

Capacity Development for Nation Building of Curaçao



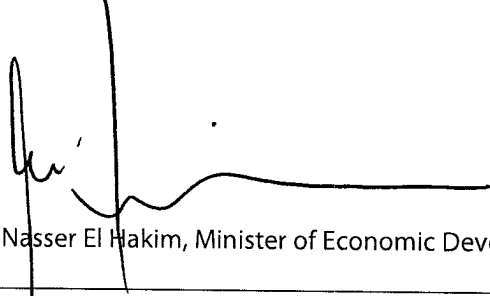
Project Title	Capacity Development for Nation Building of Curaçao
UNDAF Outcome(s):	Not applicable
Expected Outcome(s) for project:	Enhanced Capacity of New Country Curaçao Towards Effective Management of Transition Process and Sustainable Development
Expected Output(s): <i>(Those that will result from the project)</i>	Participatory Dialogue process to improve and finalise Development Plan; Creation of a National Socio-economic database; Implementation of pilot project targeting MDG 1 and 7; Preparation of an Aid Co-ordination and resource mobilisation plan
Executing Entity:	Government of Curacao, Ministry of Economic Development
Implementing Agency:	Foreign Economic Cooperation Sector, Ministry of Economic Development

Brief Description

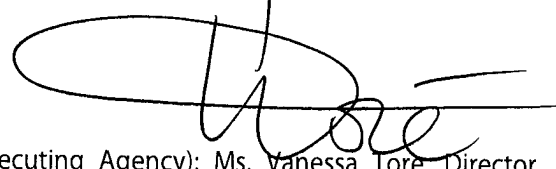
This project will assist the Government to realize the vision for the new Country Curaçao as articulated in the Governing Programme. The project will assist in the development of the country's first National Development Plan; strengthen negotiating capacity among senior public servants; develop a national socio-economic database and assist in institutionalising its use; design intervention strategies to assist the country to meet Millennium Development Goals 1 and 7 and articulate a resource mobilisation strategy and aid-co-ordination plan to support the implementation of the development plan.

Programme Period:	Dec 2011 - Nov 2014 , 3 years
Key Result Area (Strategic Plan)	Poverty and the MDGs
Atlas Award ID:	to be established
Start date:	1 December 2011
End Date	30 November 2014
PAC Meeting Date	26 July 2011
Management Arrangements:	Country Office Support to NEX

Resources required	USD 855,000.00
GMS Fee	USD 59,850.00
Total Resources Required	USD \$914,850.00
Total allocated resources:	
Government	USD \$914,850.00



Agreed by (Government): Mr. Abdul Nasser El Hakim, Minister of Economic Development, Government of Curaçao



Agreed by (Executing Agency): Ms. Vanessa Tore, Director, Sector Foreign Economic Cooperation, Ministry of Economic Development, Government of Curaçao



Pop Agreed by (UNDP): Dr. Marcia de Castro, UNDP Resident Representative, UNDP Trinidad and Tobago, Suriname, Aruba, Curaçao and Sint Maarten

I. SITUATION ANALYSIS

On 10 October 2010 the federation of five Dutch Caribbean countries (Curaçao, Bonaire, Saba, St. Eustatius and Sint Maarten) was dissolved. Two of the five islands, Curaçao and Sint Maarten became autonomous countries within the Kingdom of the Netherlands and now have responsibility for their overall development with defence, external security and immigration matters falling outside of their remit. The emergence of country Curaçao on October 10, 2010 presents opportunities, challenges. The new government consisting of a coalition of political parties developed a vision that:

“By 2025, Curaçao is a country based on good governance, with high quality of life, sustainable socio economic development and education that is motivating to all citizens to develop themselves and to contribute to the development of their country – vision 2025”.

Under this vision, four strategic goals are included to:

- develop a high quality of life
- develop a high standard of living
- strengthen social cohesion
- increase adherence to democratic governance principles.¹

New institutional arrangements have been put in place by the Government of Curaçao. Implementation management teams for each of the 9 ministries were created. The main tasks of the implementation teams include giving content and guidance to the formulation of new responsibilities and functions of the ministries, developing multiannual plans accompanied with policy sound budgets and placing all the government staff within the new system. The time frame for the implementation team was from November 2010 until April 10th 2011. This time frame has been extended for another three months to ensure adequate completion of the tasks. Sector directors were recently appointed to give leadership within the sectors. This transition of the new country requires that new institutions be created and that government officials be trained to adapt to and function within the new systems. The civil servants have to prepare themselves to deal with the possible consequences resulting from the merging of two layers of government structures into one system. The implementation team led by the Prime Minister’s office is piloting the use of a results based management approach to ensure that goals specified in the Governing Programme are achieved for which the MDG targets and indicators have been highlighted to be used for the initial bench marking. UNDP has been requested to assist in developing/defining more indicators through this programme for the overall monitoring of the Governing Programme. The Prime Minister’s Office in cooperation with the Policy Coordination Bureau, an arm of the Ministry of General Affairs will be assisting all line Departments in this process.

Among the challenges that the new country faces is the need to articulate a national development plan that gives cognizance to the environmental, economic, social and political realities of a new SIDS country within the current global environment. This recent political development also offers unprecedented chances for new insights and effective organizing that requires increased attention in the social and economic development through an integral national development planning process. Many countries in similar situations have used dialogue processes linked to development issues to prepare medium to long term strategies in a consultative participatory way. The fundamental objective here would be to reach agreements which would guarantee national capacity in institutional, administrative and political terms in preparation for a nation building process that is led and driven by the Curaçao government in a partnership with the citizen.

This plan must urgently stimulate economic growth by mobilizing foreign direct investment for Curaçao. With the new country status, the government of the Netherlands, which has been the long term donor to Curaçao, will halt its ODA to Curaçao in 2012. In addition, further loan allocation from the Dutch government will be contingent on strict financial regulations. It is opportune that the Curaçao government commences a resource mobilization initiative by first identifying financial resources available locally and internationally and developing strategies for tapping into them. In the initial stage

¹ Four Strategic Goals from Vision 2025

of the country's development it would also be necessary to develop capacity to utilise available unspent resources.

The first Millennium Development Goals (MDG) Report for Curaçao and Sint Maarten was recently prepared by the Governments of the two countries in collaboration with UNDP. The report measures the progress of Curaçao and Sint Maarten based on the Caribbean specific MDGs of 8 goals, 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 the achievement of national goals. The report highlights Curaçao's high performance in relation to other similar countries in the region. The report also identifies challenges related to the achievement of goals 1 and 7. These concerns require dedicated policies to be developed, finances allocated for implementation and political commitment to work together with all relevant sections of society in implementing the recommendations from the report within the framework of the Governing Programme. The government has expressed full satisfaction with findings of the MDG Report and emphasized its commitment in line with its Government Programme, to work diligently to ensure that Curaçao complies with achieving all of the 8 MDG during the life span of its Government. Put simply, advancing the MDGs is an important milestone in the government's quest for a more socially cohesive and peaceful new country towards 2015 and beyond. An implementation strategy will be developed taking into consideration the findings and recommendations of the first MDG Report for Curacao. A second MDG report will be produced under this new project.

Sound development planning that is evidence based requires that countries develop a reliable statistical database. Attention will be paid to the incomplete task of establishing the national socio-economic database and to train public servants, and selected private sector and civil society organization personnel in its use. Establishing such a database will allow government at all levels to be able to base policies on quantitative and qualitative analysis of disaggregated data.

A communication strategy will be developed to guide the knowledge promotion, dissemination and creation of awareness on the project and achievements as well as help stimulate active participation of all relevant stakeholders.

This project while building on the previous project Capacity Strengthening for Nation Building will continue to strengthen capacities in Government to establish the new country Curacao. The new government of Curaçao has indicated strong interest in continuing to work with the UNDP Trinidad & Tobago Country office and the Minister for Economic Development has visited both the UNDP Resident Representative in Trinidad and the UNDP HQ in New York. The Prime Minister of Curacao recently participated in the UN General Assembly 66th session held in September 2011. During this occasion, he visited the UNDP Administrator in New York where issues amongst others related to the MDGs were discussed in the context of this upcoming project implementation.

STRATEGY

The former project which introduced senior public servants to techniques for managing the transition process from being a member of a federation within the Kingdom of the Netherlands to individual country status still within the Kingdom, initiated a system for statistical data storage and retrieval and produced the first MDG Report as a base document for assessing the country's development status. This project will seek to consolidate the transition process. The MDG report and the Governing Programme will be used as the main pillars on which the country's first development plan will be built; the creation of a national statistical database to support the planning process will be completed and resource mobilisation efforts will be strengthened to assist in the search for alternative funding mechanisms to support the development effort.

The major outcome of the project would see the new country Curacao with a sound, participatory planning framework (with sector based implementation strategies) that takes account of the needs of vulnerable groups and the distinct environmental challenges of the island. For planning purposes, it will draw on data from its national statistical database and create capacity for mobilising resources to support the development effort.

Major project outputs will include:

1. National Development Plan with sector based implementation plans developed through Participatory Dialogue process
2. National socio-economic database (DevInfo) installed with institutionalisation of the capacity within the core of the Public Service
3. National capacities strengthened with key stakeholders to achieve MDGs through: i) a pilot programme for addressing MDG 1 Eradicate extreme poverty and hunger and MDG 7 ensuring environmental sustainability and ii) a new MDG Report for Curacao, iii) a MDGs acceleration framework (MAF).
4. Sector wide aid co-ordination strategy developed and rolled out to support the needs of the new country.

UNDP's global experience in the broad field of development planning and capacity building, particularly in the field of institution building, provides the needed comparative advantage to support this initiative. Similar support in institution creation and building was provided by this country office to the Governments of Trinidad and Tobago and Suriname.

To ensure efficiency in the implementation arrangements, the Government of Curacao proposes to establish a project office within the Ministry for Economic Development, Sector Foreign Economic Co-operation headed by an appointed NIM project counterpart. The NIM project counterpart will be twinned with a project manager hired under the project. The two will coordinate closely with the Sector Director of SFEC and the Secretary General of the Ministry who is yet to be appointed. A UN Volunteer will be hired to provide specific on the ground support for two years while the expert services of consultants will be sought for various aspects of the project as may be required. The project will be implemented with support from the UNDP Country Office. The Ministry of Economic Development will be the main counterpart. In addition, the Prime Minister's Office, the Central Bureau of Statistics, the Ministry of Social Affairs, Labour and Welfare, Ministry of Health, Environment and Natural Resources will support implementation of the various outputs of the project that are directly related to their fields of responsibility. Within each of these Ministries focal points for the various outputs for the project will be drawn from among these Ministries and will counterpart the consultants and ensure that project outputs are realised. Output 3 will be implemented in collaboration with a Non-Governmental Organisation (NGO) in the agriculture and environment sectors and the choice of this NGOs will be dependent on an assessment of their technical capacity and their capacity for project management and implementation.

Communication Strategy

Throughout the entire project a communication strategy will be executed to create awareness and involvement by the general public and other stakeholders. For this purpose a private company will be hired to address the below:

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

Output 2: Strategies to stimulate the use of the DevInfo Database amongst civil servants, researcher's, universities, NGO's, private sector and the general public.

Output 3 and 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 discourses and launch activities.

II. RESULTS AND RESOURCES FRAMEWORK

<p>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'</p>			
<p>Outcome indicators: A National Development Plan formulated through participatory process + MDG1 and MDG 7 progress obtained through the implementation of a pilot</p>			
<p>Applicable Key Result Area (from 2008-11 Strategic Plan): Poverty and the MDGs</p>			
<p>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 development international community.</p>			
<p>Project title and ID (ATLAS Award ID): Institutional Strengthening and Capacity Development of Curacao in National Development Planning, MDG Acceleration, and Resources Mobilization</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1 Participatory Dialogue process to improve and finalise National Development Plan</p> <p>Baseline: Government has signed a coalition accord and prepared a Governing Programme which needs to be refined into a strategic national plan with development indicators and targets</p> <p>Indicators:</p> <ul style="list-style-type: none"> % population engaged in a dialogue around the development plan that reflects the Neighbourhoods and with appropriate representation from 	<p>Targets (year 1)</p> <p>1.1. Online course in democratic dialogue process pursued by stakeholders in Curacao.</p> <p>1.2. National dialogue around Development Plan completed</p>	<p>1 Activity Report on participatory consultations</p> <p>Result: 30 public officers and other strategic partners into Democratic Dialogue, UNDP Virtual School</p> <p>2 Activity Draft Participatory Dialogue approach prepared and agreed to with Government</p> <p>Result: Participatory Dialogue conducted in all neighbourhoods and with Special Interest Groups . Aprox. 30 dialogues.</p>	<p>Project Manager UNDP</p> <p>Office of the Prime Minister and General Affairs, Ministry of Economic Development</p> <p>CBS Consultant</p>
	<p>Target Year 2</p> <p>1.3. A national development</p>		<p>Consultancy firm</p> <p>Online Training</p> <p>Communication tools Workshops</p> <p>UN In-house Resources</p> <p>Cost Output 1 - 255,000 + GMS</p>

<p>Government, Private and NGO sectors</p> <ul style="list-style-type: none"> • Consensus reached on number of elements from dialogue to be included in the Development Plan • Consensus reached on output oriented budgets of sector plans to be included in national plan. • Capacity created to undertake future dialogue processes 	<p>plan that reflects targets and indicators as agreed with stakeholders during the consultation process</p>	<ul style="list-style-type: none"> ▪ Action: Synthesis report on amendments resulting from dialogue process to be included in National Plan prepared ▪ Action: Indicators for goal achievement for plan circulated nationally <p>3 Activity Result: Population aware of the results of the democratic dialogue process and acknowledgeable of the national development plan contents</p> <ul style="list-style-type: none"> ▪ Action: Communication campaign realized by a private company all along the process: website, social medias, radio, posters, flyers,, online platform for dialogue. <p>4. Activity Result : <i>Final National Development Plan and action plan accepted and approved by institutions for execution</i></p> <p>5. Activity Result: <i>Dissemination campaign: dissemination of NP, user friendly NP, main findings products.</i></p> <p>6. Activity: <i>Evaluation and Systematization of the process: lessons learned best practices and publication.</i></p> <p>7. Activity: <i>Management, monitoring and final evaluation</i></p>	
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<p>Output 2: Creation of a National Socio-Economic database</p> <p>Baseline: Government officials trained in the use and administration of DevInfo software.</p> <p>Indicators: Database populated with data required for preparing MDG Reports and national Development reports and inclusive of metadata</p> <p>Use of database institutionalised at national and sectoral levels</p>	<p>Target: (Year 1): At least 2 persons per Ministry and staff of the CBS trained in the use and administration of DevInfo database</p> <p>Two Training of trainers Courses conducted</p> <p>Target Year 2 National socio-economic database created with metadata entered and database accessible</p> <p>Target Year 3: 4 Sectoral databases established and providing information for amplification of national database</p>	<p>1. Activity Result: Capacity building in use and administration of DevInfo databases</p> <p>Action: Presentation of DevInfo capabilities to Sector Heads and to the Curacao Association of Economists and other stakeholders</p> <p>Action: Continue training of staff in line Ministries and CBS</p> <p>Action: Training of trainers course conducted</p> <p>Action: Initiate population of NSED with 2011 census data and information from existing independent databases</p> <p>2. Activity Result: National socio-economic database completed and accessible on Web.</p> <p>Action: Action: Initiate population of DevInfo database with 2011 census data</p> <p>Action: Populate DevInfo database with information from available five (5) administrative data systems and develop relevant metadata</p> <p>Action: Undertake the required IT tasks to make database accessible on government website.</p> <p>3. Activity result: Sectoral databases interfacing with national database</p> <p>Action: Create sectoral databases</p> <p>Action: Agree on quality standards for creation of new indicators</p> <p>Action: Develop protocol for information sharing</p>	<p>Project Manager CBS Ministry of Economic Development and line Ministries</p> <p>Consultant/ UNDP</p>	<p>Training workshops</p> <p>Travel costs</p> <p>Consultant (depending on CBS decision)</p> <p>Total costs: -165,000 + GMS</p>
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¹ CBS to confirm

<p>Output 3: Strengthen national capacities to achieve MDGs through:</p> <p>a. pilots on MDG 1 and 7 implemented, b. MDG Report published.</p> <p>Baseline: MDG Report for Curacao and Sint Maarten prepared</p> <p>Indicators:</p> <p>One national programme developed targeting realisation of MDG 1 and MDG 7</p> <p>New MDG Report for Curacao drafted</p>	<p>Targets (year 1)</p> <p>1. Signed agreement with Agricultural NGO for design and execution of a youth-centred, agricultural training programme.</p> <p>Targets (Year 2) Training programmes initiated for at least 70 youths annually.</p> <p>Youth agri-business training developed and tested</p> <p>Targets (year 3)</p> <p>Curacao's first MDG Report</p>	<p>4. Activity: Management, monitoring and final evaluation</p> <p>1 Activity Result: Develop an MOU with existing NGO to partner on agricultural training and development for youth...</p> <p>2 -Action – Design an appropriate youth agricultural training programme that can be nationally replicated</p> <p>3 Action Develop appropriate communication strategy for popularisation of small-scale agriculture and home gardening</p> <p>4 Activity Result: Agricultural training programmes targeting youth rolled out to cater for 70 youths annually.</p> <ul style="list-style-type: none"> ▪ Action: Undertake training sessions; develop appropriate knowledge products and communication strategies ▪ Action: Arrange South-South technical assistance and knowledge exchanges <p>5 Activity Result: Initial programme for youth agri-business tested</p> <ul style="list-style-type: none"> ▪ Action: Design and test programme and record lessons learned <p>6 Activity Result: Curacao's MDG Report produced with a participatory process</p> <p>Action: Draft report and organise consultations on draft report</p> <p>Action: MDG published in hard and soft copy</p> <p>Report contents: workshops, meetings,</p>	<p>UNV</p> <p>Consultant</p> <p>Training costs</p> <p>Travel</p> <p>Total costs: 365,000 + GMS</p>
<p>Project Manager</p> <p>UNV</p> <p>Ministry of Economic Development</p> <p>Ministry of Public Health, Environment and Natural resources</p> <p>Selected NGO</p>			

		<p>official launch friendly version of main contents, radio clips, etc.</p> <p>Action: MDG Regional and South-South cooperation events held for the Dutch Caribbean</p> <p>7. Activity: Evaluation and Systematization of the process: lessons learned best practices and publication.</p> <p>8. Activity: Management, monitoring and final evaluation</p>		
<p>Output 4 : Preparation of an Aid Co-ordination and resource mobilisation Plan</p> <p>Baseline: Development funding from The Netherlands will cease in 2012</p> <p>Indicators Domestic and external development funding identified and negotiations ongoing</p>	<p>Targets: (year 1) : Financial gap for development estimated</p> <p>Training in negotiations commence</p> <p>Negotiations initiated with possible partners</p> <p>Target (Year 2) At least 40% of required funding obtained</p>	<p>1. Activity Result: Projected financial needs for meeting development goals identified</p> <p>Action: Preparation of three year projected financial needs assessment</p> <p>Action: Prepare matrix of existing resources, balances and the recipients</p> <p>2. Activity Result: Senior Public Servants trained in negotiating skills</p> <p>Action: Two training modules in negotiating skills mounted</p> <p>3. Activity Result: Funding shortfall obtained</p> <p>Action: Donor Round table conference held</p> <p>Action: organization of regular donor coordination platforms</p> <p>4. Activity: Management, monitoring and final evaluation</p>	<p>Project Manager Ministry of Economic Development UNDP National consultant</p>	<p>Consultant Training Total costs: 70,000 + GMS</p>

III. ANNUAL WORK PLAN

YEAR 1

Intended Outcome: Enhancing national capacity for strategic planning and promoting MDGs achievement											
Project title and ID (ATLAS Award ID): Institutional Strengthening and Capacity Development of Curacao in National Development Planning, MDG Acceleration, and Resources Mobilization											
INTENDED OUTPUTS	PLANNED ACTIVITIES	Responsible party				Funding Source	Budget Description	Amount			
		Q4-11	Q1-12	Q2-12	Q3-12						
Output 1 Participatory Dialogue process to improve and finalise National Development Plan	<p>Activity Result: Report on participatory consultations</p> <ul style="list-style-type: none"> ▪ Action: Training for 30 public officers and other strategic partners into Democratic Dialogue, UNDP Virtual School ▪ Action: Draft Participatory Dialogue approach prepared and agreed to with Government ▪ Action: Participatory Dialogue conducted in all neighbourhoods and with Special Interest Groups . Aprox. 30 dialogues. <p>Activity Result: Inputs from participatory dialogue process included in National Development Plan</p> <ul style="list-style-type: none"> ▪ Action: Synthesis report on amendments resulting from dialogue process to be included in National Plan prepared ▪ Action: Indicators for goal achievement for plan circulated nationally <p>Action: Online course advertised and access to participation by stakeholders facilitated</p> <p>Activity Result: Population aware of the results of the democratic dialogue process and knowledgeable of the national development plan contents</p> <ul style="list-style-type: none"> ▪ Action: Communication campaign realized by a private company, all along the process: website, social medias, radio, posters, flyers, online platform for dialogue. <p>Activity Result : Final National Development Plan and action plan accepted and approved by institutions for execution</p> <p>Activity: Management, monitoring and final evaluation</p>	X	X	X	X	Government cost sharing	Project Manager	40000			
		X				Office of the Prime Minister and General Affairs, Government of Curacao	Consulting firm;				
				X				1..Participatory Dialogue			
					X			In house training	34000		
								Travel Communication Company	30000		
				X	X	X	X		50000		
				X	X	X	X		30000		
SUBTOTAL OUTPUT							184000				
Output 2: Creation of a National Socio-Economic database	<p>Activity Result: Capacity building in use and administration of Devinfo databases</p> <p>Action: Presentation of Devinfo capabilities to Sector Heads and to the Curacao Association of Economists and other stakeholders</p> <p>Action: Continue training of staff in line Ministries and CBS</p> <p>Action: Training of trainers course conducted</p> <p>Action: Initiate population of NSED with 2011 census data and information from existing independent databases</p> <p>Action: Management, monitoring and final evaluation</p>			X	X	Government cost sharing	Project manager	35000			
				X			UN In-house resources				
				X			Ministry of Economic Devel	Training workshops	20000		
				X	X	X	Private Sector		55000		
SUBTOTAL OUTPUT							20000				
							55000				

INTENDED OUTPUTS	PLANNED ACTIVITIES							Amount
	Q4-11	Q1-12	Q2-12	Q3-12	Responsible party	Funding Source	Budget Description	
Output 3: Strengthen national capacities to achieve MDGs through: a. pilots on MDG 1 and 7 implemented, c. MDG Report published.		X	X	X	Project Manager	Government cost sharing	Project Manager	30000
			X	X	Ministry of Economic Development		Consultant	25000
					Ministry of Social Development		UNV	
					Ministry of Health, Environment and Agricultural NGO		Communication and knowledge products	
					Environmental NGOs		Assistance and knowledge sharing	
					UNV			
SUBTOTAL OUTPUT								55000
SUBTOTAL YEAR 1								294000
GMS								20580
TOTAL YEAR 1								314580

Intended Outcome: "Enhancing national capacity for strategic planning and promoting MDGs achievement"										
Project title and ID (ATLAS Award ID): Institutional Strengthening and Capacity Development of Curaçao in National Development Planning, MDG Acceleration, and Resources Mobilization										
INTENDED OUTPUTS	PLANNED ACTIVITIES	Q4-12	Q1-13	Q2-13	Q3-13	Responsible party	Funding Source	Budget Description	Amount	
Output 1 Participatory Dialogue process to improve and finalise National Development Plan	<p>3. Activity Result: Population aware of the results of the democratic dialogue process and knowledgeable of the national development plan contents</p> <ul style="list-style-type: none"> ▪ Action: Communication campaign realized by a private company, all along the process: website, social medias, radio, posters, flyers,, online platform for dialogue. <p>4. Activity Result : Final National Development Plan and action plan accepted and approved by institutions for execution</p> <p>5. Activity Result: Dissemination campaign: dissemination of NV&DP, user friendly NV&DP, main findings products.</p> <p>6. Activity: Evaluation and Systematization of the process: lessons learned best practices and publication.</p> <p>7. Activity: Management, monitoring and final evaluation</p>	X	X			UNDP	Government cost sharing	Project Manager	10000	
		X	X			Office of the Prime Minister and General Affairs,		Consulting firm;		
		X				Ministry of Economic Development		1..Participatory Dialogue		24000
		X	X			Consultancy firms		In house training		10000
		X	X			Democratic dialogue		Travel		15000
		X	X	X				Communication Company		12000
		X	X							71000
SUBTOTAL OUTPUT										
Output 2: Creation of a National Socio-Economic database	<p>2. Activity Result: National socio-economic database completed and accessible on world wide web.</p> <p>Action: Action: Initiate population of DevInfo database with 2011 census data</p> <p>Action: Populate DevInfo database with information from available five (5) administrative data systems and develop relevant metadata</p> <p>Action: Undertake the required IT tasks to make database accessible on government website.</p> <p>3. Activity result: Sectoral databases interfacing with national database</p> <p>Action: Create sectoral databases</p> <p>Action: Agree on quality standards for creation of new indicators</p> <p>Action: Develop protocol for information sharing</p> <p>4. Action: Management, monitoring and final evaluation</p>	X	X	X		Central Bureau of Statistics	Government cost sharing	Project manager	70000	
		X				Ministry of Planning		UN In-house resources		
			X			Ministry of Economic Development				
				X		Private Sector			Training workshops	20000
			X			UNDP			Consultant	
			X			NGOs				
		X	X	X	X	Consultant			Equipment	20000
SUBTOTAL OUTPUT									110000	

INTENDED OUTPUTS	PLANNED ACTIVITIES								Responsible party	Funding Source	Budget Description	Amount	
	Q4-12	Q1-13	Q2-13	Q3-13	Q4-13	Q1-14	Q2-14	Q3-14					
Output 3: Strengthen national capacities to achieve MDGs through: a. pilots on MDG 1 and 7 implemented, c. MDG Report published.	3	Action	Develop appropriate communication strategy for popularisation of small-scale agriculture and home gardening	X	X	X			Project Manager	Government cost sharing	Project Manager	20000	
	4	Activity Result:	Agricultural training programmes targeting youth rolled out to cater for 70 youths annually.	X	X	X	X		Ministry of Economic Development		Consultant	15000	
		Action:	Undertake training sessions; develop appropriate knowledge products and communication strategies		X	X	X	X	Ministry of Social Development		UNV		
		Action:	Arrange South-South technical assistance and knowledge exchanges			X	X	X	Ministry of Health, Environment and		Communication and knowledge products	40000	
		Action:	Design and test programme and record lessons learned	X	X	X	X	X					
SUBTOTAL OUTPUT		8. Activity:	Management, monitoring and final evaluation									75000	
Output 4: Preparation of an Aid Co-ordination and resource mobilisation Plan	1.	Activity Result:	Projected financial needs for meeting development goals identified	X	X	X			National Consultant	Project Manager	Project Manager	10000	
		Action:	Preparation of three year projected financial needs assessment	X					Ministry of Economic Development	Ministry of Economic Development	Training		
		Action:	Prepare matrix of existing resources, balances and the recipients		X	X			Private sector		Consultant		
		2. Activity Result:	Senior Public Servants trained in negotiating skills	X	X				NGOs	UNDP			20000
	SUBTOTAL OUTPUT												30000
SUBTOTAL YEAR 2												286000	
GMS												20020	
TOTAL YEAR 2												306020	

Intended Outcome: "Enhancing national capacity for strategic planning and promoting MDGs achievement"											
Project title and ID (ATLAS Award ID): Institutional Strengthening and Capacity Development of Curaçao in National Development Planning, MDG Acceleration, and Resources Mobilization											
INTENDED OUTPUTS	Responsible party					Funding Source	Budget Description	Amount			
	Q4-13	Q1-14	Q2-14	Q3-14	Project Manager						
Output 3: Strengthen national capacities to achieve MDGs through: a. pilots on MDG 1 and 7 implemented, c. MDG Report published.	5	X	X			Government cost sharing	Project Manager	80000			
	<ul style="list-style-type: none"> ▪ Action: Design and test programme and record lessons learned 	X	X			Ministry of Economic Development	Consultant				
	6	X	X	X	X		UNV	120000			
	<ul style="list-style-type: none"> ▪ Action: Draft report and organise consultations on draft report 	X	X			Ministry of Social Development	Communication and knowledge products Assistance and knowledge sharing				
	<ul style="list-style-type: none"> ▪ Action: MDG published in hard and soft copy 			X		Ministry of Health, Environment and Agricultural NGO					
	<ul style="list-style-type: none"> ▪ Action: Campaign to disseminate MDG Report contents: workshops, meetings, official launch friendly version of main contents, radio clips, 			X	X	Ministry of Health, Environment and Agricultural NGO					
	7.				X	X	Environmental NGOs		15000		
	8.	X	X	X	X	UNV			20000		
SUBTOTAL OUTPUT											
Output 4 : Preparation of an Aid Co-ordination and resource mobilisation Plan	3.	X	X			Project Manager	Project Manager				
	<ul style="list-style-type: none"> ▪ Action: Donor Round table conference held 			X		Ministry of Economic Development	Training	20000			
	4.			X	X	Private sector NGOs	Consultant				
	<ul style="list-style-type: none"> ▪ Action: organization of regular donor coordination platforms ▪ Action: Management, monitoring and final evaluation 	X	X	X	X	UNDP			20000		
SUBTOTAL OUTPUT											
									40000		
SUBTOTAL YEAR 3											
									275000		
GMS											
									19250		
TOTAL YEAR 3											
									294250		

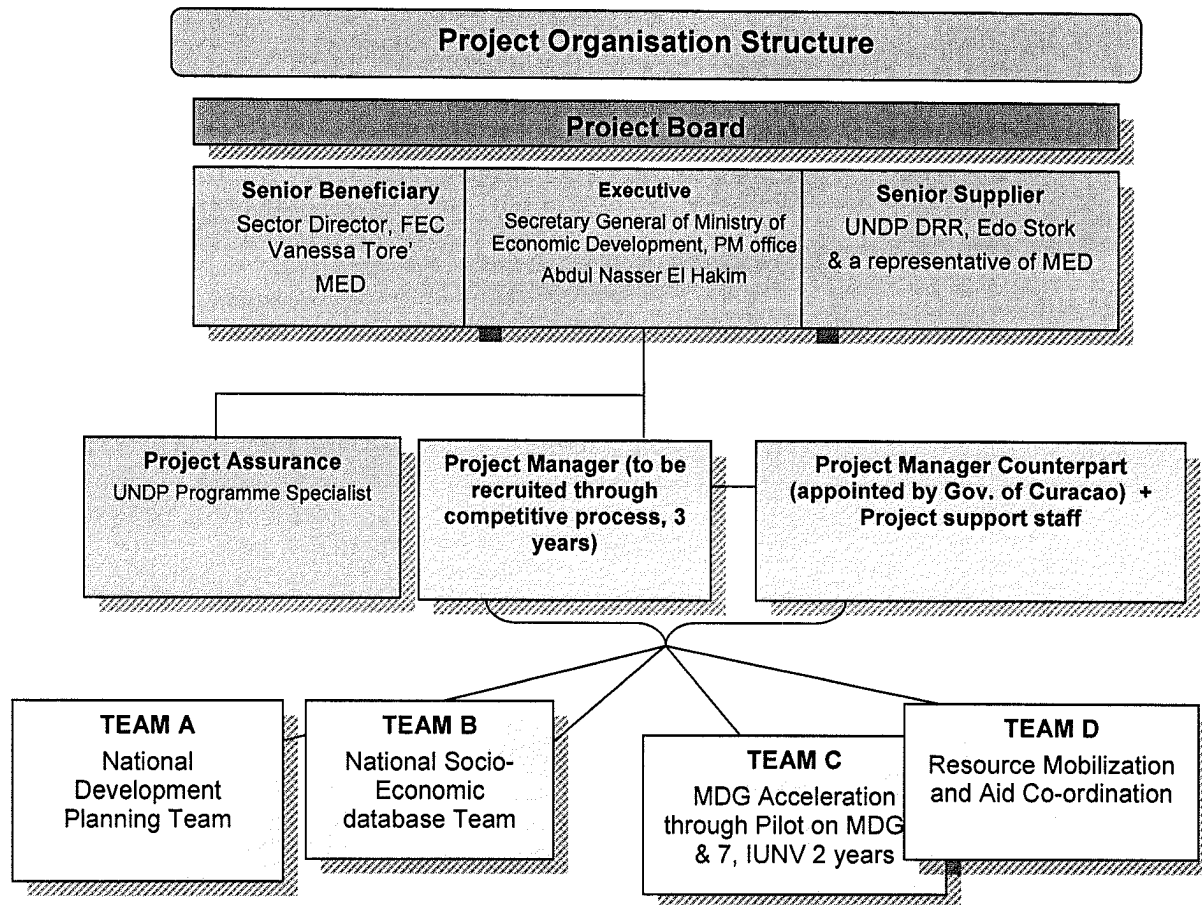
Overall budget per output (US\$)

output 1	255,000.00
output 2	165,000.00
output 3	365,000.00
output 4	70,000.00
Subtotal 4 outputs	855,000.00
GMS	59,850.00
TOTAL	914,850.00

Overall budget per YEAR (US\$)

YEAR 1	314,580.00
YEAR 2	306,020.00
YEAR 3	294,250.00
TOTAL	914,850.00

IV. MANAGEMENT ARRANGEMENTS



In keeping with UNDP's policy for promoting national ownership and leadership the project will be nationally executed, meaning that the Ministry of Economic Development (MED), designated as the Executing Agency is the national actor that assumes overall ownership of the project and its results. As such, the National implementation, modality of preference is that of joint management arrangements with the UNDP Country Office in POS that will provide support to project implementation. 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. The first Project Board will be timed at the onset of the project implementation.

UNDP's commitment to developing systemic national capacities will be applied to ensure that systemic capacities will be left behind once support comes to an end. As such, the capacity for the management arrangements to implement this project is quite distinct but designed to complement the systemic capacity development that is expected to be developed to reach across institutions and which can endure short- and medium-term changes. Ultimately, it is anticipated that through this arrangement, UNDP can assist the government of Curacao to develop and institutionalize systemic capacities as part of this project. To ensure effective and efficient project management, a project manager will be hired to undertake the day to day implementation of the project. This project manager will work closely with a designated national peer (Project manager counterpart from the Ministry of Economic Development) appointed by the government with a team of support staff and Interns. Together this team will constitute

the project office which will be established for the project. An administrative support staff will be assigned to the project office by the Ministry of Economic Development. In addition, a team of counterparts (External project support staff) from the Ministry of the Prime Minister and General Affairs;, Ministry of Health, Environment and Natural Resources and Ministry of Social Development.

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. Recommends to Minister and Cabinet cessation of activities or injection of additional resources
- Oversee project implementation on a quarterly basis

Executing Agency – Ministry of Economic Development

As National Implementing Agency, MED will facilitate overall guidance and direction in accordance with the prevailing conditions and rules and regulations of the government of Curacao:

1. Obtain and allocate resources for the project in a timely manner and other needed approvals
2. Prepare annual combined delivery reports and certify annual expenditure reports prepared by UNDP
3. Convene, participate in Project Board meetings, report on the outcome of meetings and take necessary action for timely follow up
4. Participate in appraisals, monitoring and evaluation of all aspects of the project
5. Collaborate with UNDP in drafting Terms of Reference when necessary
6. Facilitate incoming and outgoing missions including those of UNDP staff, hired consultants, etc
7. Develop knowledge products on the country situation and ensure adequate briefing/orientation of new project members
8. collaborate with UNDP in designing a smooth exit strategy or formulation of new initiatives

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, MED. The MED will liaise with UNDP on any matters of concern.
2. Participate in meetings of the Project Board
3. Participate in the Multi-sectoral technical Committee.
4. Provide thematic and technical backstopping
5. Participate with the MED in joint supervision of the experts
6. Payment of experts upon certification by the MED
7. Regularly review the status of project objectives, activities, outputs, risks and emerging issues and when necessary convey concerns to relevant parties
8. Financial management of the project and preparation of financial reports
9. Ensure sufficient knowledge management for full visibility of the project within UNDP through regular updates on websites and sharing of knowledge and experiences with related projects

Project assurance: UNDP will assume the major project assurance role. (See roles and responsibilities of UNDP below)

Project Manager:

1. Manage the realization of project outputs through activities
2. Direct and guide the project team /responsible parties
3. Liaise with the Project Board to ensure overall direction and integrity of the project
4. Work together with the government peer (project manager counterpart) to ensure that decisions are taken in agreement to the project and the MED priorities.
5. Create systemic capacities in the MED, especially by working closely with the designated peer of MED.
4. Take responsibility for project administration
5. Liaise with UNDP, Project Supplier
6. Prepare Annual Project Reports
7. Manage UNV and project consultants
8. Liaise with Government on financial transfers, monitoring and reporting

PROJECT TEAMS

The project teams will constitute sub-units of the project and which, under the supervision of the project manager will ensure that the particular team output is realised. Since the members of the teams will be drawn from among the counterpart Ministries they will be the critical liaison persons between their line Ministries and the project.

V. 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:

The project shall be monitored in accordance with the programming policies and procedures outlined in the UNDP User Guide, 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. This will be done by the Project Board
- An Issue Log shall be activated using Atlas format 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 by UNDP and regularly updated by SFEC by reviewing the external environment that may affect the project implementation.
- Based on the above information which will be recorded in Atlas by UNDP, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the UNDP Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be prepared using Atlas format and updated by the Project Manager and UNDP to track key management actions/events

Annually

- **Semi- Annual Review Report.** A semi-annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the semi- annual Review Report shall consist of the Atlas standard format for the QPR covering the half 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 last quarter of the project or soon after, to assess the performance of the project. 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.

All costs related to the monitoring and evaluation shall be provided for within the project budget.

UNDP and the MED have commonly decided to realise a final evaluation. The evaluation will have mainly a learning proposal.

Section VII. Quality Management for Project Activity Results

OUTPUT 1: Participatory Dialogue process to improve and finalise National Development Plan		
Activity Result 1 (Atlas Activity ID)	<i>National Dialogue process and report</i>	Start Date: January 2012 End Date:
Purpose	<i>To obtain inputs from the citizenry for the redrafting of the National Development Plan</i>	
Description	<i>Undertake national dialogue process around existing Government Draft Development Plan; Prepare report on the new elements to be included in the NDP that reflects agreed adjustment to the NDP.</i>	
Quality Criteria	Quality Method <i>Means of verification.</i>	Date of Assessment
Level of participation in dialogue process	Nos. of persons participating in dialogue sessions, which should be reflective of Government, NGO and Private sectors , academia and media	March 2012
Level of acceptance of plan as being a national one	Opinion survey	March 2013
30 public servants are trained into Democratic Dialogue	Certificate review	March 2012
Knowledge acquired by population regarding the Democratic Dialogue process and the NDP	Evaluation of awareness Campaign / People visiting the DemDial Internet Platform	August 2013

Output 2 Creation of a National Socio-Economic database		
Activity Result 2 (Atlas Activity ID)	<i>National socio-economic database developed and Development Plan</i>	Start Date: January 2012 End Date:
Purpose	<i>To establish an accessible national database of statistical information; build corresponding sector databases; build capacity to maintain and upgrade databases and to create a cadre of national trainers .</i>	
Description	<i>Train staff of Public sector, private sector and NGOs in use of DevInfo and established databases</i>	
Quality Criteria	Quality Method	Date of Assessment
Reliability of and accessibility to data	Nos. of persons accessing database as mentioned by the number of visitors	January 2014
Utility of database	Quantum of data entered and number of visitors to the site	January 2013
Capacity for maintenance and updating of databases	Extent of reliance on local resources for maintaining and updating of database	September 2014

OUTPUT 3: Output 3 Strengthen 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.		
Activity Result 3 (Atlas Activity ID)	<i>One pilot projects in creation of sustainable livelihoods in agriculture;</i>	August 2014
Purpose	<i>To demonstrate that small scale agriculture can assist in reducing food prices</i>	
Description	Build capacity within agricultural NGOs to create livelihood opportunities in small-scale food production	
Quality Criteria	Quality Method	
No. of youths completing training	Attendance records	Annually
No. of youths involved in agriculture post two year of training	Survey of trained youths post two years of training	July 2013
No. of trained youths eligible for participation in agri-business training in year 3.	Demand and interest in youth training	October 2014
National MDG report printed and disseminated	Copies distributed, media survey,	October 2014

OUTPUT 4: National resource mobilisation and aid co-ordination plan		
Activity Result 4 (Atlas Activity ID)	<i>Plans for effective co-ordination of aid and mobilisation of required resources for development planning realised</i>	Start Date: January 2012 End Date: November 2014
Purpose	<i>To map existing and immediate need for resources external to Government for funding development programmes and to effectively use existing resources for priority needs. .</i>	
Description	Mapping of existing immediate priorities and required financial resources to meet these priorities Mapping of criteria for use of existing resources and identification of other potential sources	
Quality Criteria	Quality Method	Date of Assessment
Completeness of matrixes developed	Opinions survey of users	November 2012
Level of utilisation of existing funds with 2011 and 2012	Expenditure records	December 2011 December 2012 December 2013

VI. LEGAL CONTEXT

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above 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.

VII. ANNEXES

Annex 1 Supplemental Provisions to Project Document

Annex II - Risk Log

Annex III – TOR Project Manager

Annex IV NIM Letter of Agreement

Annex I



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



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

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.
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.
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.
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 therefrom;

(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 organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom 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

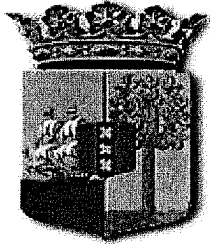
1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of 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.

Project Title: Capacity Building for Nation Building in Curacao						Award ID:	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	
1	Difficulty in identifying a suitable project manager	June 2011	Operational Organizational Strategic)	P = 3 I = 5	Advertise position both within the Curacao Public Service and in the wider community.	Min. of Economic development (Curacao) and UNDP	
2	Existing capacity and possible reductions in capacity in Curacao impede implementation progress	June 2011	Operational Organizational Strategic	P = 4 I = 4	Start dates of each activity may have to be adjusted depending on capacity of responsible organisation.	Min. of Economic Development (Curacao)	
3	In sufficient financial resources for project	June 2011	Financial	P = 2 I = 5	Ministry of Economic Development will ensure availability of funds for duration of project by ensuring that they are included in the national budget	Min. of Economic Development (Curacao)	
4	Low implementation rate as a result of lack of knowledge of project	June 2011	Operational	P = 3 I = 3	Min of Economic Development should develop a communication strategy to keep all stakeholders informed. Recruitment of Project Manager and UNV to ensure project delivery	Min. of Economic Development (Curacao)	

Annex III. Terms of Reference for Project Manager



**Government of Curacao and United Nations
Development Programme**

***Project: Capacity Development for Nation Building of
Curacao***



Terms of Reference: Project manager

Post level:

Special Service Agreement

Languages:

Dutch, English, Papiamentu

Expected Duration of Assignment:

3 years

Type of contract:

Only for nationals

Application website:

http://jobs.undp.org/cj_view_job.cfm?job_id=26885

1. Vacancy

The United Nations Development Programme in Trinidad and Tobago, in partnership with the Government of Curacao, is looking for a Project Manager that will coordinate the initiative named "*Capacity Development for Nation Building of Curacao*".

2. Background

The new Government of Country Curacao was established in 10 October 2010 and is now seeking to develop a Development Planning Framework that will drive the country's development in the short and medium term. The development Plan should be a comprehensive one that should address social, Economic and environmental planning. The new Government of the country has already prepared a Governing Programme which provides overall guidance on the direction that the country's development path will take. An implementation Plan has also been drafted for the nine Ministries that are responsible for policy making and administratively heading the various sector economy.

Development planning should at all times be grounded on a sound, current statistical data and its implementation should ideally be supported by resource base, that is adequately resourced in terms of human, financial and technological inputs. To ensure that this capacity is built, the Government of Curacao is seeking under the project 'Capacity Development for Nation Building in Curacao, to build human capacity and systems for development planning, create and maintain a national socio-economic database and develop resource mobilisation and aid co-ordination strategies in accordance with priorities set in the development plan.

Under a previous project with the Netherlands Antilles, UNDP supported the then federal Government of the Netherlands Antilles to prepare the first Millennium Development Goals Report for Sint Maarten and Curacao. Building on the findings and recommendations contained in that Report the project will assist the Government to achieve Millennium Development Goals 1 and 7 by 2015 which are the two goals where Curacao is shown to be deficient. Building on local attempts by national NGOs to cut food prices, it is proposed to tackle the achievement of Goal 1 by attempting to meet the targets set for the eradication of hunger. The project will attempt to boost capacity through training and other knowledge building techniques. For goal

7 the project will support ongoing national efforts in natural resources conservation with links to promoting awareness on solid waste management and disaster risk reduction.

Under the direct supervision of the Director, Sector Foreign Economic Co-operation, the project manager will be required to bring expert project management skills to ensure timely management of the project in the field and in his/her relationship with UNDP. He/she will be expected to develop proper project management systems and use the PRINCE2 methodology to ensure successful implementation of the project.

To receive more information regarding the project please write to: Mr. Gianluca Giuman, gianluca.giuman@undp.org

3. Functional/Key Tasks

Manage the implementation of the capacity building project Capacity Development for Nation Building for Curacao. In doing so the PRINCE2 methodology must be applied

Ensure coordination of all project activities between all parties (Ministry of Economic Development- UNDP and others) Participate in the project board meetings, prepare project progress and quarterly reports, biannual, and final

Provides information on the technical level and administrative issues (rules and regulations of the ministry and UNDP procedures) to enhance the link between UNDP- project and the ministry. Facilitates the job of the National Project Counterpart and support staff in implementing project activities.

Manage the relationships among the various project stakeholders.

Ensure a transfer of knowledge to the project personnel and other staff from among the beneficiary organisations in the area of project management and the use of relevant software.

Assist in the development of appropriate project management systems, procedures and practices for the achievement of project goals and for future project management in the Ministry of Economic Affairs.

Identify training needs, plan and organise and conduct training exercises where possible and necessary within the context of the project

Develop and maintain Knowledge Management tools.

Establish technical support teams for the cross cutting themes (National development plan, DevInfo and MDGs).

4. Qualifications, Skills and Experience

He/she will be required to possess post graduate skills in Political Sciences, Development Studies, Economics, Social Studies or related fields.

He/she should have relevant experiences in project management and should have prior experiences in managing complex projects dealing with Governance, National Development Plan or National Development Strategies.

He/she should be certified in project management and should have prior experience in managing complex project which cover a variety of sectors. Qualifications in PRINCE2 Foundation will be an asset.

At least five years international experience in the area of project management associated with the capacity building in developing countries. This is a key requirement

At least two (3) years experience in Governance, Public Policies, National Development Plans.

Experience in working with public institution and international organization would be an asset.

A sound knowledge and application of project management software programmes, tools and techniques are essential.

Knowledge of results based management techniques and their application

Ability to establish and manage a (PMO) Project Management Office as well as train personnel in the establishing, managing and operating of PMOs would be an asset.

Knowledge of developmental issues faced by SIDS and SIDS and expertise dealing with countries in transition

5. Competencies

Demonstrated experience in the formulation, implementation, monitoring and evaluation of development programmes and projects.

Proved experience in resources mobilisation.

Proved knowledge regarding Governance, Public Policies, National Development Plans.

Knowledge and capacities to facilitate Democratic Dialogues processes and multiple stakeholders coordination tables.

Proved capacity to write knowledge products and to systematize lessons learned.

Good monitoring and evaluation skills.

Good experience in knowledge management, knowledge sharing and dissemination of knowledge.

5.1. Computer skills:

Sound Knowledge of Project Management Software, such as, but not limited to Microsoft Project, WBS pro, Mind Manager and Logframe.

5.2. Management & Leadership:

Has leadership qualities and motivates teams well, inspiring confidence in others.

Flexibility in carrying out responsibilities and responsiveness to complex needs and demands.

Develops creative solutions to particularly challenging situations and is an effective influencer.

Ability to coach and mentor.

Promotes a knowledge sharing and learning culture within the project.

5.3. Teamwork:

Works effectively in cross-functional teams, as well as through networks of diverse and dispersed people.

5.4. Communication:

Strong oral and written communication skills. Good listener and responsive to the opinions of others.

Ability to advocate and provide policy advice.

5.5. Language requirements:

English Language requirements: fluent

Good written and oral skills in Dutch and Papiamentu are necessary.

5.6. Building Partnerships:

Cultivates productive relationships with partners and other important institutions and individuals; mobilizes additional resources to achieve strategic results.

Speaks confidently and exercises diplomacy in dealing with governments, UN system and national partners.

Has the ability to think strategically, develop initiatives as well as provide innovative solutions and advice through learning and partnerships.

5.7. Respect for Diversity:

Commitment to UN's core values; respects individual, gender and cultural differences in dealing with others. Competencies.

5.8. Results/Expected Outputs

Efficient and timely delivery on the four outputs of the project

Ability to meet deadlines with accuracy and attention to detail

6. Duty Station

The Project Manager will be stationed at the Ministry of Economic Development in Molenplein, Willemstad, Curacao for the duration of the project

7. Supervision:

Supervision will be under the Project Board, the Director, Sector Foreign Economic Cooperation, Ministry of Economic Development and the UNDP assigned Programme Officer.

8. Timeframe:

Starting on December 2011 - January 2012, one (1) year renewable.

Please submit your application at: http://jobs.undp.org/cj_view_job.cfm?job_id=26885

K: Programme/Netherlands /Governance/Capacity Building for Nation Building in Curacao

Annex IV NIM Letter of Agreement and attachment

20 November 2011

Dear Ms. Tore,

1. Reference is made to consultations between officials of the Government of *Curacao* (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
Marcia De Castro
[Title: Resident Coordinator /Resident Representative]

For the Government of Curacao
[Vanessa Tore, Director, Department for Foreign Economic Co-operation]

Attachment to Annex IV

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between Department for Development Co-operation, the institution designated by the Government of the Netherlands Antilles and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project Capacity Development for Nation Building in the Netherlands Antilles

2. In accordance with the provisions of the letter of agreement signed on *[insert date of agreement]* and the *[project document]*, the UNDP country office shall provide support services for the *Project]* as described below.

3. Support services to be provided:

4.

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1A. Recruitment of project personnel	Recruitment of consultants for: <ul style="list-style-type: none"> • Development Planning • Participatory Dialogue • Results based Management • Preparation of MDG Report • Database consultant 	7% of the cost of the full cost of these services	Not applicable
1B. Identification of project personnel	Identification of personnel for: <ul style="list-style-type: none"> • DevInfor Training • UNV in agricultural production 		
2. Identification and facilitation of training activities	Technical advice and comments on TOR for Project Manager, Trainers		
3. Procurement of goods and services;	Procurement of services listed at 1A above and equipment		

5. Description of functions and responsibilities of the parties involved:

Functions and responsibilities of UNDP

Function	Responsibility
Recruitment of project personnel	Procurement Unit, UNDP
Identification of project personnel	Programme Specialist
Identification and facilitation of training activities	Programme Specialist
Procurement of goods and services	Procurement Unit, UNDP
Management support of Project Manager	UNDP
Recruitment and management support for UNV	UNV Unit
Quality assurance and monitoring	UNDP/UNV

ANNEX V

**COST SHARING AGREEMENT BETWEEN THE
UNITED NATIONS DEVELOPMENT PROGRAMME
AND
THE MINISTRY OF ECONOMIC DEVELOPMENT**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the Ministry of Economic Development (hereinafter referred to as the "Donor") have agreed to co-operate in the implementation of the project Capacity Development for Nation Building of Curaçao (hereinafter referred to as "the Project ")

WHEREAS the Donor has informed UNDP of its willingness to contribute funds (hereinafter referred to as "the contribution") to the UNDP on a cost-sharing basis to increase the resources available for the Project;

WHEREAS the UNDP is prepared to receive and administer the contribution for the implementation of the project,

WHEREAS the Government of Curacao has been duly informed of the contribution of the Donor to the project;

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

Article I

The Donor shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of US\$ 914,850

1. The Donor shall, in accordance with the schedule of payments set out below, deposit the contribution in UNDP's contribution account:

Chase Bank
International Agencies Banking
1166 Avenue of the Americas, 17th Floor
New York, NY 10036-2708
UNDP Contributions Account
No. 015-002284
SWIFT Address: CHASUS33

(In making the deposit please identify the project number: to be established.

<u>Date payment due</u>	<u>Amount(US\$)</u>
a) December 2011	26,215.00
b) January 2012	288,365.00
c) October 2012	306,020.00
d) October 2013	294,250.00

The above schedule of payments takes into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

2. The UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
3. All financial accounts and statements shall be expressed in United States dollars.

4. The value of a contribution-payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by UNDP of the contribution-payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.
5. Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

Article II

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the contribution shall be subject to cost recovery by UNDP related to the provision of support services, namely:

Indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 7%

2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

Article III

1. The contribution shall be administered by the UNDP in accordance with UNDP regulations, rules and directives, applying its normal procedures for the execution of its projects.
2. Project management and expenditures shall be governed by the regulations, rules and directives of UNDP and, where applicable, the regulations, rules and directives of the Executing Entity/Implementing Partner.

Article IV

1. The implementation of the responsibilities of the UNDP and of the Donor pursuant to this Agreement and the relevant project document shall be dependent on receipt by the UNDP of the contribution in accordance with the schedule of payments set out in Article I, paragraph 2, above and to be in line with the attached Project Document.
2. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavours to obtain the additional funds required.
3. If the contribution-payments referred to in Article I, paragraph 2, above, are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2, above, is not forthcoming from the Donor or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

Article V

Ownership of equipment, supplies and other property financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Article VI

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Article VII

UNDP shall provide the Donor on request with financial and other reports prepared in accordance with UNDP reporting procedures.

Article VIII

1. UNDP shall notify the Donor when all activities relating to the contribution have been completed.
2. Notwithstanding the completion of all activities relating to the contribution, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
3. If the unutilized contribution-payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

Article IX

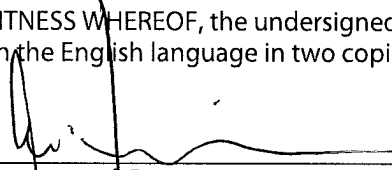
1. After consultations have taken place between the two Parties to this Agreement and provided that the contribution-payments already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project, this Agreement may be terminated by UNDP or by the Donor. The Agreement shall cease to be in force thirty (30) days after either of the Parties may have given notice in writing to the other Party of its decision to terminate the Agreement.
2. If the unutilized contribution-payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

Article X

This Agreement shall enter into force upon signature and deposit by the Donor of the first contribution-payment to be made in accordance with the schedule of payments set out in Article I, paragraph 2 of this Agreement.

This Agreement shall be valid from the date it enters into force through 31 December 2014.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.



**For the Government of Curacao:
Mr. Nasser El Hakim, Minister of Economic
Development**

28-11-2011
Date



**For the Ministry of Economic Development :
Ms. Vanessa Tore
Director Foreign Economic Cooperation**

28-11-2011
Date



**For the United Nations Development Programme
Dr. Marcia De Castro
Resident Representative**

28-11-2011
Date