



**Project Document Format for non-CPAP
Countries or Projects outside a CPAP**



**United Nations Development Programme
Country: Sint Maarten
Project Document**

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Resilient nations.*

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| Project Title | Building a Nation: Sint Maarten National Development Plan & Institutional Strengthening |
| UNDAF Outcome(s): | No UNDAF associated Outcome. |
| Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CP)</i> | No CP exists. Outcome: Enhanced national capacity for strategic planning and promoting MDGs achievement |
| Expected Output(s): <i>(Those that will result from the project)</i> | 1) Formulate a National Vision and 2) a National Development Plan through a Democratic Dialogue Process, 3) Capacity development in the areas of Results Based Management 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 program will support the strengthening of institutional capacities for national development and nation building with specific focus on delivering a National Vision and a National Development Plan through democratic dialogues, developing an MDGs Acceleration Framework (MAF) to tackle the prioritized MDGs and implementing two pilot projects focusing on MDGs 1 (poverty) and 7 (environmental sustainability). The program will also support the preparation of Sint Maarten's second National MDG report by 2013 and strengthen institutional capacities in Results Based Management (RBM). It will promote program/project management planning, monitoring, and evaluation through PRINCE2 certification as well as in statistical methods. It will also support Evidence Based Management through the establishment of a DevInfo data base system and certified training of trainers of senior civil servants. The program 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.

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| Programme Period: April 2012- March 2015 36 Months | |
| Key Result Area: Capacity development, Poverty Reduction and MDGS, Democratic Governance | |
| Atlas Award ID: | __TBD__ |
| Start date: | April 2012 |
| End Date: | March 2015 |
| PAC Meeting Date: 8th March 2012 | |
| Management Arrangements: National implementation (NIM) with UNDP Country Office support | |

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|----------------------------|---------------|
| Total resources required | 899,870, US\$ |
| Total allocated resources: | 899,870, US\$ |
| • Regular | _____ |
| • Other: | |
| o Government | 899,870, US\$ |
| In-kind Contributions | _____ |



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Agreed by (Sint Maarten Government) Mrs. Sarah Wescot-Williams, Prime Minister, Minister of General affairs

Date:

Agreed by (Executing Sint Maarten Entity): Mr. Marc Arnold, Head, Department of the Interior & Kingdom Relations

Date:

Agreed by (UNDP): Mrs. Marcia de Castro, Resident Representative, UNDP Trinidad & Tobago, Suriname, Aruba, Sint Maarten and Curacao

Date:



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I. SITUATION ANALYSIS

On 10 October 2010, the Netherlands Antilles (consisting of five Dutch Caribbean territories: Curaçao, Bonaire, Saba, St. Eustatius and Sint Maarten) was dissolved. The islands Curaçao and Sint Maarten became autonomous countries within the Kingdom of the Netherlands and now have responsibility for their overall development¹. Saba, St Eustatius and Bonaire became a direct part of the Netherlands as special municipalities. The Kingdom of the Netherlands now consists of four countries: Aruba, Curaçao, the Netherlands and Sint Maarten.

The government organizational structure of Sint Maarten consists of 7 ministries, each headed by a Minister. The Minister of General Affairs is responsible for development cooperation. This is one of the main tasks of the policy Department of the Interior and Kingdom Relations (BAK). The department of BAK has, amongst others, the task to formulate, monitor and evaluate policies for nation building and overall development and help foster cooperation/partnerships with donors, in particular, the European Union and the UN/UNDP. Within this function, BAK will:

1. Engage donors based on the priorities made by Sint Maarten (incorporated in the strategic development plans).
2. Execute and lead qualitative and quantitative policy oriented activities (ensuring input of experts from within and outside government) in relation to issues concerning development cooperation.
3. Coordinate, develop, execute, monitor and evaluate programs and projects.
4. Advice and support governmental and non-governmental entities in relation to development, financing, execution, monitoring and evaluation of programs and projects.
5. Represent the government at meetings with bilateral and multilateral partners in development cooperation.

Sint Maarten has a governing programme 2010-2014. Next to the governing programme, the council of ministers has the ambition to establish a strategic vision on the development of Sint Maarten for a much longer period. This national vision will contain analyses of present situation of Sint Maarten and define national development priorities. To build the National Vision, the government will invite the population and different stakeholders to take part in a “democratic dialogue”. The National Vision is conceived as a participatory instrument that will identify common aspirations and challenges; it will stimulate economic growth and mobilize foreign direct investment.

The government of the Netherlands, which has been the traditional donor of Sint Maarten, will most likely halt its financial aid in 2012. In addition, further loan allocations from the Dutch government will be contingent on strict financial regulations. It is opportune that the Sint Maarten government commences a resource mobilization initiative by first identifying financial resources available locally and internationally (Donor orientation/coordination) and developing strategies for tapping into them.

The recent political events offer unprecedented chances to build a shared National Vision and a participatory National Development Plan that will address issues that are limiting the social and economic development of SXM. The timing is opportune to promote in Sint Maarten a green and knowledge based economy. Such an approach will increase the awareness to conserve the limited natural resources of the island while maximizing its economic potential.

By nature of its island size, limited economic diversification alternatives make tourism the mainstay of the economy. Many countries in similar situations have used dialogue processes to prepare

¹ UNDP T&T is implementing with the government of Curacao a similar project to this project



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medium to long term strategies in a consultative participatory way. The fundamental objective here would be to reach agreements/consensus with the citizens which would guarantee national capacity in institutional, administrative and political terms in preparation for nation building driven by the Sint Maarten people in a partnership with the government.

In 2009, prior to the dissolution of the Netherlands Antilles, UNDP provided support to the Netherlands Antilles in their transition to their new status in 2010. The project "Capacity Development for Nation Building in the Netherlands Antilles" was funded from programme cost sharing resources for a total sum of USD 354,116. Within the one year period of its implementation the project was able to achieve some important components within the three major outputs summarised below:

1. Preparation of the first MDG Report for Sint Maarten and Curacao and training of civil servants in the use of DevInfo software
2. Change management methods were used to build capacity for public servants to transition to their new functions within the new constitutional arrangements.
3. Capacity was built to assist Government officials to negotiate and interact with the multi-lateral system particularly with the UN System.

The first Millennium Development Goals (MDG) Report for Sint Maarten and Curaçao (published in January 2011) measures the progress of Sint Maarten and Curaçao based on the 8 MDGs, 25 targets and 91 indicators agreed by the Caribbean Community. This report provides a tool for policy making and baseline information for benchmarking progress towards a pathway to better livelihoods.

The report identifies challenges such as the high percentage of school drop out rates, the boy/male problem in education, high youth unemployment, environmental issues, and dwindling Official Development Assistance. These concerns require dedicated policies to be developed, finances allocated for implementation and full political commitment to work together with all relevant sections of society in implementing the recommendations from the report within the framework of a development plan.

The 2010 MDG Report highlights the good results achieved by Sint Maarten in: achieving universal primary education (MDG2), reducing child mortality (MDG4) and improving maternal health (MDG5).

Despite these encouraging results,, important challenges need to be addressed. The Report highlights some difficulties for the achievement of poverty reduction (MDG1) that can be led back to disparities between genders, high youth unemployment and socioeconomic disparities. The analysis of gender equality (MDG3) also shows the persistence of lower income levels among women and their difficulty to integrate some labour sectors.

No updated data are available about HIV/AIDS, but the report underlines the increasing number of Non-Communicable Diseases.

The government of Sint Maarten is particularly concerned about the environment conditions of the country. The report points out "the lack of nature conservation plans, recycling of waste and coral reef protection".

Regarding MDG8, Develop a global partnership for development, Sint Maarten will face the challenge to stop depending on the aid flow coming from the Netherlands and keeping a macroeconomic policy that will avoid the external debt.

The government has expressed full satisfaction with the First MDG Report and emphasized its commitment for the MDG Report to be used as a basis for its National Development Plan. Also in line with its vision for nation building, to work diligently with all relevant stakeholders and citizens to ensure that Sint Maarten complies with achieving the MDGs by 2015.

Advancing objectives toward the MDGs is an important goal in the government's quest for a more socially cohesive and peaceful country.



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In 2010, efforts were made to train a pool of senior civil servants and to set up a DevInfo database. DevInfo is a web based system that supports democratic governance by facilitating evidence-based policy making, local governance, public administration reform, access to justice, gender equality, and civil society's participation in policy-making. Establishing such a database will allow government at all levels to be able to base policies on quantitative analysis of disaggregated data, with focused attention on socially excluded groups and migrant populations.

This new programme will seek to consolidate the transition process and apply lessons learned from the previous project. The MDG report and the Multi Year Plan of Sint Maarten 2007-2011 will be used as the main pillars on which the country's first National Vision and National Development Plan.

The government of Sint Maarten is seeking the assistance of an experienced institution in cooperation development like the UNDP to provide support in these major initiatives that are critically important to good governance and Nation Building.

Sint Maarten government, also endorsing the recommendations presented into the MDG Report, has decided to promote initiatives aiming to accelerate the progress of MDGs 1 and 7. Considering the nature and the funds of this project, two pilots projects will be financed. The initiatives will be identified using the MAF methodology. The same exercise should permit to the government to reallocate part of its budget to boost the progress towards the prioritized targets.

The letter of intent signed by the Sint Maarten Government and the UNDP agrees that MDG1 and 7 are priority fields that require intervention. Despite this, the project will need to identify specific targets to canalize the limited funds. The identification of targets for the pilots and the reallocation of national resources will be realized through a participatory process during the first year of the project implementation.

In 2011 an independent evaluation of the "Capacity Development for Nation Building in the Netherlands Antilles" was realized. This project will try to incorporate the recommendations raised from the evaluation²;

- The project is welcoming the suggestion of disseminate the MDG report as a tool for national development planning and will address it in Output 4.
- The project will deliver a knowledge product (good practices manual) on national development strategies, Output 2.
- The implementation of an MDG strategy will be articulated to the national development plan (Output 2) and a MAF will be elaborated and 2 pilots executed (Output 4).
- Further efforts will be realized to consolidate a DevInfo database and to train public officers to use it to plan new programmes, monitor them and, in general, promote an evidence based policy making culture.

St. Maarten considers UNDP as a professional organization with the specific knowledge to support the country in meeting its own development priorities: obtaining a healthy economy and promoting a socio economic and environmental soundly system of development. Furthermore, as a partner, the UNDP provides SXM not only with technical support, but also procurement services, oversights on the project, exchanging of best practices and information.

In 2012, the Government of Sint Maarten hired KPMG to support the Government to develop a Strategic Economic Development Plan (SEDP). The SEDP will be an important planning tool for the Government. It will frame programmes and projects that could boost economic growth in the period 2012-2020. Before starting the project, it is important that the project team has a wide understanding of the outputs of KPMG. Important synergies can be identified, but it is necessary to take care of a possible overlapping. In collaboration with BAK and the Government of Sint

² The Evaluation Report can be found in UNDP Trinidad and Tobago website: <http://www.undp.org.tt/NA/evaluation%20report/Final%20Evaluation%20Report%20Capacity%20Dev%20%20for%20nation%20building%20in%20the%20NEA%2022%20September%202011%20%282%29.pdf>



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Maarten it will be important to remind stakeholders the differences between the Strategic Economic Development Plan and the National Development Plan including the accompanying participatory process that will be carried out to formulate a National Development Plan.

II. STRATEGY

The Project aims to support the Nation Building process by the means of: 1) Formulation of a National Vision and a 2) National Development Plan through a Democratic Dialogue Process, 3) Capacity Development in the areas of Results Based Management and evidence based management, 4) Strengthen national capacities to achieve MDGs through: 2013 MDG Report, MDG Acceleration Framework (MAF), implementation of two pilot projects on MDGs 1 and 7, coordination mechanism on aid effectiveness and international support.

Output 1

The major outcome of the project would see the new Nation Sint Maarten with a sound, participatory planning framework (government agencies, NGOs, private sector, the University of St. Maarten and the media will be involved) that takes into account the needs of vulnerable groups and the distinct environmental challenges of the island.

After its independence, Sint Maarten is a Nation that aspires to shape a broadly accepted National Vision. Through a process of democratic dialogue, the program will recollect citizenship and different stakeholders' aspirations and condensate them in a common document. The National Vision will summarize an analysis of the Sint Maarten present situation. The National Vision will highlight the national development priorities and establish the main challenges to be addressed. A detailed analysis will be made of all ministries' activities and plans during the first phase of this project. Outcomes of this analysis will show the strengths and weaknesses (SWOT) that will be used as a point of departure for democratic dialogue.

The National Vision (Output 1) will be produced during the first semester of implementation of the project and will constitute the base for a further planning exercise that will lead to a National Development Plan (Output 2).

The National Vision (Output 1) will have the form of a statement document which will include some information about the results of the first part of the democratic dialogues. The information contained in the National Vision will need to be easily communicated.

Output 2

A sufficient number of democratic dialogues will be planned to ensure national ownership and the inclusion of all sectors and stakeholders in the elaboration of an integral National Development Plan.

The process is intended to help solving complex social, economic and political challenges that existing institutions and formal channels are not adequately addressing. It fosters understanding among participants and seeks to identify new options and develop shared visions while promoting a culture of participation and democracy.

The likelihood of local groups, private sector and civil society drawing on established participatory mechanisms (like public hearings, public advisory committees, and integrated neighbourhood programs) beyond the project in their normal governance process will be increased significantly if these mechanisms are institutionalised.

Integrated national development planning, execution management and budgeting with a strong focus on the development of a new nation will serve as an umbrella for promoting good governance at different levels of society. By strengthening governance capacities through a



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democratic dialogue process that brings together government and the public and private stakeholders, it will create social cohesion and therefore strengthen the nation.

Such a process will serve the purpose of assisting the private sector and civil society actors to self-organize so that, in a partnership with government institutions, can ensure transparency and accountability of government's policies, decision making and action, in particular in the economic, education, health and environment domains. In turn, it will strengthen the capacity of government to respond to private sector and citizens' demands and to provide channels for their participation (institutional and political spaces within which citizens can engage and exercise influence).

The National Development Plan experience will be recollected into a knowledge product that will be disseminated and presented, if possible, in a regional conference. The knowledge product will emphasize on best practices and lessons learned. It will constitute a manual for future exercises of national strategic planning.

Output 3

Capacity development is a second major outcome in this project, in the areas of Result Based Management and Evidence based management (using DevInfo – Data). Capacity development for program and project management planning, monitoring and evaluation will be achieved through trainings in PRINCE2 methods, evidence based management, and resource mobilisation efforts to assist in the search for alternative funding mechanisms.

The possibilities for either a volunteer or internship program will be looked into, to support the brain gain efforts and overall strategy to help resolve the human resource capacity.

To measure and benchmark Sint Maarten's socio-economic development, a DevInfo database will be implemented. Census 2011 and other relevant statistical information will be fed into the system. A pool of Civil servants will receive DevInfo training (train-the-trainer) in how to use the system.

A knowledge product/tool related to Evidence based management and RBM will be elaborated to spread best practices and highlights in which way the country should proceed to improve both Evidence based management and RBM.

Output 4

In the framework of the Democratic Dialogue process, an MDG work group will be redefined (during the previous UNDP project an MDG working group was established for the formulation of a MDG Report). The new MDG workgroup will facilitate the second phase of the MDG Project. This new phase will include a MDG Acceleration Framework and work plan as well as the drafting of the second MDG report (before September 2013). The MDG framework consists of 4 steps: identifying the interventions required to meet the MDG targets, indentifying and prioritizing MDG bottlenecks, identify solutions to form an MDG acceleration Compact that aligns and focuses stakeholders and resources on accelerating MDG process and implement and monitor the MDG Acceleration compact to ensure required impact. The MDG acceleration framework will in other words assist St. Maarten to develop action plans by systematically identifying and addressing bottlenecks which will get in the way of MDG progress. As agreed in consultation with the government, the analysis will focus on MDG1 and MDG7. Within these Goals, the prioritized targets will be identified through a participatory process. Funds are set aside for the implementation of two pilot projects. Consultation with the public and private sector will be combined in the democratic dialogue which is defined for the National vision and Development Plan (output 1).

Communication Strategy

Throughout the entire project a communication strategy will be executed to create awareness and involvement by the general public and other stakeholders:



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Output 1 and 2: Communication awareness on the participatory approach (for National Vision and National Development Plan) and induce involvement and participation towards ownership and enhanced transparency (in government plans and policies, outcome democratic dialogue) and trust in government.

Output 3: Strategies to stimulate the use of the DevInfo Database amongst civil servants, researcher's, universities, NGO's, private sector and the general public.

Output 4: Promote the first MDG report as a tool for national development planning. Create awareness on the MDG acceleration framework\ . Promote south-south or regional cooperation and best practices.

Means used will be the government website, social networks, radio, posters, flyers, newspapers, government TV, press, online communication platforms for dialogue, national and neighbourhood launch activities.

II. RESULTS AND RESOURCES FRAMEWORK

| Intended Outcome as stated in the Country Programme Results and Resource Framework: There is no CPD for this country, but the project will contribute to 'Enhancing national capacity for strategic planning and promoting MDGs achievement' | | | | |
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| Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: A National vision and a National Development Plan formulated through participatory process + MDG1 and MDG 7 progress obtained through the implementation of a pilot + MDG Report | | | | |
| Applicable Key Result Area (from 2012 – 2015 Strategic Plan): Key result area 1. Promoting inclusive growth, gender equality and MDG achievement | | | | |
| Partnership Strategy: The democratic dialogue that will lead to the formulation of the National Development Plan will promote the participation of NGOs, private sector, line ministries, communities and international agencies. Stakeholders priorities will be shaped into the NDP and partnership will be identified for the development of a national action plan. The project will enhance the coordination among donors and strengthen the partnership among government of Curacao and the international development community. | | | | |
| Project title and ID (ATLAS Award ID): Building a Nation: Sint Maarten: National Vision & Development Plan & Institutional Strengthening | | | | |
| INTENDED OUTPUTS | OUTPUT TARGETS FOR (YEARS) | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS |
| <p>Output 1 A National Vision through a democratic dialogue process.</p> <p>Baseline; Country Sint Maarten does not have a national Country Vision for Development</p> <p>Indicators The new Country Vision is realized through a highly participative process that included all relevant sectors and stakeholders. The new Nation Vision is well known by the population as a result of a communication campaign.</p> | <p>Targets (year 1): National democratic dialogue process to obtain a National Vision completed. A National Vision document finalized and disseminated.</p> | <p>1 Activity: Training for 30 public officers and other strategic partners into Democratic Dialogue, UNDP Virtual School.</p> <p>2. Activity: Needs and capacity assessments of public sector/ministries: mapping, SWOT, Plans analysis, Consolidation and systematization. Overview funding possibilities</p> <p>3. Activity: Planning Democratic Dialogue, Identifying actors, schedule meetings, locations, contents, methodology, and materials.</p> <p>4. Activity: Democratic Dialogue consultations, aprox. 30 dialogues in neighbourhoods or with target groups. Acceleration needs will also be discuss in these forums.</p> <p>5. Activity: Communication campaign; website, social media, radio, posters, flyers, newspapers, TV, press releases. ▪ Online communication platforms</p> | <p><i>Government of Sint Maarten / BAK as coordinating Department</i></p> <p><i>Line ministries as providers of information</i></p> <p><i>UNDP: technical support</i></p> <p><i>D-COMM</i></p> <p><i>Communication Firm</i></p> <p><i>Possibly University of SM / Political Science Faculty</i></p> | <p><i>UNV Volunteer Consultants</i> <i>Research assistants</i> <i>Trainings</i> <i>Workshops</i> <i>Online Course</i> <i>Communication tools(flyers, brochures, posters, T-Shirts)</i> <i>Website/intranet/DevInfo database</i> <i>NDP workgroup in cooperation with the NB workgroup</i> <i>Inter ministerial WG</i></p> <p>Total costs: 97,000 + GMS</p> |



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| | | <p>developed for dialogue to retrieve input</p> <ul style="list-style-type: none"> Required staff trained for (online) communication platforms National and neighbourhoods launch activities <p>6. Activity: Systematization of the National Vision: publishing and launching</p> | | |
| <p>Output 2 A National Development Plan through a democratic dialogue process</p> <p>Baseline</p> <p>1. Government has not defined a long term vision on Nation building with indicative short/medium and long term priorities for development.</p> <p>2. Existence of a gap between government policies and the general society's priorities.</p> <p>Indicators:</p> <p>A. New Nation Development Plan based on democratic dialogue that included the involvement/participation of all significant sectors and stakeholders.</p> <p>B. Communication strategy developed and executed.</p> | <p>Targets (year 1):</p> <p>National democratic dialogue process completed</p> <p>New national development plan systematized and launched</p> <p>National development plan with execution plan/targets and indicators prepared</p> <p>Communication awareness campaign developed</p> <p>Participatory platform that connects the public with government plans i.e. interactive website, neighbourhood forums, knowledge platforms, intranet platform for civil servants</p> <p>Targets (year 2)</p> <p>Execution plans completed with financial and human resources assessment.</p> <p>Implementation plan National development and nation building</p> <p>Middle term evaluation realised</p> | <p>1. Activity: Democratic Dialogue consultations, aprox. 30 meetings in neighbourhoods or with target groups. National Development Plan / Action Plan and MDG Acceleration Initiatives will be also discussed in these forums.</p> <p>2. Round of information / feedback regarding the 1st draft and Include feedback into final version</p> <p>3. Activity: Final National Development Plan and action plan accepted and approved by institutions for execution</p> <p>4. Activity: Dissemination campaign: dissemination of NV&DP, user friendly NV&DP, main findings products.</p> <p>5. Activity: Evaluation and Systematization of the process: lessons learned best practices and publication.</p> <p>6. Activity: Participation in regional event to present Sint Maarten National Development Plan</p> <p>7. Activity: Management, monitoring, middle term and final evaluation</p> | <p><i>Government of Sint Maarten / BAK as coordinating Department</i></p> <p><i>Line ministries as providers of information</i></p> <p><i>UNDP: technical support</i></p> <p><i>D-COMM</i></p> <p><i>Communication Firm</i></p> <p><i>Possibly University of SM / Political Science Faculty</i></p> | <p><i>UNV Volunteer Consultants</i></p> <p><i>Research assistants</i></p> <p><i>Trainings</i></p> <p><i>Workshops</i></p> <p><i>Communication tools(flyers, brochures, posters, T-Shirts)</i></p> <p><i>Website/intranet/DevInfo database</i></p> <p><i>NDP workgroup in cooperation with the NB workgroup</i></p> <p><i>Inter ministerial WG</i></p> <p>Total costs: 156,000 + GMS</p> |



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| | <p>Knowledge Product recollecting the experience published</p> <p>NV&DP Campaign finalised KP disseminated nationally and in an international event</p> | | | |
| <p>Output 3: Capacity development in the areas of Result Based Management and Evidence based management (DevInfo – Data).</p> <p>Baseline:</p> <p>1. Government officials trained in the use and administration of DevInfo software</p> <p>2. Minimal project management experience and statistical capacity for research and monitoring of progress</p> <p>Indicators:</p> <p>1. Trained pool of 15 trainers</p> <p>2. Database populated with 2011 Census and other relevant socio-economic information</p> <p>3. 100 civil servants trained in Prince2 and 60% is successfully certified</p> | <p>Targets (Year 1)</p> <p>Capacities installed for the use and administration of DevInfo databases</p> <p>National socio-economic database - DevInfo platform contains data from the 2011 Census, is correctly working and accessible Online.</p> <p>STAT has acquired the capacities to maintain and update the platform DevInfo</p> <p>15 trainers have been trained and have replicated the contents of the DevInfo training to, at least, 75 potential users</p> <p>Targets (Year 2):</p> <p>60% of the Civil Servants successfully complete the Prince2 and apply RBM into their daily work</p> | <p>1. Activity: Support to feed DevInfo with the results of 2011 Census. Consultant working with STAT. Establishment/installation of DevInfo Data base + collecting and plugging in of all the relevant data for the NDP (Statistical)</p> <p>2. Activity: DevInfo training of 15 trainers in STAT and other key line ministries.</p> <p>3. Activity. Replication and monitoring of trainings among public institutions / civil society / university / medias</p> <p>4. Activity: Popularize the database: through civil servants, universities, NGOs, private sector, general population. Materials for promotion will be created and distributed.</p> <p>5. Activity: RBM study of capacities = identify best candidates</p> <p>6. Activity: RBM Assessment of candidates.</p> <p>7. Activity: Training for 100 civil servants in PRINCE2 and RBM: Online course / Workshops</p> <p>8. Activity: RBM Examination and certification</p> <p>9. Activity Follow up and at distance assistance</p> <p>10. Activity: Knowledge Product, document that systematize the experience of DevInfo</p> | <p><i>Government of Sint Maarten / BAK as coordinating Department</i></p> <p><i>Line ministries to appoint HR to be trained and facilitate the workshops</i></p> <p><i>UNDP, technical support</i></p> <p><i>STAT, for DevInfo related activities</i></p> | <p><i>UNV Volunteer</i></p> <p><i>PM</i></p> <p><i>Consultant (Statistician)</i></p> <p><i>Travel costs</i></p> <p><i>Dissemination campaign and popularization of DevInfo materials</i></p> <p><i>Trainings</i></p> <p><i>Workshops</i></p> <p>Total costs: 473,000 + GMS</p> |



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| | <p>One knowledge product that systematizes the experience related to DevInfo use and RBM in SXM, lessons learned and shows the possibilities of further initiatives.</p> | <p>and RBM. 11. Activity: Management, Monitoring, middle term and final evaluation</p> | | |
| <p>Output 4: Strengthened national capacities to achieve MDGs through: a. MDGs acceleration framework, focused on prioritized targets, established, b. pilots on MDG 1 and 7 implemented, c. MDG Report published and d. a Coordination mechanism on aid effectiveness and international support</p> <p>Baseline: MDG Report for Curacao and Sint Maarten prepared. Sint Maarten does not have a MAF nor Initiatives specifically oriented to accelerate MDGs</p> <p>There is not an organism/space to coordinate external support and that could help the alignment between government policies and international support</p> <p>In 2012 development funding from The Netherlands will cease.</p> | <p>Targets (Year 1): Financial gap for funding development goals estimated Using a participatory process embedded with the one related to NV&DP, the project will elaborate on a comprehensive MDG Acceleration Framework (MAF). Specific project documents will be elaborated with relation to MDGs 1 and 7.</p> <p>Targets (Year 2): SXM established for a coordination space that gathers Government, Donors, Civil Society and other development actors. The Group of International Aid Coordination has a clear strategy, an action plan and a clearly defined division of responsibilities. Final evaluation realised and</p> | <p>1. Activity: MAF 1st step, Intervention identification: determine the strategic interventions required to achieve MDGs by 2015 through participatory process to generate a nationally owned consensus. 2. Activity: Strengthening BAK capacities to coordinate, align and make external aid/support more effective: international aid effectiveness training / moderation and negotiation tools. 3. Activity: MAF 2nd step, Bottleneck prioritization: Identify and prioritize bottlenecks preventing the selected interventions from being implemented effectively. 4. Activity. Aid resource mobilization. Align and focus stakeholders and resources on acceleration progress toward the MDGs, through a Donors Coordination Strategy / Aid Effectiveness Table 5. Activity: MAF 3rd step, Acceleration Solution: select, determine the best solutions for these bottlenecks. 6. Activity: MAF 4th step, Create a shared implementation planning and monitoring framework for the acceleration solutions. 7. Activity: Consolidate aid and external support effectiveness strategy – south-south</p> | <p><i>SXM government, BAK UNDP</i></p> <p><i>Co-founders / International agencies and international partners</i></p> | <p><i>The MDG Work group + GIS + UNDP volunteers MDG Report Researcher Statistician Meetings Dissemination Workshops MDGs report Hard and soft copy</i></p> <p>Total costs: 115,000 + GMS</p> |



| | | | | |
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| <p>Indicators:</p> <ul style="list-style-type: none"> - MAF document agreed through a participatory process, accepted by government and international counterparts, - Aid Coordination Strategy and Donors Group work plan. - Two MDGs acceleration initiatives national formulated targeting critical impediments for the achievement of goals 1 and 7. - Two MDGs acceleration initiatives are financed by national or international resources. | <p>lessons learned systematized 2 Pilots addressing MDG1 and 7 identified</p> <p>Targets (Year 3): MDGs report published by Sept 2013 and disseminated 2 Pilots projects, MDG 1 and 7 implemented as agreed with the government,.</p> | <p>cooperation agenda and opportunities.</p> <p>8. Activity: Selection of prioritized pilots.</p> <p>9. Activity: MDGs Report elaborated with a participatory process.</p> <p>10. Activity: MDG Report published Hard and soft copies</p> <p>11. Activity: Campaign to disseminate MDG Report contents: workshops, meetings, official launch, friendly version of main contents, radio clips, etc.</p> <p>12. Activity: Implementation of MDG 1 and 7 pilots.</p> <p>13. Activity: Management, mid-term and final evaluation</p> | | |
|--|--|--|--|--|



III Annual Work Plan Year:

YEAR 1

| EXPECTED OUTPUTS | PLANNED | Q1 | Q2 | Q3 | Q4 | Responsible party | Funding Source | Budget Description | Amount |
|--|---|----|----|----|----|---|-------------------------|---|---------------|
| | | | | | | | | | |
| Output 1 A National Vision through a democratic dialogue process | 1. Activity: Training for 30 public officers and other strategic partners into Democratic Dialogue, UNDP Virtual School Colombia. | X | | | | Maarten / BAK as coordinating Department | Government cost sharing | Course in agreement with Virtual School | 2,000 |
| | 2. Activity: Needs and capacities assessment of public sector/ministries: mapping, SWOT, Plans analysis, Consolidation and systematization. Overview funding possibilities | X | | | | Line ministries as providers of information | | Consultant to recollect and organize info + BAK staff | 10,000 |
| | 3. Activity: Planning Democratic Dialogue, Identifying actors, schedule meetings, locations, contents, methodology, materials. | X | X | | | UNDP: technical support | | International Consultant + National BAK Staff | 20,000 |
| | 4. Activity: Democratic Dialogue consultations, approx. 60 meetings in neighbourhoods or with target groups. MDG Acceleration Initiatives will be also discussed in these forums. | X | X | | | D-COMM | | International Consultant + National BAK Staff | 30,000 |
| | 5. Activity: Communication campaign; website, social media, radio, posters, flyers, newspapers, Gvnt TV, press releases. | | X | X | X | Communication Firm | | External communication company | 30,000 |
| | 6. Activity: Systematize initial draft of development plan | | X | | | Possibly University of SM / Political Science Faculty | | Consultant and materials | 5,000 |
| Subtotal Output 1, Year 1 | | | | | | | | | 97,000 |
| Output 2A National Development Plan through a democratic dialogue process | 1. Activity: Democratic Dialogue consultations, aprox. 30 meetings in neighbourhoods or with target groups. National Development Plan / Action Plan and MDG Acceleration Initiatives will be also discussed in these forums. | | | X | X | See Output 1 | Government cost sharing | Consultant to recollect and organize info + BAK staff | 25000 |
| | 7. Activity: Management, monitoring, middle term and final evaluation + financial Audit | | | | | | | PM, Mid term Evaluation | 62000 |
| Subtotal Output 2, Year 1 | | | | | | | | | 87,000 |



YEAR 1

| EXPECTED OUTPUTS | PLANNED | Q1 | Q2 | Q3 | Q4 | Responsible party | Funding Source | Budget Description | Amount |
|---|---|----|----|----|----|---|-------------------------|---|--|
| | | | | | | | | | |
| Output 3: Capacity building in the areas of Result Based Management, Evidence based management (DevInfo – Data), CSR, Volunteer program | <p>1. Activity: Support to feed DevInfo with the results of 2011 Census. Consultant working with STAT. Establishment/installation of DevInfo Data base + collecting and plugging in of all the relevant data for the NV&DP (Statistical)</p> <p>2. Activity: DevInfo training of 15 trainers in STAT and other key line ministries.</p> <p>3. Activity: Replication and monitoring of training among public institutions / civil</p> <p>12. Activity: Management, Monitoring, middle term and final evaluation + financial Audit</p> | | X | | | Government of Sint Maarten / BAK as coordinating Department | Government cost sharing | International Consultant | 30,000 |
| | | | X | | | | | HR to be trained and | International Consultant |
| | | | | X | | STAT, for DevInfo related activities | | | BAK with external support |
| | | X | X | X | X | | | | PM / UNV, Mid term Evaluation, Final Evaluation, monitoring activities |
| Subtotal Output 3, Year 1 | | | | | | | | | 69,000 |
| Output 4: Strengthen national capacities to achieve MDGs through: a. MDG acceleration framework established, b. pilots on MDG 1 and 7 implemented, c. MDG Report published and d. a Coordination mechanism on aid effectiveness and international support | <p>1. Activity: MAF 1st step, Intervention identification, determine the strategic interventions required to achieve MDGs by 2015, through participatory process to generate a nationally owned consensus.</p> <p>2. Activity: Strengthening BAK capacities to coordinate, align and make external aid/support more effective: international aid effectiveness training / moderation and negotiation tools.</p> <p>3. Activity: MAF 2nd step, Bottleneck prioritization, Identify and prioritize bottlenecks preventing the selected interventions from being implemented effectively.</p> | | | X | | BAK | Government cost sharing | International Consultant + National BAK Staff + meeting, workshops, materials | 10000 |
| | | | | | X | BAK | | Trainer, elearning, materials | 15000 |
| | | | | | X | BAK | | Consultant | 15000 |
| Subtotal Output 4, year 1 | | | | | | | | | 40000 |
| Sub-Total | | | | | | | | | 293,000 |
| 7% ADMIN | | | | | | | | | 20510 |
| TOTAL BUDGET | | | | | | | | | 313,510 |



YEAR 2

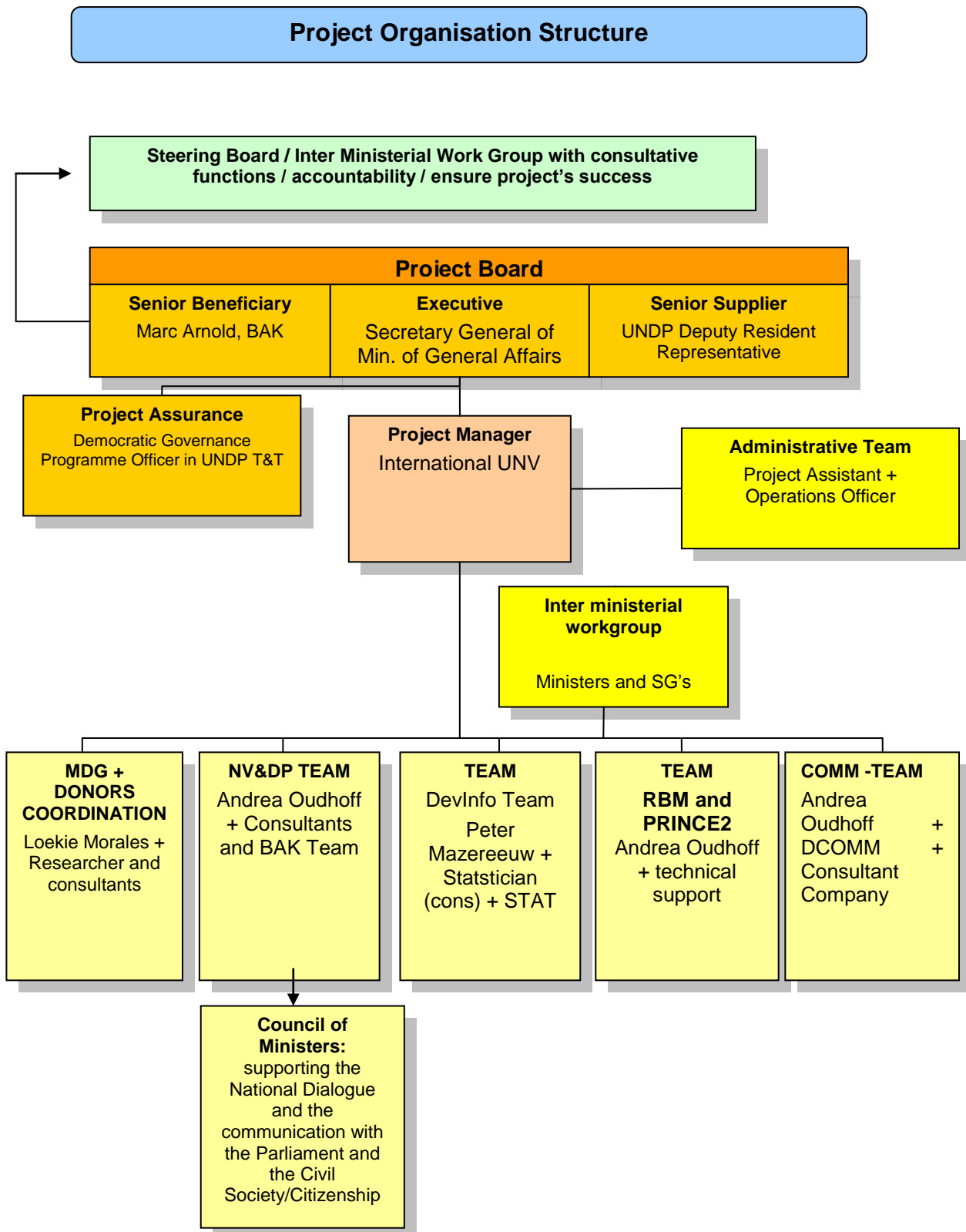
| INTENDED OUTPUTS | PLANNED ACTIVITIES | Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount | | |
|--|--|--|----|----|----|---|--|--------------------------------|---|--------|
| | | | | | | | | | | |
| Output 2 A National Development Plan through a democratic dialogue process | 2. Activity: Round of information/feedback regarding the 1 st draft | X | | | | Government cost sharing | Meetings and workshops of consultation | 6,000 | | |
| | 3. Activity: Final National Development Plan and Action plan accepted and approved from institutions for execution | X | | | | | Miscellaneous | 2,000 | | |
| | 4. Activity: Dissemination campaign: dissemination of NV&DP, user friendly NV&DP, main findings products. | X | X | | | | Workshops + dissemination materials | 10,000 | | |
| | 5. Activity: Evaluation and Systematization of the process: lessons learned, best practices and publication. | | X | X | | | External consultant | 15,000 | | |
| | 6. Activity: Participation in regional event to present Sint Maarten National Development Plan | | | X | X | | Tickets and DSA | 5,000 | | |
| | 7. Activity: Management, monitoring, middle term and final evaluation + financial Audit | X | X | X | X | | PM, Mid term Evaluation, Final Evaluation, monitoring activities | 31,000 | | |
| | Subtotal Output 2 | | | | | | | | 69,000 | |
| Output 3: Capacity building in the areas of Result Based Management, Evidence based management (DevInfo – Data), CSR, Volunteer program | 4. Activity: Popularize the database: through civil servants, universities, NGOs, private sector, general population. Materials for promotion will be created and distributed. | X | X | | | Government cost sharing | External communication company | 15,000 | | |
| | 5. Activity: RBM study of capacities = identify best candidates | X | | | | | BAK with external support | 3,000 | | |
| | 6. Activity: RBM Assessment of candidates. | X | | | | | BAK with external support | 3,000 | | |
| | 7. Activity: Training for 100 civil servants in PRINCE2 and RBM: Online course / Workshops | X | | | | | Course fees, exams fees, | 28,000 | | |
| | 8. Activity: RBM Examination and certification - Final Event | | X | | | | Venue, evaluators, sending materials | 15,000 | | |
| | 9. Activity: Follow up and at distance assistance | | | X | | | Consultant services on demand | 5,000 | | |
| | 10. Activity: Knowledge Product, document that systematizes the experience of DevInfo and RBM. | | | | X | | Consultant and publication | 15,000 | | |
| | 11. Activity: Management, Monitoring, middle term and final evaluation + financial Audit | X | X | X | X | | PM, Mid term Evaluation, Final | 62,000 | | |
| | Subtotal Output 3 | | | | | | | | 146,000 | |
| | Output 4: Strengthen national capacities to achieve MDG through: a. MDG acceleration framework established, b. pilots on MDG 1 and 7 implemented, c. MDG Report published and d. a Coordination mechanism on aid effectiveness and international support | 4. Activity: Aid resource mobilization. Align and focus stakeholders and resources on acceleration of progress toward the MDG, through a Donors Coordination Strategy / Aid Effectiveness Table | X | | | | | Government cost sharing | International Consultant + National BAK Staff + meeting, workshops, materials | 10,000 |
| | | 5. Activity: MAF 3rd step, Acceleration Solution selection, determine the best solutions for these bottlenecks. | X | | | | | | International Consultant + National BAK Staff + meeting, workshops, materials | 8,000 |
| 6. Activity: MAF 4th step, Create a shared implementation planning and monitoring for the acceleration solutions. | | X | | | | International Consultant + National BAK Staff + meeting, workshops, materials | 4,000 | | | |
| 7. Activity: Consolidate aid and external support effectiveness strategy – south-south cooperation agenda and opportunities. | | | X | | | International Consultant + National BAK Staff + meeting, workshops, | 3,000 | | | |
| 8. Activity: Selection of prioritized pilots. | | | | X | | International Consultant + National BAK Staff + meeting, workshops, | 10,000 | | | |
| 9. Activity: MDGs Report elaborated in a participatory way. | | X | X | | | Researcher, Statistician, Design, | 40,000 | | | |
| Subtotal Output 4 | | | | | | | | | 75,000 | |
| Sub-Total | | | | | | | 290,000 | | | |
| 7% ADMIN | | | | | | | 20,300 | | | |
| TOTAL BUDGET | | | | | | | 310,300 | | | |



YEAR 3

| INTENDED OUTPUTS | PLANNED ACTIVITIES | Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount |
|--|--|----|----|----|----|-------------------------|--|----------------|
| | | | | | | | | |
| Output3: Strengthen national capacities to achieve MDGs through: a. MDG acceleration framework established, b. pilots on MDG 1 and 7 implemented, c. MDG Report published and d. a Coordination mechanism on aid effectiveness and international support | 10. Activity: MDG Report published Hard and soft copies 11. Activity: Campaign to disseminate MDG Report contents: workshops, meetings, official launch, friendly version of main contents, radio clips, etc. 12. Activity: Implementation of MDG 1 and 7 pilots. | X | | | | Government cost sharing | Publication | 20,000 |
| | | X | | | | | External communication firm | 25,000 |
| | | X | X | X | X | | 2 pilots project, 60,000 each | 120,000 |
| | | X | X | X | X | | PM, Mid term Evaluation, Final Evaluation, monitoring activities | 93,000 |
| | | | | | | | | |
| Subtotal Output 3 | | | | | | | | 258,000 |
| Sub-Total | | | | | | | | 258,000 |
| 7% ADMIN | | | | | | | | 18,060 |
| TOTAL BUDGET | | | | | | | | 276,060 |

III. MANAGEMENT ARRANGEMENTS



In keeping with UNDP's policy for promoting national ownership and leadership, the project will be a **Nationally Implemented Project** with the support of UNDP Trinidad and Tobago Country Office and the Ministry of General Affairs, Department of Interior and Kingdom Relations (BAK) as the Implementing Agency.



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The project will hire a full time Project Manager (International UNV) and the Sint Maarten Government will assign BAK Project Managers to support the implementation of different outputs in agreement with the Management Arrangements Diagram. The Sint Maarten Government will also participate into the Board and supply other policy workers from BAK, ensuring that outputs are achieved.

The good results and achievements of the project are based on the assumption that there will be a high degree of cooperation between BAK, as the implementing agency, and other Ministries that will be involved in an Inter-ministerial work group. Other ministries collaboration is intended to: provide timely and reliable information, participate in Democratic Dialogue and nourish the participatory process, support the communication campaign and appoint civil servants for training.

Project implementation will be in line with the PRINCE 2 methodology and as such a Project Board will be set up to make all management decisions related to the project including all decisions related to directional change and timing for delivery of outputs. The Project Board shall meet quarterly. To ensure effective and efficient project management, a project manager will be appointed to undertake the day to day implementation of the project. The project will be audited at least once in its lifetime and will be subject to a mid-term evaluation.

UNDP's Executive Board in discussions of the 2000-2001 and 2002-2003 support budgets, indicated that its Non Core Resources needed to cover the full cost of the services being provided to their programmes as well as to contribute to the overall cost of UNDP's operations. As such, for programmes funded wholly or partially from Non Core Resources, including cost shared funds, the recovery for these services, which is not directly attributable to project inputs or activities, is through a **percentage fee**, referred to as General Management Support (GMS). GMS encompasses general oversight and management functions of UNDP HQ and CO units, and includes the following specific services which are provided for the project:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Financial oversight through the UNDP global ERP system called Atlas
- Systems, IT infrastructure, branding, knowledge transfer

This project will charge 7% GMS for all the aforementioned services which will be rendered under this project.

The roles and responsibilities of the parties are listed below:

Project Board:

1. Make decisions on major project changes
2. Provide approval to move to different phases of the project
3. Recommend to Minister and Cabinet cessation of activities or injection of additional resources

Implementing Agency – Ministry of General Affairs - BAK

1. Obtain and allocate resources for the project in a timely manner



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2. Certification of annual expenditure reports prepared by UNDP
3. Convening of and participation in Project Board meetings
4. Participation in monitoring and evaluation of project
5. Participate with the PM in supervision of consultants
6. Collaborate with PM in drafting TORs when necessary

UNDP- Principal Supplier

To facilitate implementation of the project, UNDP Trinidad and Tobago Country office will provide the following services in accordance with UNDP procedures:

1. Identification and recruitment of both national and international experts with prior agreement of the Executing Agency, Department of Interior and Kingdom Relations herein referred to as 'BAK'. BAK will liaise with UNDP on any matters of concern.
2. Participate in meetings of the Project Board.
3. Regularly review the status of project objectives, activities, outputs, risks and emerging issues and when necessary convey concerns to relevant parties
4. Financial management of the project and preparation of financial reports

Project assurance:

UNDP will assume the major project assurance role:

- Monitoring all aspects of the project's performance and products independently of the Project Manager.
- Support the Project Manager by giving advice and guidance on issues such as the use of corporate standards or the correct personnel to be involved in different aspects of the project.
- Report to the Project Board member overseeing the relevant area of interest.
- Provide thematic and technical assistance.
- Payment of experts upon certification by the project manager.

Overall Project Manager (International UNV)

- Manage the realization of project outputs through activities and project administration
- Provide direction and guidance to project team /responsible parties
- Liaise with the Project Board and facilitate Project Board meetings to ensure overall direction and integrity of the project
- Liaise with UNDP, Project Supplier
- Reporting to the Project Board.
- Preparation of Annual Project Report
- Supervision of experts/consultants procured under this project.
- Participate in the Inter-Ministerial meetings.
- Prepare TORs and monitor the delivery of consultants and technical staff.

Inter ministerial workgroup

1. Provide information to the project team/responsible parties



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2. Divide and direct tasks relating to the project to responsible parties in different Ministries
3. Regularly review the status of project objectives, activities, outputs, risks and emerging issues and when necessary convey concerns to relevant parties
4. Participate in democratic dialogue (with parliament, public and stakeholders)

Project teams

It is envisaged to set up 5 team groups covering the core areas of national development plan, MDGs, DevInfo and donor coordination, RBM and Communication. These teams will have a technical thematic focal point that will be coordinated by the project manager. The idea is to ensure better coordination with all relevant stakeholders and ownership of each composite area. Teamleaders will provide support to: in country coordination of training events and selection of training participants.

IV 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

- 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

Annually

- **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.
- **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 and may involve other stakeholders as required. 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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UNDP and the Department of Interior & Kingdom Relations (BAK) have commonly decided to realise two evaluations: a) a **middle term evaluation** and a b) **final evaluation**. Both evaluations will have mainly a learning proposal. These evaluations are relevant because this is the first project that BAK is realizing directly with UNDP and both institutions want to capitalise the experience and systematize the lessons learned.

The middle term evaluation will help the Project Board to take appropriate decisions on how to increase the effectiveness of the project and reorient activities. The final evaluation has three objectives: accountability, appraisal and studying options for further cooperation activities between the institutions.

Quality Management for Project Activity Results

| Output 1 A National Vision through a democratic dialogue process | | |
|---|---|--------------------------------|
| Activity Result | National Vision aelaborated in highly participatory way through a Democratic Dialogue process | Start Date: Q1 End Date: Q4 |
| Purpose | To obtain inputs from the citizenry of Sint Maarten to prepare a participatory National Vision | |
| Description | Recollect through consultation information to build a participatory NV&DP. Different rounds of dialogue will be realised. Approximately 30 meeting will be organized. | |
| Quality Criteria | Quality Method | Date of Assessment |
| 30 public servants are trained into Democratic Dialogue | Certificate review | Q2 |
| Level of participation in democratic dialogue process | Number of persons participating in dialogue sessions | Q3-4 |
| Knowledge acquired by population regarding the Democratic Dialogue process and the NV | Evaluation of awareness Campaign / People visiting the DemDial Internet Platform | Q5 |
| Level of acceptance of plan as being a national one | Opinion survey / political decisions follow up | Q5 |



| 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: Q5 End Date: Q11 |
| Purpose | To obtain inputs from the citizenry of Sint Maarten to prepare a participatory National Development Plan with execution plan/targets and indicators prepared. General population is aware about the contents of the NDP | |
| Description | Recollect through consultation information to build a participatory NV&DP. Different rounds of dialogue will be realised. Approximately 60 meeting will be organized. | |
| Quality Criteria | Quality Method | Date of Assessment |
| Level of participation in democratic dialogue process | Number of persons participating in dialogue sessions | Q5-8 |
| Knowledge acquired by population regarding the Democratic Dialogue process and the NDP | Evaluation of awareness Campaign / People visiting the DemDial Internet Platform | Q10 |
| Level of acceptance of plan as being a national one | Opinion survey / political decisions follow up | Q10 |
| Lessons learned recollected int Knowledge products | Research and KP | Q11 |



| Output 3: Capacity building in the areas of Result Based Management, Evidence based management (DevInfo – Data) | | |
|---|--|--------------------------------|
| Activity Result | National socio-economic database developed and enhanced RBM among civil servants | Start Date: Q2 End Date: Q9 |
| Purpose | To establish an accessible national database of statistics information; built corresponding sector database; build capacity to maintain and upgrade databases and to create a cadre of national trainers; introduce use of PRINCE2 Project management among public servants, 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 |
| Dev Info is Updated with data from 2011 Census and other relevant info coming from line Ministries and accessible to public | # of hits of people accessing the Database Online | Q3 |
| DevInfo: Trained pool of 15 trainers | Certificates and assistance | Q3 |
| 100 civil servants trained in Prince2 and 60% is successfully certified | Certificates | Q6 |
| One knowledge product regarding Evidence Based Management and RBM in Sint Maarten | Depending on the KP that will be selected by the Project Board | Q9 |



| OUTPUT 4: Strengthen national capacities to achieve MDGs | | |
|--|--|---------------------------------|
| Activity Result | a. MDG acceleration framework established, b. pilots on MDG 1 and 7 implemented, c. MDG Report published and d. a Coordination mechanism on aid effectiveness and international support | Start Date: Q3 End Date: Q12 |
| Purpose | Activities under Output 3 are intended to spread knowledge about MDGs, position MDGs in the core of National priorities and into the NV&DP. The MAF will recollect and list initiatives to accelerate MDGs. Two pilots will be realised to accelerate MDG 1 and MDG 7. A 2013 MDG report will be published and disseminated. | |
| Description | Planned actions to produce the activity result. | |
| Quality Criteria | Quality Method | Date of Assessment |
| MAF document agreed through a participatory, accepted by government and international counterparts, | MAF Document agreed and elements incorporated into NV&DP | Q5 |
| Aid Coordination Strategy and Donors Group work plan. | Sint Maarten Govnt coordinate international support, has a action plan and international actors are aligned and contribute to NV&DP | Q5 |
| Two MDGs acceleration initiatives national formulated targeting critical impediments for the achievement of goals 1 and 7. | Execution reports form NGOs and monitoring report form OM | Q7 |
| National MDG report printed and disseminated by 2013 | Copies distributes, medias survey, | Q9 |

IV. LEGAL CONTEXT

The project document shall be the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

Consistent with the above mentioned Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.



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V. ANNEXES

- Annex I. Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA)
- Annex II. Terms of Risk Log
- Annex III. NIM Letter of Agreement and attachment
- Annex IV. Letter of intent between United Nations Development Programme (UNDP) and Country Sint Maarten, signed in Philipsburg on July, 7th, 2011.



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Annex I

Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA)

Standard Text: Supplemental Provisions to the Project Document:

The Legal Context

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government



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1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.
3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.
4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.
7. The Government shall make available to the project - subject to existing security provisions – any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.
8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.
9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.



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11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager a/ who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

a/ May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.

6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.

8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly there from. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.



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10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations. Organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.

3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:

(a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;

(b) Be immune from national service obligations;

(c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;

(d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;

(e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

(a) The salaries or wages earned by such personnel in the execution of the project;

(b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn there from;

(c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and

(d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or



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organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn there from upon departure of such personnel.

6. The Government shall ensure:

- (a) prompt clearance of experts and other persons performing services in respect of this project; and
- (b) the prompt release from customs of:
 - (i) equipment, materials and supplies required in connection with this project; and
 - (ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.

ANNEX II: RISK LOG

| | DESCRIPTION | TYPE | IMPACT AND PROBABILITY | COUNTERMEASURES / MNGT RESPONSE | OWNER |
|---|---|---|------------------------|---|----------|
| 1 | Difficulty in identifying a suitable project manager | Organizational / Human Resource | I: 4, P:2 | Advertise both on national and international Job platforms, Elaborate a strategy to start activities without a PM operating | BAK/UNDP |
| 2 | Hurricane hazard: risk that resources should be reoriented to recovery and reconstruction | Environment hazard and Financial related risk | I: 5, P:1 | Finding alternative donors or financial aid to keep implementing the activities | BAK |
| 3 | Pverlapping with KPMG Strategic Economic Development Plan | Political / Strategic | I:3, P3 | Coordinate with KPGM how to build on their experience to avoid replication | BAK/UNDP |
| 4 | International financial crisis or dollar devaluation could affect tourism and consequently resources at disposal for Project implementation during Year 2 and 3 | Financial risk | I: 5, P:3 | Finding alternative donors or financial aid to keep implementing the activities | BAK |
| 5 | Difficulty to find at national level a Communication Company that realise all the activities planned for the budget previewed | Operational | I:3, P:2 | Advertise internationally/regionally and plan again reducing the number of comm activities | BAK |
| 6 | Government Ministries could not cooperate in agreement with the timeline provoking delays in products delivery | Operational | I:2, P:3 | Improve internal communication | BAK |



| | DESCRIPTION | TYPE | IMPACT AND PROBABILITY | COUNTERMEASURES / MNGT RESPONSE | OWNER |
|----|---|-----------------------|------------------------|---|----------|
| 7 | Lack of interest or democratic involvement of population, causing small degree of participation into Democratic Dialogues and consultations | Operational | I:3, P:1 | Improve external communication strategy to invite participants | BAK |
| 8 | The Democratic Dialogue could create high expectations among the population, but national government may not have the capacities to give a response to those expectations | Political / Strategic | I:3, P2 | Before starting the consultation process (democratic dialogue) there will be a accurate planning to ensure that the Dem. Dialogue will not create unrealistic expectations among the population | BAK |
| 8 | National political crisis / government instability | Political / Strategic | I:4, P:1 | Elaborate alternative strategy with the new government | BAK/UNDP |
| 9 | Lack of interest/time among civil servants to be involved in training activities, lower % of participants | Operational | I:2, P:2 | Create incentives and good buying in from different ministries | BAK |
| 10 | No backing from public to the final draft of the NV&DP / or lack of political support to approve it into the Parliament | Political / Strategic | I:4, P:2 | Good communication, monitoring the results of DemDia | BAK |
| 11 | Census could not be finalized in agreement with the previewed timeline causing a dilay into DevInfo activities | Operational | I:2, P:4 | Reschedule DevInfo training and activities | BAK/UNDP |

Annex III

NIM Letter of Agreement and attachment

30 April 2012

Dear Mr. Arnold

1. Reference is made to consultations between officials of the Government of *Sint Maarten* (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government (Designated Institution) is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the Implementing Partner, the following support services for the activities of the project:
 - (a) Identification and/or recruitment of project personnel;
 - (b) Identification and facilitation of training activities;
 - (a) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a project, the annex to the project document is revised with the mutual agreement of the UNDP resident representative and the Designated Institution.
5. The relevant provisions of the Supplemental Provisions forming part of the project document, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through its Designated Institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the Supplemental Provisions.
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the project document.
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.



9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

Signed on behalf of UNDP

Edo Stork

UNDP Deputy Resident Representative

For the Government of Sint Maarten

Marc Arnold, Director, Head, Department of the Interior & Kingdom Relations