



Project Document

**United Nations Development Programme
Country Office: Barbados
2013 Annual Work Plan**

Project Title: MDG Acceleration in the Commonwealth of Dominica
UNDAF/CP Outcome(s): Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups
Expected Output(s): Development of MDG Acceleration country action Plan (MAP)
Implementing Partner: Government of the Commonwealth of Dominica
Responsible Parties: Ministry of Finance

Brief Description

This project will finalize the MDG Acceleration Framework (MAF) the Commonwealth of Dominica via the development of MDG Acceleration country action Plans (MAP) based on identification of the key target or targets which may have the greatest impact on accelerating progress on the Goal(s) most crucial for MDG achievement and sustainable development progress. The MAP will identify the prioritised interventions that are required to achieve the identified target(s), identify and prioritise the bottlenecks impeding the full implementation of the priority interventions, and propose a clear, implementable roadmap with feasible solutions to address these bottlenecks and accelerate development progress.

Programme Period:	January 2013– December 2013	Estimated annualized budget:	USD \$11,000
Focus Area (Strategic Plan):	Social protection and poverty reduction with a focus on vulnerable groups	Total resources required	USD \$11,000
Intervention Title (Project Title):	MDG Acceleration in the Commonwealth of Dominica	Total allocated resources:	USD \$11,000
Duration:	12 months	Unfunded budget:	_____

Agreed by (Implementing Partner): _____

Agreed by UNDP: _____

I. CONTEXT

At the United Nations¹ Millennium Summit in September 2000, the world's Heads of States and Governments, along with a wide range of representatives of the donor and development partner community, adopted the Millennium Declaration which produced the Millennium Development Goals (MDGs). These MDGs identified key development actions and concrete targets (linked to earlier commitments by national Governments) for reducing human poverty all over the world by the year 2015. The independent Member States of the OECS were among the 189 countries that agreed to meet these commitments.

In the lead-up to the 2010 High Level Summit on the MDGs, the world undertook an extensive review of progress towards the MDGs. Given past monitoring, it was clear that while some progress had been made, it remained uneven across and within countries. Moreover, it remained clear that unless concerted and strategic action was taken, a number of countries were at risk of missing one or more of these goals by the 2015 deadline.

It was in this context that the MDG Acceleration Framework (MAF) was developed by the United Nations Development Programme (UNDP) to help countries intensify and focus their efforts on achieving these goals. The MAF has been endorsed for use by the UN Development Group (UNDG) and provides a systematic approach for national stakeholders **to identify, analyse and prioritise bottlenecks** that are impeding MDG achievement in their countries, followed by the identification of coordinated, focused actions to help accelerate progress. The MAF is premised on national ownership, values local knowledge and experience and is designed to be adaptable to individual country circumstances.

Rio+20: "The Future We Want" and the MDGs

As the food, fuel and financial crisis along with standing concerns of natural disaster response and climate change further challenge MDG achievement, meeting these targets will require suitable coordination and focused interventions. Although not predicted to meet the projections of halving global poverty by 2015, the MDGs have provided an important framework in the dialogue among development actors at all levels – and have translated agreed global priorities into local actions. It becomes important, therefore, to address the post-2015 agenda, and to support countries in maintaining the gains achieved while continuing to target their development priorities. The Rio+20 Global Conference on Sustainable Development and the resulting, ongoing dialogues have provided an opportunity to consider possibilities for a new framework. Prior to the June 2012 meeting, the Governments of Colombia and Guatemala¹ and the world's civil society organisations (CSOs)² had suggested that a key outcome of the Rio+20-process be the definition and agreement of a suite of Sustainable Development Goals (SDGs), which was placed on the Rio+20 agenda. In addition, numerous member States and other stakeholders referred positively to the development of SDGs in their submissions for the Rio+20 compilation text^{3, 4}. And the Barbados

¹ Ministerio de Relaciones Exteriores. Republica de Colombia (2011), Rio+20: Sustainable Development Goals (SDGs). A Proposal from the Governments of Colombia and Guatemala.

² Declaration of the 64th Annual UN DPI/NGO Conference (2011), Chair's Text. Sustainable Societies; Responsive Citizens.

³ To see all the current suggestions on SDGs please see the inputs to the UNCSO compilation document, available at:

Declaration, the outcome document of the recently-held Ministerial Conference on “Achieving Sustainable Energy for All in SIDS – Challenges, Opportunities, Commitments”, highlighted the need “for the international community to secure renewed political commitment for sustainable development and assess progress to date and the remaining gaps in the implementation of the outcomes of the major summits on sustainable development.” The MAF allows for such an assessment of progress and of remaining gaps in development at the country level, in order to further inform regional and international approaches post-Rio+20.

Setting new goals as complementary to the MDGs and based on Agenda 21, would serve to continue rather than reopen the debate, building on what the MDGs have done right while acknowledging and seeking to address their gaps. Aligned along the three pillars of Rio+20, these goals would simultaneously address economic development, social equality, and environmental protection, revising and improving on the strengths and deficiencies of the MDGs, and eventually set the scene for an improved institutional framework for global development beyond 2015. Placing an important emphasis on sustainability, the SDGs are foreseen to lead to greater national ownership and an increased focus on the relative roles of developed and developing countries.

Even though new goals were not agreed at Rio+20, the Conference officially recognized the importance and utility of a set of Sustainable Development Goals (SDGs) as a complement to the MDGs, based on Agenda 21 and the Johannesburg Plan of Implementation, and which fully respect the Rio Principles. The two agreed Conference themes – the green economy in the context of sustainable development and poverty eradication, and an Institutional Framework for Sustainable Development – reflect the continued commitment to placing poverty reduction at the centre of sustainable development. The Rio+20 Outcome Document “The Future We Want”, also expresses countries’ “commitment to make every effort to accelerate the achievement of the internationally agreed development goals, including the Millennium Development Goals by 2015” and “to move the sustainable development agenda forward, through the achievement of the internationally agreed development goals, including the Millennium Development Goals.”

There is therefore wide acknowledgment that even as the UN General Assembly works toward a post-2015 development agenda, the intervening years provide an important opportunity for countries to begin to link MDG acceleration to the post-2015 focus on poverty reduction and sustainable development.

Among the issues that remain a challenge among SIDS within the MDG framework is the effective linkage of poverty reduction, food and human security and sustainable human development goals with those of environmental sustainability. The Belize MDG Acceleration country action Plan (MAP), developed using the MAF, focused on MDG 7, Target 7C, on water and sanitation, which aims to “increase sustainable access to improved water sources and basic sanitation by 2015.”

<http://www.uncsd2012.org/rio20/index.php?menu=115>

⁴ This section based on Rio 2012 Issue Brief No. 6 “Current Ideas on Sustainable Development Goals and Indicators”, UNCSO Secretariat.

The Belize MAP therefore begins to address issues of sustainable resource management in poverty reduction and human security efforts, which is the direction envisioned for similar efforts in the pilot countries in the sub-region. Similarly, the Commonwealth of Dominica continues to note climate resilience, net carbon emissions position and climate change financing as among medium- to long-term development priorities.

In this context, as a complement to the MAF initiative, the Barbados CO also proposes to support one of its programme countries as part of a UNDP initiative to provide support to a series of national consultations on the post-2015 development agenda in 9 countries of Latin America and the Caribbean. This support will seek to demonstrate the complementarity of any emerging SDGs or similar sustainability-focused IADGs with ongoing country MDG acceleration efforts, and will therefore be integrated into and build on the MAF process. It is intended that these post-2015 consultations provide the opportunity for SIDS to contribute to the definition of SDGs, as a concrete way of actioning the Barbados Declaration 2012.

MDG Achievement in the Caribbean: Approaches, Challenges and Opportunities

Throughout the countries of the sub-region, progress towards the attainment of the Millennium Development Goals (MDGs) has been steady. The countries have made notable progress towards the achievement of goals 2 (achieve universal primary education), 3 (promote gender equality and empower women), 4 (reduce child mortality⁵), 5 (improve maternal health), 6 (combat HIV, AIDS, malaria and other diseases), and to a lesser extent, goal 7 (ensure environmental sustainability). All countries provide free and universal primary education and primary medical care while access to ante-natal care and to a skilled medical practitioner at birth is either near or completely universal. Adult literacy is recorded as above 90% for most countries. However, based on the Caribbean-specific MDG targets and indicators which address not just primary but secondary education, while the sub-region has attained gender parity at the primary education level, emerging issues, such as the participation and achievement of boys in secondary and tertiary education, are threatening to erode gains in this area. Issues not just of education enrolment but attainment and relevance to the labour market continue to challenge poverty reduction and economic development. Moreover, it is clear that even with specific intervention now, the indicator relating to the proportion of seats held by women in national parliament will not be met. The progress in goal 6 is due to marked improvement in the numbers of persons living with HIV/AIDS accessing antiretroviral treatment and the low incidence of malaria and other diseases. The prevalence of HIV/AIDS and high infection rates, however, remain a challenge.

A further challenge – and one that has significantly shaped the Barbados SRO programming response around the MDGs – has been the lack of available data and reporting mechanisms for the monitoring of MDG achievement. While UNDP and other development partners have promoted the MDGs as a development framework for planning, implementation, monitoring and evaluation, the approach at the country level has not consistently reflected that this has been fully adopted. The MDG and Poverty Monitoring Toolkit developed in 2010 was undertaken by the SRO in response to continued requests for support in this area. As Dominica and Grenada have emerged as the two countries most advanced in

⁵ According to the *UNICEF* 2012 Report 'The State of the World's Children: Children in an Urban World', the under-5 mortality rate ranges from 12 (Dominica) to 21 (St. Vincent and the Grenadines) and 20 for Barbados. Similarly, the infant mortality rate is among the lowest in the developing world

adopting and utilizing the MDGs framework, the MAF serves as an opportunity to build on country progress in this regard, but more importantly to demonstrate to these countries as well as to the rest of the sub-region the applicability and usefulness of IADG development frameworks for achieving inclusive, sustainable growth.

In order for this to be successful, countries must be provided with practical, relevant and country-led MDG Acceleration strategies that simultaneously improve upon and fit with their current vision for development. In this regard, the following are key considerations for MAF implementation the Commonwealth of Dominica:

1. Acceleration efforts should **support and complement related and ongoing SRO areas of support**. For the two countries, these currently include support to social protection reform; local economic development activities (including rural development) targeting the areas identified as poorest based on recent Country Poverty Assessments; as well as statistical capacity-building through SPARC. The project should also complement to the extent possible other in-country activities targeting MDG achievement.
2. Related to the social protection reform efforts referenced above, MAF application represents an important opportunity to support countries in their efforts at **defining fiscal policies that promote and/or do not undermine equity and social inclusion**. The Rio+20 Outcome Document “The Future We Want”, “reaffirm[s] the need to achieve sustainable development by promoting sustained, inclusive and equitable economic growth, creating greater opportunities for all, reducing inequalities, raising basic standards of living, fostering equitable social development and inclusion, and promoting integrated and sustainable management of natural resources and ecosystems that supports, inter alia, economic, social and human development...”. UNDP SRO support to the Poverty and Social Impact Analysis (PSIA) of Value Added Tax in St. Lucia, as well as to PSIAs of the economic crisis in six (6) countries in the region represent sound contributions to this priority. However, the MAF, in its examination of the use of resources for MDG achievement, is another practical step in this direction, and may provide the scope to consider models of debt sustainability and public financial management that foster MDG achievement.
3. Linked to the issues outlined above, as part of the MAF, countries have also requested support in **advocacy and communication efforts that raise awareness - both within Government Ministries and departments as well as among the public - of the relationship between MDG achievement and the removal of inequalities**. Models such as the Nos Podemos campaign in Brazil are instructive in this regard, and provide an example of the usefulness of such efforts in promoting widespread national ownership and engagement in improving the well-being of all.
4. Promoting popular participation and innovation in MDG achievement is also likely to be a productive strategy in the sub-region: UNDP SRO experience with contests for the identification of innovative development projects implemented by the local private sector and NGOs provide a model that responds to Governments’ limited fiscal space while engaging citizens and establishing new partnerships. Another useful example may be seen in Brazil’s Millennium Development Goals (MDG) Award recognizing innovative initiatives led by municipalities and civil society organizations across the country that are helping improve lives of some of the country’s most disadvantaged communities. In general, **public-private partnerships** - built on the resources and consultative input of local government, business, civil society organisations and local communities -

simultaneously address the need for innovative financing and technological solutions, State accountability and public consultation and oversight in accelerating MDG achievement.

It is important that the MAF project allow for the identification by the respective Governments of new strategies with the potential to increase the engagement and interest around the MDG framework. This may be of particular use where a strong government-civil society partnership exists for achievement of the MDGs. The MAF project may create an opportunity to strengthen such a partnership by providing the resources, through government, for NGOs to contribute to MDG acceleration.

MAF Lessons Learnt and Implementation in the Sub-region

The MAF was piloted in a select number of countries in the lead-up to the 2010 Millennium Summit. Ten (10) countries from across the world, including Belize, participated in the exercise with positive results. The Belize experience resulted in greater donor and national coordination on activities in an area identified as a key development priority for the country. Additionally, the MAP has been used as a successful tool for joint resource mobilisation by development partners and by the Government of Belize to address the identified target.

More generally, the application of the MAF methodology in the pilot processes underscored the value of the approach to the development process⁶ as follows; *inter alia*:

- MAF analysis leads to the formulation of coherent, focused and implementable action plans with clear roles for each partner;
- It utilises the processes and knowledge available within the country, while adding value in a number of different ways. For example:
 - In countries that have recently developed policies or road maps, but have struggled to put them into action, it helps to operationalise them;
 - In countries where policy formulation is at an earlier stage, it helps to bring together various stand-alone activities under one umbrella by providing a framework for coordinated action that links all steps from policy and planning to service utilisation
- By helping to define a shared plan of action with observable outcomes, it serves as a means for coordinating the activities of government ministries, specialist agencies and other partners.
- The consultations, and the systematic approach to identifying bottlenecks, often bring to the fore impediments whose magnitude may not have been fully appreciated earlier. They also help identify solutions that have worked at the local level, or in other countries with similar contexts, that can be replicated.

Additionally, a number of useful lessons have emerged as a result of the pilot process that allow for enhanced operationalisation of the framework. Lessons learnt include:

- National government leadership and ownership is critical - In all the countries where this was highlighted, the MAF was anchored in ongoing country processes and not rolled out as a stand-alone initiative thus guaranteeing that the MAF objectives were clearly defined to meet the country's need and ownership of the process. The decision on which MDG target is to be prioritized in the MAF

⁶ The presentation of the assessment of the MAF in the 10 pilot countries is informed by Unlocking Progress: MDG Acceleration Framework (MAF) lessons from pilot countries: <http://www.undp.org/content/undp/en/home/librarypage/mdg/unlocking-progress-maf-lessons-from-pilot-countries.html> for the Report on the pilot process including lessons learnt.

application rests entirely with the respective government. As part of his/her functions, the Consultant will provide inputs to the governments to inform that decision, which is to be taken and agreed wholly by the Government;

- Strong national ownership also provides the opportunity for a broadly cross-sectoral, cross-ministerial engagement from the initial stages and allows for identification of concrete synergies and opportunities for collaboration;
- The engagement and participation of NGOs and CSOs is critical throughout the MAF in keeping with guidelines.
- It is critical to ensure that the team working on the MAF application has the appropriate levels of expertise and knowledge across different fields. An assessment before the formal start of the process helped a few countries seek and obtain technical expertise from outside, which may not have been available at the country level. At the same time, good knowledge of what has been tried in the country itself, and how it could be scaled up, was also important while identifying feasible, high impact solutions.
- Data availability and quality was an issue in some countries. Where disaggregated data was available, the MAF results benefitted from a more focused approach to the specific needs of the poorest and marginalised.

II. PROJECT DESCRIPTION

The Year 1 phase of this project, initiated in 2012, initiated the application of the MAF in Grenada and in the Commonwealth of Dominica, drawing both on lessons learnt during the global pilot phase as well as from continued UNDP SRO engagement with the countries. (See 2012 Project Document and AWP)

Application of the MAF to date has led to the development of a draft MDG Acceleration country action Plans (MAP) based on identification of the key target or targets which may have the greatest impact on accelerating progress on the Goal which is the most or among the most crucial for MDG achievement and sustainable development progress.

The draft MAPs identify the prioritised interventions that are required to achieve the identified target(s), identify and prioritise the bottlenecks impeding the full implementation of the priority interventions, and propose a clear, implementable roadmap with feasible solutions to address these bottlenecks and accelerate development progress in the following five (5) steps:

Step 1: National consultations to identify - according to MDG targets and indicators - areas where the country (or a particular community within the country) is lagging, and prioritize a focal area/areas for action;

Step 2: Identification of national projects/programmes that address the prioritized area(s) and their bottlenecks, that is, those critical factors which are adversely affecting the performance of the system or project and slowing progress;

Step 3: Selection of feasible, multi-partner acceleration solutions to overcome the prioritized bottlenecks;

Step 4: Planning of the selected solutions with relevant monitoring frameworks;

Step 5: Implementation, monitoring and evaluation of the selected solutions.

The services of a regional consultant were contracted to undertake Steps 1-4 above, for which relevant TORs have been developed. Step 5 will be undertaken by national governments with support from UNDP

and the UNCT in (i) identifying development partners and resources for implementation of solutions, and (ii) technical support in implementation as requested by countries.

To date, the project is almost at completion, having delivered:

- I. A rapid assessment of the development context relative to MDG achievement;
- II. Facilitation of a national consultation to gain consensus on the identified goal/target(s) for and agree on next steps
- III. Training on the application of the MAF for national stakeholders as required;
- IV. Collection and analysis of data for prioritisation of development targets where bottleneck removal would lead to greatest efficiency in terms of inputs to development results and to recommend/identify goal/ target(s) for which the MAP should be developed
- V. Collection of evidence on the main bottlenecks related to the agreed target(s) through institutional analyses, key informant interviews and consultations; and
- VI. A Draft MDG Country Action Plan for acceleration of the agreed target(s).

Activities under AWP for the current year will include:

- 1) Review and finalization of the Draft MAP
- 2) Efforts to link the MAP findings to ongoing post-2015 and SIDS 2014 activities
- 3) Final in-country consultations to review and endorse the finalized MAP
- 4) Identification of a strategy for use of the MAP, and in particular linkages with the activities at 2) and other national and regional macro-level planning processes.

UNDP Barbados and the OECS will provide technical support and oversight to the Government and National Committee in the implementation of the project. The MDG Support Team within the UNDP BDP Poverty Group and the MDG Unit of the Panama Regional Service Center will provide further technical support throughout the MAF application, upon request by the Barbados Sub-regional Office.

III. ANNUAL WORK PLAN

Year: 2013

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1 Delivery of MDG Acceleration Plan in the Commonwealth of Dominica</p> <p><i>Baseline:</i> No dedicated policy document exists for achievement of the MDGs</p> <p><i>Indicators:</i> No. of countries with completed MDG Acceleration Plans</p> <p><i>Targets:</i> 2 countries have MDG Acceleration Plans as complement to existing Growth and Poverty Reduction Strategies for achievement of selected, lagging goals/targets</p> <p><i>Related CP outcomes:</i> Social, environmental and economic data collection is harmonised and access increased for use in policy and decision making processes at the sub-regional and national level; Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups</p>	<p>1. Consultancy – Review and finalization of Draft MAP</p>					Government of Dominica, UNDP	UNDP – TRAC I	Travel Consultancies; and Meetings	\$10 500
	<p>2. National Consultation and Validation of MAP</p>								
<p>Output 2 Integration of MAP with existing national and regional policy documents/ implementation processes for implementation, monitoring and evaluation of the selected solutions</p>	<p>3. Support to the integration of MAP with existing national and regional policy to strengthen its implementation</p>					Government of Dominica, UNDP			

<p><i>Baseline:</i> No dedicated policy document exists for achievement of the MDGs</p> <p><i>Indicators:</i> No. of countries with completed MDG Acceleration Plans</p> <p><i>Targets:</i> 2 countries have MDG Acceleration Plans as complement to existing Growth and Poverty Reduction Strategies for achievement of selected, lagging goals/targets</p> <p><i>Related CP outcomes:</i> Social, environmental and economic data collection is harmonised and access increased for use in policy and decision making processes at the sub-regional and national level; Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups</p>										
Output 3 M&E										\$500
TOTAL										\$ 11 000

IV. MANAGEMENT ARRANGEMENTS

Implementation Modality

This is a UNDP-supported project nationally implemented (NIM) by the Commonwealth of Dominica, with UNDP providing support to project implementation and monitoring via procurement of services, payment to suppliers and other technical and administrative functions as agreed. This will be based on the agreed Annual Work Plan, Implementing Partner authorization via signed FACE form for the applicable budget amount, and on-going consultation between the Implementing Partner and UNDP.

Intellectual property rights and use of logo on the project's deliverables

In keeping with The Standard Basic Assistance Agreement (SBAA), patent rights, copyright rights, and other similar rights to any discoveries or work resulting from UNDP assistance under this Agreement shall belong to UNDP, and shall bear the UNDP trademark (UNDP logo and relevant UNDP project logos) in keeping with the Policy on the UNDP logo⁷. Unless otherwise agreed by the Parties in each case, the Implementing Partner shall have the right to use any such discoveries or work within the country free of royalty or any charge of similar nature.

Financial Arrangements

Funds shall be transferred as: a) direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; and b) direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners. Advance fund transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures will be requested and released quarterly or after completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

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:

- An Issue Log shall be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, 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 Director to UNDP, using an agreed report format.
- A project Lessons-learned Report will be included in the Final Project Review Report at the end of the project.
- A Monitoring Schedule Plan shall be agreed and updated to track key management actions/events
- An Annual Review Report shall be prepared by the Project Director. As a 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.

⁷ See Policy on UNDP logo and tagline in UNDP Programme and Operations Policies and Procedures

- A Final Project Review Report using an agreed report format shall be prepared by the Project Director. The Final Project Review Report shall consist of a summary of results achieved against pre-defined annual targets at the output level.

Quarterly progress report format

Project Title: Strengthening Poverty Reduction and Social Sector Development in the OECS						
Implementing Partner: OECS Secretariat						
Month/Year: 2013						
Annual Outputs	Planned activities	Month of completion	Responsible party	Budget	Monitoring framework	
				Amount	Cumulative Expenditures	Progress towards meeting AWP annual outputs
Output 1: Delivery of MDG Acceleration Plan in the Commonwealth of Dominica	1. Consultancy – Review and finalization of Draft MAP		Government of the Commonwealth of Dominica, UNDP	10,500		
	2. National Consultation and Validation of MAP					
Output 2: Integration of MAP with existing national and regional ^{iv} policy documents/ implementation processes for Implementation, monitoring and evaluation of the selected solutions	Support to the integration of MAP with existing national and regional ^{iv} policy to strengthen its implementation		UNDP/OECS Secretariat/ Government of the Commonwealth of Dominica			
Output 3: M&E				500		
TOTAL				11,000		

VI. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner 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 implementing partner'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 the Implementing Partner's obligations under this Project Document.

The Implementing Partner 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/further to this Project Document".

ⁱⁱ See CO AWP 00045318 Strengthening Poverty Reduction and Social Sector Development in the OECS Output 3, from which these resources will be drawn.

ⁱⁱⁱ Ibid

^{iv} Ibid

^v Ibid



Commonwealth of Dominica
MINISTRY OF FINANCE

File	ACT
UNDP APR 18 2013	RDOS
Action	

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5th Floor, Financial Centre
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Commonwealth of Dominica

3 April 2013

Marsha Caddle
Programme Manager - Poverty Reduction
United Nations Development Programme
Barbados and the OECS
UN House
Marine Gardens
Hastings, Christ Church
BARBADOS

Dear Ms. Caddle

Reference our earlier communication regarding the submission of the Draft MDG Acceleration Plan (MAP) by the Consultant, Mrs. Martha Fagan; we submit the attached comments for your information.

The Social Planning Unit has also inserted some edits to the document that could be considered and will be forwarded to you soft copy via email shortly.

We look forward to the successful and conclusion of this activity.

Sincerely

ROSAMUND EDWARDS
FINANCIAL SECRETARY

Enc

"Our Public Service: Transforming, Modernizing, Positively Changing!"

*Scan and send to Marsha and team
Look for Machine Form*

Ministry of Finance
Comments on Millennium Development Goals Acceleration Action Plan Draft

The following comments are submitted reference the Draft MDG Acceleration Action Plan:-

- The document produced was a fairly good effort however there were several areas requiring more work particularly with regards to the analysis which did not go beyond the discussions from the bottleneck analysis (BA) workshop. The analysis could have included investigating and exploring other factors besides those discussed at the BA workshop with regards to the identified targets for acceleration. A major criterion for analysis that was absent was cost efficiency in determining to what extent the existing programs had been successful or not based on the investments.
- While some of the targets were discussed in detail, the rationale posited for proposing the identified targets for acceleration was not very clear; again the analysis for arriving at the proposed targets could have been more in-depth.
- The document requires quite a bit of editing (paraphrasing and reconstruction of sentences). There is need for a better flow of the material for ease of reading. The style seems a bit inconsistent.
- The section on the Background could have included more information regarding the economy to contextualize poverty in Dominica.
- There were two tables presented (2.5 & 2.6) with no analysis or interpretation of these tables.
- Tables 5.1 and 6.1 are very similar and appear repetitious.
- Table 6.2 – some work is required in identifying clear indicators and outputs. It would also be useful to include a column on the set targets/benchmarks.
- Document should be more concise and some of the repetition could be limited particularly where it is not necessary for emphasis.
- The methodology does not explain how the analysis was done except for saying that it was a compilation.
- The table quoted from GSPS should be acknowledged (pg 15).
- The use of photos should be more selective and appropriate.
- There seems to be no independent analysis by the consultant.
- The source of the Map on page 8 is stated as *Magellan Geographic* however this is a modified map, since there are poverty indicators inserted on map and should be reflected as such.

- On page 17 refers to "children who are slow"- a more appropriate definition should be utilised (e.g. children who appear not to excel academically). There were a variety of reasons for this among them being those who were not given a pass grade due to space limitations for entrance into secondary schools. i.e. JSP students.
- The targets for the achieving the MDGs by 2015 are left out.

.....
MINISTRY OF FINANCE

3/4/13

000373



COMMONWEALTH OF DOMINICA

MINISTRY OF FINANCE

File X-Ref:
UNDP JUN 27 2013 B'DOS
Action

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Website: www.dominica.gov.dm

5th Floor, Financial Centre
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Roseau
Commonwealth of Dominica

21st June 2013

Michelle Gyles McDonnough
Resident Representative
UNDP – Barbados and the Eastern Caribbean
UN House, Marine Gardens
Hastings, Christ Church
BARBADOS

ATTN: Marsha Caddle
Programme Manager – Poverty Reduction

Dear Ms. McDonnough,

2012 and 2013 Annual Work Plan

Please find attached two (2) signed cover pages of the 2012 and 2013 Annual Work Plan for the MDG Acceleration in the Commonwealth of Dominica.

Yours sincerely,

ANDERSON PARILLON
ECONOMIST/UNDP FOCAL POINT

Attachment

“Our Public Service: Transforming, Modernizing, Positively Changing!”



Project Document

United Nations Development Programme

Country Office: Barbados

2013 Annual Work Plan

Project Title: MDG Acceleration in the Commonwealth of Dominica

UNDAF/CP Outcome(s): Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups

Expected Output(s): Development of MDG Acceleration country action Plan (MAP)

Implementing Partner: Government of the Commonwealth of Dominica

Responsible Parties: Ministry of Finance

Brief Description

This project will finalize the MDG Acceleration Framework (MAF) the Commonwealth of Dominica via the development of MDG Acceleration country action Plans (MAP) based on identification of the key target or targets which may have the greatest impact on accelerating progress on the Goal(s) most crucial for MDG achievement and sustainable development progress. The MAP will identify the prioritised interventions that are required to achieve the identified target(s), identify and prioritise the bottlenecks impeding the full implementation of the priority interventions, and propose a clear, implementable roadmap with feasible solutions to address these bottlenecks and accelerate development progress.

<p>Programme Period: January 2013– December 2013</p> <p>Focus Area (Strategic Plan): Social protection and poverty reduction with a focus on vulnerable groups</p> <p>Intervention Title (Project Title): MDG Acceleration in the Commonwealth of Dominica</p> <p>Duration: 12 months</p>	<p>Estimated annualized budget: USD \$11,000</p> <p>Total resources required: USD \$11,000</p> <p>Total allocated resources: USD \$11,000</p> <p>Unfunded budget: _____</p>
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Agreed by (Implementing Partner): ANDERSON PARILLON

Agreed by UNDP: _____



Project Document

**United Nations Development Programme
Country Office: Barbados
2012 Annual Work Plan**

Project Title: MDG Acceleration in Grenada and the Commonwealth of Dominica

UNDAF/CP Outcome(s): Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups

Expected Output(s): Development of MDG Acceleration country action Plans (MAP)

Implementing Partner: Governments of Grenada and the Commonwealth of Dominica

Responsible Parties: Governments of Grenada and the Commonwealth of Dominica and UNDP Barbados

Brief Description

This project proposes the application of the MDG Acceleration Framework (MAF) in Grenada and in the Commonwealth of Dominica, drawing both on lessons learnt during the global pilot phase as well as from continued UNDP SRO engagement with the countries. The implementation of the MAF will lead to the development of an MDG Acceleration country action Plan (MAP) based on identification of the key target or targets which may have the greatest impact on accelerating progress on the Goal which is the most or among the most crucial for MDG achievement and sustainable development progress. The MAP will identify the prioritised interventions that are required to achieve the identified target(s), identify and prioritise the bottlenecks impeding the full implementation of the priority interventions, and propose a clear, implementable roadmap with feasible solutions to address these bottlenecks and accelerate development progress.

Programme Period:	June–December 2012	Budget (USD)	
Focus Area (Strategic Plan):	Social protection and poverty reduction with a focus on vulnerable groups	Estimated annualized budget:	\$88,600
Intervention Title (Project Title):	MDG Acceleration in Grenada and the Commonwealth of Dominica	Total resources required	\$88,600
Duration:	6 months	Total allocated resources:	\$88,600
		UNDP (Country TRAC):	\$33 600
		UNDP (OECS TRAC):	\$25 000
		UNDP resources (MAF TTF):	\$30 000
		Unfunded budget:	

Agreed by (Implementing Partner): ANDERSON PARILLON

Agreed by UNDP: Lara Blauok

