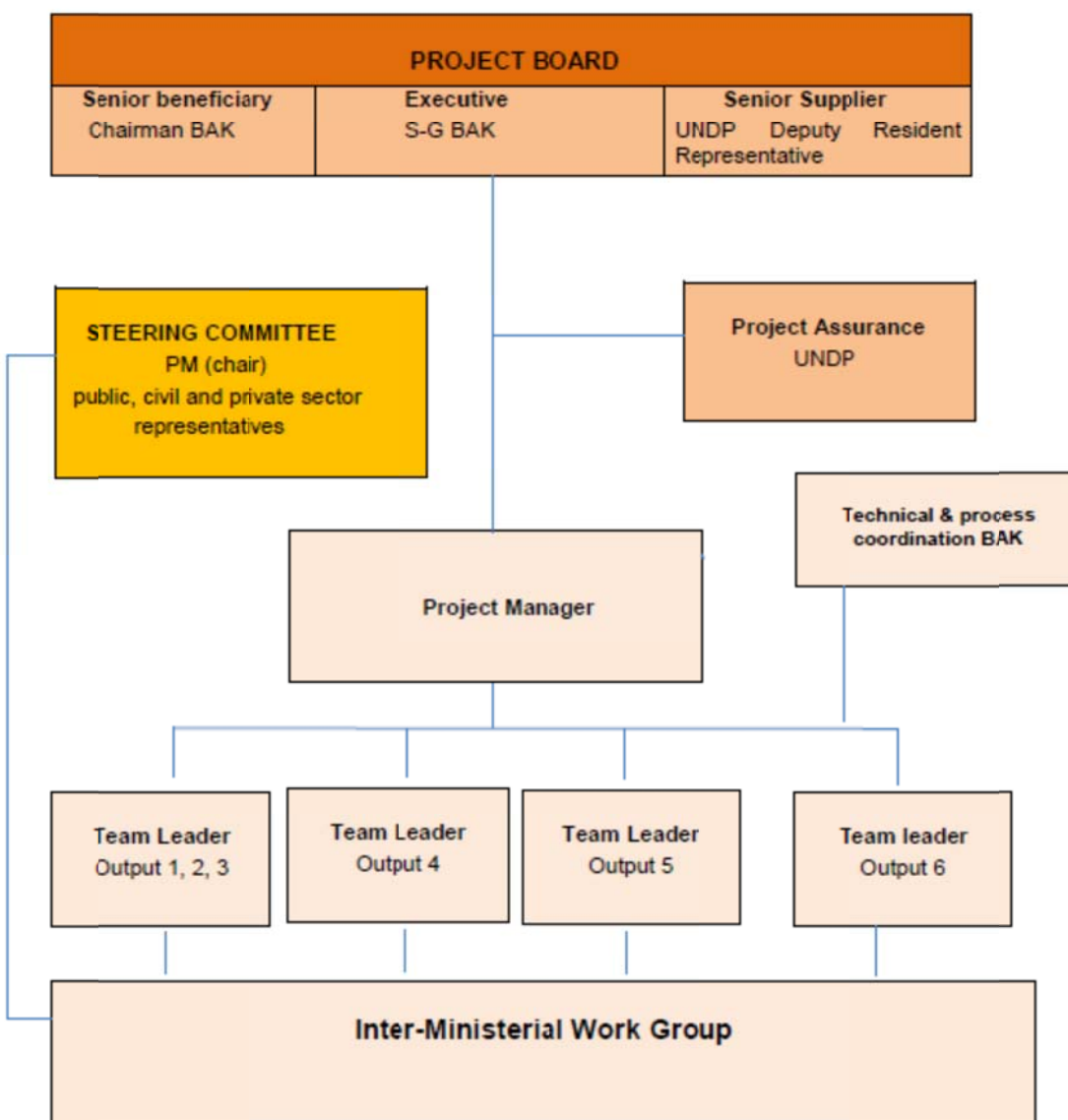
oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance is independent of the Project Manager and cannot be delegated to that person. In this case, the function is delegated to the Senior Project Manager, National development, UNDP, Trinidad and Tobago Country Office.

Steering Committee (SC): To assure country drivenness and ownership the SC is used to provide oversight of the project results. The SC, a government body designed to coordinate St. Maarten development, is headed by the Prime Minister, Secretary Generals (representing the public service) and representatives of NGOs and civil society (representing the civil sector) and business (representing the private sector). To avoid creating parallel systems, the SC is ideally suited to steer the project execution. Given that governance in St. Maarten is transitioning to statehood, successful project implementation is dependent upon strong and timely guidance, coordination, and advocacy from the SC. The SC will meet 4 to 6 times a year. For the purpose of the project, the SC's main functions are to: mandate the projects operational arrangement, oversee project execution, performance monitoring and evaluation, provide advice and feedback to the Inter-Ministerial Working Group (IMWG) on that groups particular outputs from the democratic dialogue process and reports. The SC receives information on project activities by the IMWG and the projects management progress from the Project Manager. Ideally, the SC will provide feedback to the Beneficiary Representative of the PB or the Beneficiary Representative may request information directly from the SC via the Project Manager in the course of his advocacy role

Project Manager (PM): The PM has the authority to run the project on a day to day basis on behalf of the implementing partner, BAK. The PM is a United Nations Volunteer who shares the role with a national counterpart who is the Project Manager National Development. The PM's prime responsibility is to ensure that the project produces results (outputs), as specified in the project document, are produced to the required standard of quality and implemented within the specified constraints of time and cost.

Project Support: The Project Support role provides the project administration, management and technical support to the PM. In this case, Project Support is provided by BAK.

Organizational Structure for Support to Nation Building



Project Execution and Operational Arrangements

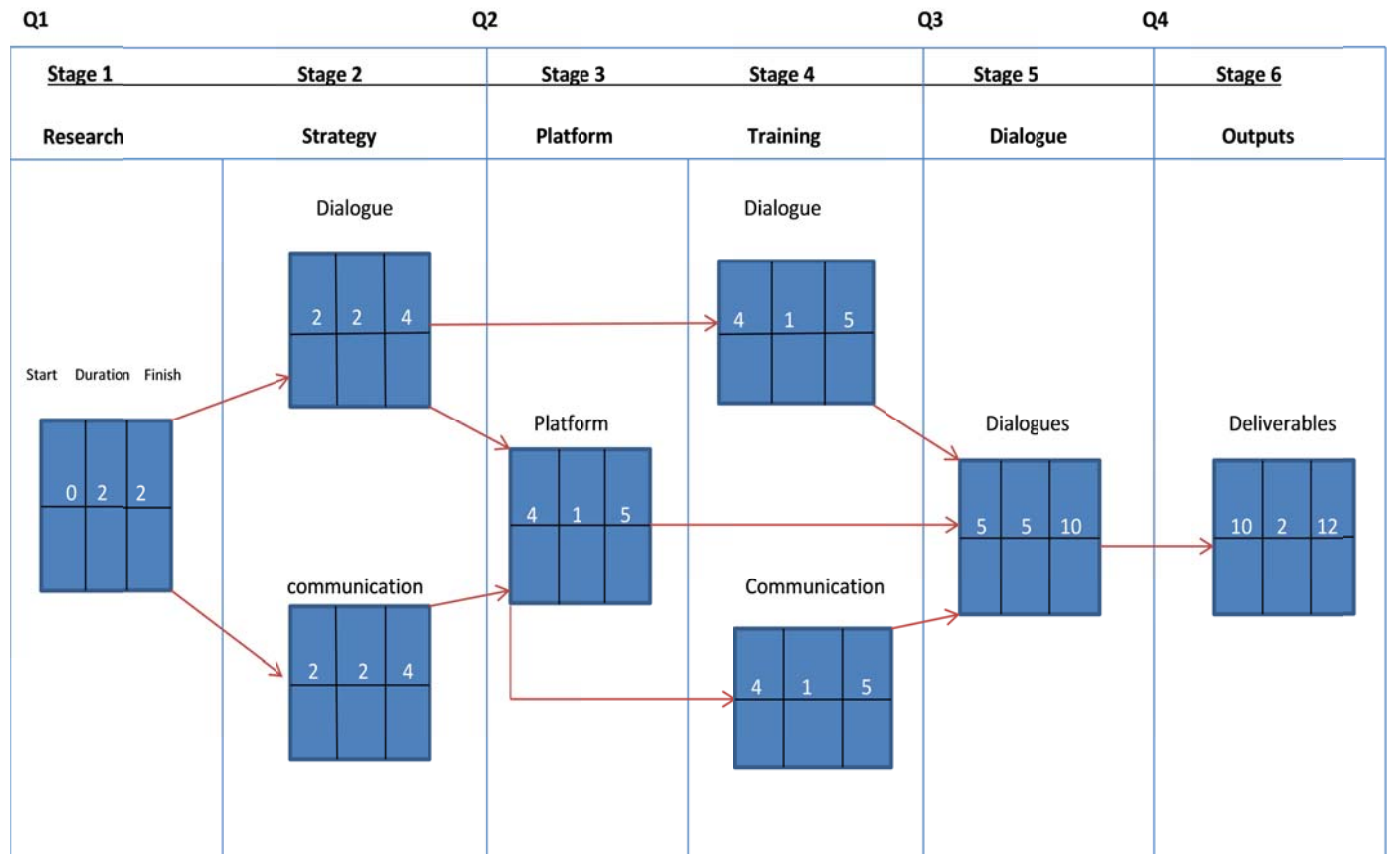
The activities for the project execution are described in the Strategic Results Framework the Annual Work Plan and Budget. These will be confirmed through an annual planning process outlined in Part III: *Monitoring Framework and Evaluation*.

In accordance with PRINCE2 methodology, project execution for 2013 is sequentially broken into 6 management stages. At the end of each stage a “product” is delivered that will inform the implementation of the next stage. The stage activities and results are linked to the Annual Work Plan 2013. Each stage activity commences with a start, duration and length indicator as shown in the following Activity Framework for 2013. The stages will be managed in quarterly monthly intervals and ends with a decision point in which the PB assesses the “business justification” of the project. The PB will be assisted at this

point by a quarterly progress report of the previous stage and an operations plan prepared for the next stage quarter. Stage management specifies the way in which progress is monitored and how progress should be reported to the PB. It provides a means for capturing and assessing project issues and determining what corrective action should be taken. It also lays down the method by which certain project issues should be escalated to the PB.

The operational roles and responsibilities in the execution of the project are as follows:

Operational Planning - 2013

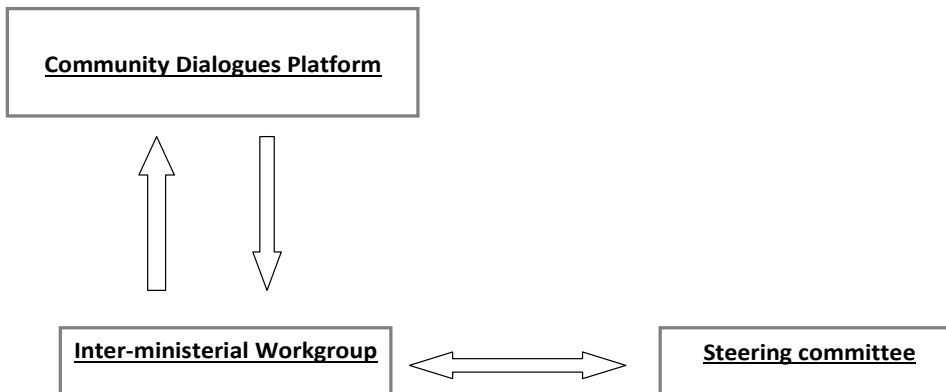


Operational Roles and Responsibilities

The operational roles and responsibilities in the execution of the project are as follows:

Output 1 (National Vision) Output 2 (Draft National Development Plan) Output 3 (Communications) and Output 5 (MDG) will be delivered through the activity network illustrated above. Output 4 (DevInfo data base and RBM) and Output 6 (Aid coordination) will be implemented through standalone arrangements.

The operational arrangement is a tripartite coordination mechanism consisting of the SC, the MWG and Dialogue Platforms (DP) as illustrated:



Dialogue Platforms (DP): The dialogue platforms are community and sector focal points that represent specific target groups through which dialogue involving the output activities will take place. The DP's will be identified through a stakeholder analysis and related research to ensure that all sectors of St Maarten society will be identified with special emphasis to ensuring gender equity and procedural fairness. Dialogue will be conducted by members of the IMWG who will be trained in democratic dialogue techniques.

Inter-Ministerial Work Group (IMWG): The members of the MWG are mandated officials representative of sector portfolio of St Maarten government and the focal points of their respective Ministries. They are tasked with the responsibility to facilitate the implementation of specific activities resulting in a National Vision, Development Plan and a MDG Accelerated Action Plan (MAF). The participating Ministries contributing an official do so with an estimated time contribution of 5% per year of the project. The members of the IMWG will be key multipliers and conduits for the work of the SC with whom they will work closely. In addition they will provide feedback, recommendations, comments, and critique on project developments. As Ministerial focal points, they will be responsible for communication and inter – ministerial coordination involving the project execution.

Steering Committee (SC): The acknowledgment of the SC reinforces national ownership and provides a mechanism for assessing the validity of project results. Therefore, the pivotal role of the SC within this operational arrangement is to align project execution, monitoring and evaluation processes at the national level and to effectively use and disseminate monitoring and evaluation information for decision making. The members of the SC are linked back to their constituents involved in the dialogue process thereby providing an important means of verification as to whether the project execution has achieved its stated objectives.

Project Teams (PT): The project outputs are aligned to four project teams headed by a Team Leader having expertise in the subject matter defining the output to be produced . The Team Leaders are responsible to ensuring the efficient and effective work of the IMWG in achieving results. Senior policy officers from BAK are seconded to work on the project and head the four teams.

Part III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- Meetings will be conducted with the Secretary General and Manager of BAK on a weekly basis to discuss progress of key activities.
- On a monthly basis, the Steering Committee will be informed of project activity results
- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Annually

- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

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| Output 1 | A National Vision through a democratic process | | |
| Activity Result | National Vision produced through a democratic dialogue process | | Start Date: Q1 |
| | | | End Date: Q4 |
| Purpose | To obtain inputs from public, private and civil sectors of St. Maarten to prepare a participatory National Vision | | |
| Description | Recollect through consultation information to build a participatory National Vision. Different rounds of dialogue will be realized focusing on specific target groups. Approximately 30-dialogues will be organized | | |
| Quality Criteria | | Quality method | Date of Assessment |
| | 30 persons targeted and trained into Democratic Dialogue | Certificate review | Q2 |
| | Level of participation in democratic dialogue process | Number of persons participating in democratic dialogue sessions | Q3 & Q4 |
| | knowledge acquired by population regarding the Democratic Dialogue process and the National Vision | Evaluation of awareness campaign | Q3 & Q4 |
| | Level of acceptance of the Vision as being a national one | Opinion survey/ political decisions follow-up | Q4 |
| | Lessons learned recollected in Knowledge products | Conference | Q4 |

| Output 2 A National Development Plan through a democratic dialogue process | | | |
|---|--|---|---------------------------|
| Activity Result | National development plan elaborated in highly participatory way through a Democratic Dialogue process | | Start Date: Q1 |
| | | | End Date: Q11 |
| Purpose | To obtain inputs from public, private and civil sectors of St. Maarten to prepare a participatory National Development Plan with execution plan/ targets and indicators prepared. General population is aware about the content of the NDP | | |
| Description | Recollect through dialogue information to build a participatory National Development Plan. Different rounds of dialogue will be realized focusing on specific target groups. Approximately 30-dialogues will be organized | | |
| Quality Criteria | | Quality method | Date of Assessment |
| | Level of participation in democratic dialogue process | Number of persons participating in democratic dialogue sessions | Q5 & Q8 |
| | Level of acceptance of the Vision as being a bipartisan national one | Opinion survey/ political decisions follow-up | Q10 |
| | Lessons learned recollected in Knowledge products | Conference | Q11 |

| Output 3 Communication awareness campaign developed and implemented | | | |
|--|--|---|---------------------------|
| Activity Result | A communication campaign developed bringing awareness of the national visioning process and the NDP. | | Start Date: Q1 |
| | | | End Date: Q11 |
| Purpose | To bring about awareness of the project and activities. To inform the general population of the national visioning process and NDP | | |
| Description | Develop a communication strategy that reaches all sectors of St. Maarten society | | |
| Quality Criteria | | Quality method | Date of Assessment |
| | A communication strategy developed | Communication strategy document adopted | Q1 |
| | Knowledge acquired by population regarding the Democratic Dialogue process, Nation Vision and the NDP | Evaluation of awareness campaign | Q10 |
| | Lessons learned recollected in Knowledge products | Conference | Q11 |

| Output 4 Government officials trained in Results Based Management and Evidence Based Management (DevInfo – Data) processes | | | |
|---|--|---|--------------------------------|
| Activity Result | National socio-economic database developed and enhanced RBM among civil servants | | Start Date: Q1 End Date: Q9 |
| Purpose | To establish an accessible national database of statistics information; built corresponding sector database; built capacity to maintain and upgrade databases and to create a cadre of national trainers; introduce use of PRINCE2 Project Management among public servants and promote evidence based decision making | | |
| Description | Train staff of Public sector in use of DevInfo and establish Database. Spread the information among different target groups. Promote the use of the Database | | |
| Quality Criteria | | Quality method | Date of Assessment |
| | DevInfo is updated with data from the 2011 Census and other relevant info coming from the line Ministries and accessible to public | # of hits of people accessing the Database online | Q3 & Q4 |
| | DevInfo : Trained pool of 15-trainers | Certificates and assistance | Q4 |
| | 100 civil servants trained in PRINCE2 and 60% is successfully certified | Certificates | Q4 & Q8 |
| | One knowledge product regarding Evidence Based Management and RBM in St. Maarten | Depending on the Knowledge Product that will be selected by the project board | Q9 |

| Output 5.1 A MAF country action plan focused on prioritized targets produced | | | |
|---|---|--|---------------------------|
| Activity Result | A MAF country action plan will recollect and list initiatives to accelerate the MDGs | | Start Date: Q2 |
| | | | End Date: Q5 |
| Purpose | Activities under output 5 are intended to spread knowledge about MDGs, position MDGs in the core of National priorities and into the National Vision & NDP. | | |
| Description | Planned action to produce activity result | | |
| Quality Criteria | | Quality method | Date of Assessment |
| | MAF-document agreed through a participatory process and accepted by government and international counterparts | MAF-document agreed and elements incorporated into NDP | Q5 |

| Output 5.2 MDG country report 2013 produced | | | |
|--|--|----------------------------------|---------------------------|
| Activity Result | MDG country report 2013 published | | Start Date: Q1 |
| | | | End Date: Q4 |
| Purpose | MDG country report 2013 will be published and disseminated | | |
| Description | Planned actions to produce activity result | | |
| Quality Criteria | | Quality method | Date of Assessment |
| | National MDG-report printed and disseminated by 2013 | Copies distributed; media survey | Q4 |

| Output 5.3 Pilots on MDG #1 & #7 implemented | | | |
|--|---|--|---------------------------|
| Activity Result | Pilots on MDG #1 & #7 implemented | | Start Date: Q6 |
| | | | End Date: Q12 |
| Purpose | Two pilots will be realized to accelerate MDG #1 & #7 | | |
| Description | Planned activities to produce result | | |
| Quality Criteria | | Quality method | Date of Assessment |
| Two MDGs acceleration initiatives targeting critical impediments for achieving MDG-goals #1 & #7 | | Execution reports from NGOs and monitoring reports from OM | Q11 |

| Output 6 A coordination mechanism on aid effectiveness and international support produced | | | |
|--|--|---|---------------------------|
| Activity Result | Coordination mechanism on aid effectiveness and international and domestic support | | Start Date: Q2 |
| | | | End Date: Q6 |
| Purpose | To build capacity for coordination and effectiveness in managing local and international aid support | | |
| Description | Planned activities to produce the activity result | | |
| Quality Criteria | | Quality method | Date of Assessment |
| Aid coordination strategy and donors group work plan | | St. Maarten government coordinate domestic and international support, has an action plan and international actors are aligned and contribute to National Vision & NDP | Q6 |

Annex 1

| Project Title: <i>Building a Nation</i> | | | | | ATLAS Award ID: | |
|---|---------------|---|--|---|-------------------|-----------|
| | | | | | Atlas Project ID: | |
| | Category | Risk description | Impact/probability occurrence (scale 1 to 5 with 1 lowest} | Response strategy and contingency plan | Owner | Status |
| 1 | Environmental | hurricane hazard: risk to the project strategy & implementation | I:5; P:3 | Make sure the project is built in a strategic recovery plan | BAK | Unchanged |
| 2 | Financial | Financial resources redirected in the event of a natural disaster. | I:5; P:3 | Finding alternative sources of finance | BAK | Unchanged |
| | | Implications arising from budget austerity Donor resources not mobilized to support the NDP and sector plans | I:3; P:2 | Embedding project-profile within the government strategy | BAK/UNDP | Unchanged |
| 3 | Operational | Procurement delays Decision making delays | I:4; P:4 | Maintaining effective coordination and communication between BAK and UNDP | BAK/UNDP | Unchanged |

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| | | | | Ensure that decisions are made within the hierarchical structure of the government in time | | |
| | | Low level participation of target groups Difficulty in identifying one or two representatives for the NGO sector (too many NGOs) | I:4; P:4 | Maintain a high degree of social awareness and sensitivities Build capacity of NGOs for collective collaboration | BAK | Unchanged |
| | | Ensuring effective collaboration of government related linkages to the project | I:4; P:3 | Improve internal communication, liaison and coordination | BAK | Unchanged |
| | | Politicization of project activities | I:4; P:2 | Ensure strong political leadership and commitment to the project objectives | BAK | Unchanged |
| 4 | Organizational | Vulnerabilities associated with developing new government systems and organizations within the project | I:3; P:2 | Ensuring responsibilities and roles are focused, effective and efficient | BAK | Unchanged |
| | | Maintaining effective and appropriate linkages to support State Building | I:4; P:3 | Ensure situational awareness through effective monitoring | BAK | Unchanged |
| 5 | Political | The failure of politics providing strong support to the project | I:4; P:3 | Maintain political champions to the project | BAK | Unchanged |
| | | Increase political activity in lead up to 2014 elections resulting in the distraction away from the | I:3; P:3 | Ensure that communications define the project's non-partisan | BAK | Unchanged |

| | | project | | position | | |
|---|-----------|--|----------|---|-----|-----------|
| 6 | Strategic | Managing project expectations resulting from nation-building process | I:3; P:3 | Improve communications and effectiveness of project execution | BAK | Unchanged |