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Project Document

United Nations Development Programme

Country: St. Lucia

Project Title A Future for SIDS: The Post-2015 Development Agenda In St. Lucia

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

Expected CP Outcome(s): Social protection and poverty reduction with a focus on vulnerable groups
(Those linked to the project and extracted from the CP)

Expected Output(s): A Development agenda for St. Lucia for post-2015, which ties into the development of a global UN development agenda post-2015.
(Those that will result from the project)

Executing Entity: United Nations Development Programme

Implementing Agencies: UNDP and Government of St. Lucia

Brief Description

The objective of the country consultations is to stimulate an inclusive debate on a post-2015 development agenda by providing an analytical base, inputs and ideas that:

- a) Contribute to the shared global vision on 'The Future We Want', with clear recommendations for governments, civil society and broad stakeholders in the context of SIDS;
- b) amplify the voices of the poor and other marginalized groups in formal negotiation processes;
- c) influence the intergovernmental processes so that they align with the aspirations of civil society for a post-2015 agenda; and

It is envisioned that the document produced from the country consultations will provide major input into the Saint Lucia National Development Plan and other major government policies, as well as reflect key SIDS issues that arising from other UNDP-sponsored processes such as the MDG Acceleration Framework in Grenada and the Commonwealth of Dominica.

<table style="width: 100%;"> <tr> <td>Programme Period:</td> <td>2013</td> </tr> <tr> <td>Key Result Area (Strategic Plan)</td> <td>Human development</td> </tr> <tr> <td>Atlas Award ID:</td> <td>_____</td> </tr> <tr> <td>Start date:</td> <td>November 2012</td> </tr> <tr> <td>End Date</td> <td>June 2013</td> </tr> <tr> <td>PAC Meeting Date</td> <td>September 2012</td> </tr> <tr> <td>Management Arrangements</td> <td>___NIM___</td> </tr> </table>	Programme Period:	2013	Key Result Area (Strategic Plan)	Human development	Atlas Award ID:	_____	Start date:	November 2012	End Date	June 2013	PAC Meeting Date	September 2012	Management Arrangements	___NIM___	<table style="width: 100%;"> <tr> <td>Total resources required</td> <td>US\$127,600</td> </tr> <tr> <td>Total allocated resources:</td> <td>US\$127,600</td> </tr> <tr> <td>• Regular</td> <td>US\$23,600</td> </tr> <tr> <td>• Other:</td> <td></td> </tr> <tr> <td> o UNDG</td> <td>US\$64,000</td> </tr> <tr> <td> o Other UN Agencies</td> <td>US\$30,000</td> </tr> <tr> <td> o RCO</td> <td>US\$10,000</td> </tr> <tr> <td> o Government</td> <td>_____</td> </tr> <tr> <td>Unfunded budget:</td> <td>_____</td> </tr> <tr> <td>In-kind Contributions</td> <td>_____</td> </tr> </table>	Total resources required	US\$127,600	Total allocated resources:	US\$127,600	• Regular	US\$23,600	• Other:		o UNDG	US\$64,000	o Other UN Agencies	US\$30,000	o RCO	US\$10,000	o Government	_____	Unfunded budget:	_____	In-kind Contributions	_____
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Agreed by (Implementing Partner): J. Caliste

Agreed by UNDP: Shirley Harrison

I. 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
Output 1: A Development agenda for St. Lucia for post-2015, which ties into the development of a global UN development agenda post-2015. Baseline: No existing document or agenda of this kind exists for the period following the 2015 deadline for the achievement of the MDGs. Indicators: Finalized and government approved post 2015 agenda (document) # of persons taking part in the consultative process # of organizations taking part in the consultations Targets: At least 200 individuals and/or 20	1. UNST Coordination Structure establishment and support to process - Convene meetings to establish coordination structure for the Consultation and provide technical support throughout process 2. Post-2015 Recruitment of Expert Consultants and project support (i) Recruitment of Consultant(s) 2.(ii) National project support 3. Preliminary meetings with key reference groups e.g. ECDG and small community meetings in the North and South of St. Lucia				2012	UN System/ UNDP	RCO	Meeting catering and other related expenses; cost of travel to St. Lucia and DSA.	\$10,000
					2013	UNDP	00064555	Consultancy fees	\$46,200
							TRAC		\$ 13,400.00
					2013	Consultants/ Government	00064555	Meeting catering and other related expenses; cost of travel to St. Lucia and DSA.	\$800

<p>organizations (civil society, government and business entities) participated in online and face-to-face consultation exercises.</p> <p>Post-2015 Development Agenda created and approved by St. Lucian Government.</p> <p><i>Related CP outcome:</i> Relevant to CP/SP outcomes 1-8</p>	<p>4. Public launching of consultation process; launching of online consultation</p> <ul style="list-style-type: none"> - Establish online consultation spaces using a website and social media strategies. - Host launch event 	2013					Un System, Government of St. Lucia, Consultants	00064555	<p>Hosting and website development fees; catering etc. for launch; travel and DSA</p>	\$15,000
	<p>5. National consultations as outlined in Inception Report.</p>	2013					Consultants/ Government	Total	<p>Transportation costs, rental of rooms, purchasing of materials; rapporteur etc.</p>	\$18,600
								(TRAC)		(\$3,600)
								(Other UN)		(\$15,000)
	<p>6. Exchange, feedback and validation of results.</p>		2013				Consultants	00064555	<p>Cost of meeting room, rapporteur, travel and DSA, catering</p>	\$2000
	<p>7. Completion of final report and dissemination</p>		2013				Consultants	Other UN	<p>Cost of printing</p>	\$4000
	<p>8. UNST technical support, monitoring and evaluation</p>	2013	2013	2013				Total		\$ 15,100
								(TRAC)		\$4,100
							(Other UN)		\$11,000	

	Mainstreaming of Disaster Risk Reduction within the context of the Post-2015 Development: revision of the regional 2006 - 2012 Comprehensive Disaster Management Strategy and the international 2005 - 2015 Hyogo Framework for Action								TRAC		\$ 2,500
TOTAL										US\$127,600	

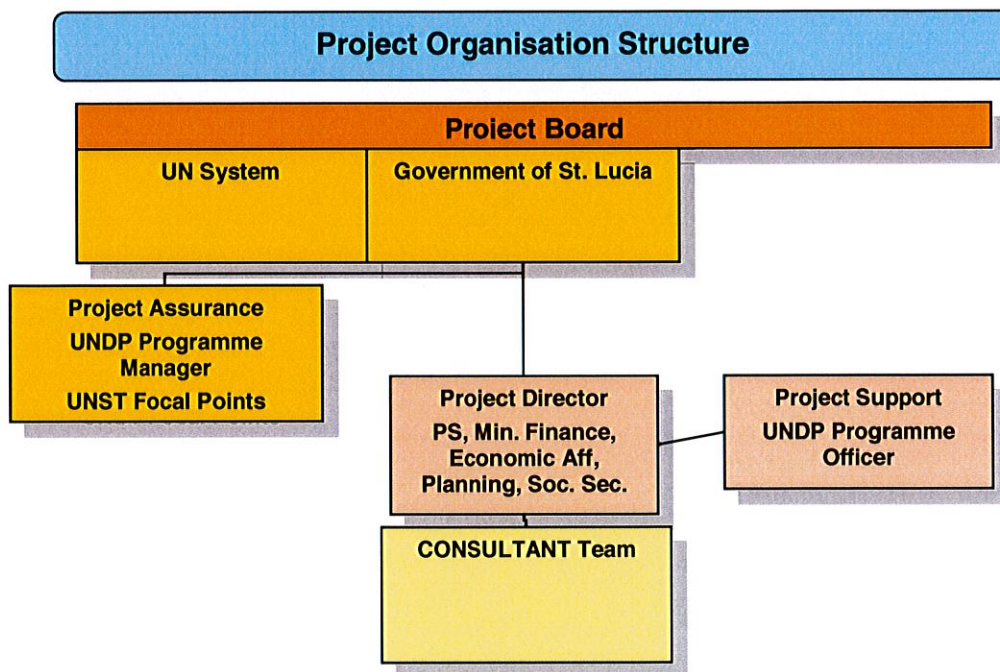
II. IMPLEMENTATION ARRANGEMENTS

Implementation Modality

This is a UNDP-supported project nationally implemented by the Government of St. Lucia (NIM), 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 total budget amount, and ongoing consultation between the Implementing Partner and UNDP.

Management Arrangements

The diagram below illustrates the composition of the BOARD. This section further explains the roles and responsibilities of the parties involved in managing the project.



Narrative explanation of composition:

The Project Board will comprise the UN System and the Government of St. Lucia. UN System representatives will include the Office of the RC (Resident Coordinator) and UNDP (Deputy Resident Representative), as well as one resident agency (UNFPA) and one-non-resident agency (ILO) of Barbados and the OECS, represented by their focal points on the Post 2015 UN Technical Committee. The Government of St. Lucia will be represented by the Chair of the Post 2015 National Advisory Committee and the Office of the Prime Minister.

Project Assurance will be provided by the UNDP Programme Manager and the UN Technical Committee¹, while the designated Project Director will be the Permanent Secretary, Planning, Ministry of Finance, Economic Affairs, Planning & Social Security, supported by the UNDP Programme Officer in St. Lucia and the Consultant Team.

¹ That is, those agencies not represented on the Project Board

Outlined below are the responsibilities associated with each role:

Project Board

Overall responsibilities²: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Director, including recommendations for UNDP/Implementing Partner approval of project plans and revisions.. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Director. This group is consulted by the Project Director via the UNDP Programme Manager for decisions when PD tolerances (normally in terms of time and budget) are in danger of being exceeded³.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Director and any delegation of its Project Assurance responsibilities.

Specific responsibilities:

Definition and Initiation of project

- Review and approve the Initiation Plan.
- Agree on Project Director's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Management of project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Director;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Director's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Periodic Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Final Project Report and ensure satisfaction production of all project deliverables, and make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are in danger of being exceeded;

- Assess and decide on project changes through revisions;

² Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

³ See budget tolerance guidelines at Project Support, pg 10

Project Director

Overall responsibilities: The Project Director has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Director is responsible for day-to-day management and decision-making for the project. The Project Director's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Director, who should be different from the Implementing Partner's representative in the Project Board. **Specific responsibilities** would include:

- Manage the realization of project outputs through activities;
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with and provide direction and guidance to project team(s)/ responsible party (ies) including consultant Team and Project Support;

- Plan the activities of the project and monitor progress against the initial quality criteria.
-
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as stated in the AWP, submit new risks to the Project Board for consideration and decision on possible actions if required;
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Final Final Project Review Report, identify follow-on actions and submit to the Project Board;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner
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Project Assurance

Overall responsibility: Project Assurance is the responsibility of each Project Board member and is also shared by the UNDP Programme Manager. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Director; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Director.

Specific responsibilities include:

- Ensure that funds are made available to the project;
- Provide technical advice, review technical reports and monitor technical activities carried out by responsible parties
- Ensure adequate entry and management in ATLAS of project information including risks and issues;
- Ensure timely submission of Project Progress Reports by the Project Director and project team according to standards in terms of format and content quality;
- Perform oversight activities, such as periodic monitoring visits ;

Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Consultant Team and Project Director and for the purposes of the current project is contracted specifically to act on behalf of and with the authority of the Project Director in ensuring adequate, in-country project oversight.

Specific responsibilities: Provision of administrative services such as the maintenance of project files and project-related information and coordination of Project Board meetings

Compilation, copy and distribution of all project reports and other documentation

Financial management, monitoring and reporting - in collaboration with the Consultant Team and the Project Manager:

Ensure that in the execution of activities, the Consultant Team and other responsible parties adhere to set budget lines and tolerances, and consult the UNDP Programme Manager when such tolerances are in danger of being exceeded. The UNDP Programme Manager is to be consulted when a budget expenditure item is likely to exceed tolerance by 5% or more. Budget excess of 10% or more must be approved by the Project Board.

Consultant Team

Duties outlined in accordance to the Terms of Reference (Annex 3).

III. MONITORING FRAMEWORK AND EVALUATION

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

- On a monthly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Director to the Project Board through Project Assurance, 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 as part of the Consultant Team Inception Report and updated to track key management actions/events A Final Project Review Report using an agreed report format shall be prepared by the Consultant Team in collaboration with Project Support and under the supervision of the Project Director and shared with the Project Board. The Final Project Review Report shall consist of a summary of results achieved against pre-defined annual targets at the output level.

Quality Management for Project Activity Results

OUTPUT 1: A Development agenda for St. Lucia for post-2015 which contributes to a global UN post-2015 development agenda.		
Activity Result 1 (Atlas Activity ID)	<i>Post 2015 Consultations – UN Coordination Structure</i>	Start Date: September 2012 End Date: June 2013
Purpose	<i>To established a UN coordination structure for the Consultation. - UN System Technical Committee</i>	
Description	<i>Convene meeting and establish virtual engagement mechanism</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
# of meetings; # of Agency representatives in attendance by Agency	UNST technical committee meeting notes	July 2013
Frequency of email exchanges/ sharing of information	Group emails	July 2013

OUTPUT 1: A Development agenda for St. Lucia for post-2015 which contributes to a global UN post-2015 development agenda.		
Activity Result 2 (Atlas Activity ID)	<i>Procurement of Consultant Team</i>	Start Date: December 2013 End Date: April 2013
Purpose	<i>Recruitment of Consultant Team to implement the online and community consultation exercises and coordinate and prepare the final Post-2015 Development Agenda for St. Lucia.</i>	
Description	<i>Recruitment of Consultant Team in accordance with UNDP policies and procedures</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
# places where posts were advertised	Proof that post was emailed, posted on website or advertised in a local/ regional newspaper	July 2013
# of persons who applied	Applications and meeting minutes for selection process	July 2013
Consultants hired	Signed contracts	July 2013

OUTPUT 1: A Development agenda for St. Lucia for post-2015 which contributes to a global UN post-2015 development agenda.		
Activity Result 3 (Atlas Activity ID)	<i>Introductory meetings – Government and civil society</i>	Start Date: January 2013 End Date: January 2013
Purpose	<i>This activity serves to establish the St. Lucia Post-2015 National Advisory Committee, introduce/ present the Post-2015 Consultant Team, introduce the post-2015 consultation process and gain support.</i>	
Description	<i>Meetings to be coordinated with the St. Lucia Post-2015 National Advisory Committee and other</i>	

	<i>relevant, national partners.</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measure</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Inaugural meeting held	Agenda and meeting minutes	July 2013
# of individuals attending meetings	Registration sheet	July 2013
# of organizations represented	Registration sheet	July 2013
# of follow-up meetings convened by NAC	Minutes/report of various meetings, direct (written) contributions;	July 2013

OUTPUT 1: A Development agenda for St. Lucia for post-2015 which contributes to a global UN post-2015 development agenda.		
Activity Result 4 (Atlas Activity ID)	<i>Launch of post 2015 Consultation Process</i>	Start Date: January 2013 End Date: February 2013
Purpose	<i>To develop the online platform for virtual consultations and to promote/ encourage involvement in the post-2015 consultation process: online and community-based</i>	
Description	<i>Develop the virtual page for St. Lucia's Post-2015 Consultations, establish social media presence; Host a formal launch to highlight the process.</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Website established; # of social media platforms incorporated.	Social media strategy; website url; social media urls	July 2013
% increase in virtual contributions into the process	# of "likes", "comments", online messages etc.; level of engagement or persons visiting the website and social media platforms (Google analytics);	July 2013
Launch held	Media clippings; back to office reports, invoices.	July 2013
#of articles, mentions etc. in local, region and international media	Media clippings	July 2013

OUTPUT 1: A Development agenda for St. Lucia for post-2015 which contributes to a global UN post-2015 development agenda.		
Activity Result 5 (Atlas Activity ID)	<i>Post-2015 National Consultations</i>	Start Date: February 2013 End Date: May 2013
Purpose	<i>To gather and validate information collected, findings and areas of focus.</i>	
Description	<i>Consultations with local civil society groups and business entities in the North and South of St. Lucia</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
# of individuals attending meetings	Registration sheet	July 2013
# of organizations represented	Registration sheet	July 2013

Level of participation during local consultations	Minutes/report of various meetings, direct (written) contributions;	July 2013
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OUTPUT 1: A Development agenda for St. Lucia for post-2015 which contributes to a global UN post-2015 development agenda.		
Activity Result 6 (Atlas Activity ID)	<i>National and sub-regional Meeting</i>	Start Date: March 2013 End Date: June 2013
Purpose	<i>To exchange, solicit feedback and validate results of the findings and inputs into the creation of the Post 2015 Development Agenda for St. Lucia</i>	
Description	<i>Organize a meeting to bring together Government of St. Lucia National Advisory Committee, UNST/ECDPG, Stakeholders, Caribbean countries -Grenada and Dominica, OECS Secretariat, Climate change group</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Meeting completed	Registration/ attendance sheets. Meeting minutes, invoices etc.	June 2013
Strategy established to link Grenada and Dominica MAF processes to St. Lucia National process/report	Meeting minutes/Report	June 2013

OUTPUT 1: A Development agenda for St. Lucia for post-2015 which contributes to a global UN post-2015 development agenda.		
Activity Result 7 (Atlas Activity ID)	<i>Final Post-2015 Development Agenda for St. Lucia</i>	Start Date: March 2013 End Date: June 2013
Purpose	<i>Finalize Post-2015 Development Agenda for St. Lucia and disseminate to stakeholders</i>	
Description	<i>Finalize Post-2015 Development Agenda for St. Lucia and disseminate to stakeholders virtually.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Final Post-2015 Development Agenda for St. Lucia Document	Final paper	July 2013
Approval by the Government of St. Lucia	Formal letter	July 2013
Evidence of St. Lucia Document recommendations considered at Post 2015 Caribbean and LAC Meetings March 2013 and UN General Assembly September 2013	Minutes and Reports of Post 2015 Caribbean and LAC Meetings and UNGA	October 2013
Evidence of St. Lucia Document recommendations incorporated into national planning processes	St. Lucia National Development Plan Reports and other planning Reports	December 2013

IV. 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".

V. ANNEXES

Offline Risk Log

Consultant Team Terms of Reference



OFFLINE RISK LOG

Project Title: Development Cooperation after 2015 – A Spotlight on Saint Lucia **Award ID:** **Date:** 10 January

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	<i>Delayed response and/or reduced capacity of Implementing Partner. This challenge may increase as the need for the Post-2015 committee to manage and provide input into the process increases.</i>	November 2012	Political	Given that this will be a NIM project, the government's management and leadership of this project is of greatest importance. Given the short period of implementation, any delays would affect the quality of the output. Enter probability on a scale from 1 (low) to 5 (high) P = 4 Enter impact on a scale from 1 (low) to 5 (high) I = 3	UNDP will provide a Support to NIM modality that supports the management of the process.	UNDP			

Annex 2

Terms of Reference

Consultancy to Undertake the Implementation of National Consultations For Post-2015 Development Agenda in Saint Lucia

Job titles	(1) Lead Consultant/ Post-2015 'Champion', (2) Assistant Researcher and Facilitator to Undertake the Implementation of National Consultations for Post-2015 Development Agenda in Saint Lucia
Contract type	Individual Contracts
Duty Stations	Home-based with travel to Saint Lucia
Duration of assignment	60 days
Contracting Authority	United Nations Development Programme
Beneficiary countries	Barbados and the OECS

The present Terms of Reference invites expressions of interest for the contracting of two (2) experienced individuals to undertake the implementation of national consultations in Saint Lucia to inform the global post-2015 development agenda dialogue.

1. BACKGROUND

The adoption of the Millennium Declaration in 2000 by all 189 Member States of the UN General Assembly was a defining moment for global development cooperation. In recognition of the need to translate this commitment into action, the Millennium Development Goals (MDGs) were adopted. Since their endorsement by the UN General Assembly, the MDGs have defined a common framework of priorities for the development community. In September 2010, a High Level Plenary Meeting of the General Assembly convened to review progress on the MDG targets and agreed on a concrete action plan to accelerate progress towards their full achievement by 2015. It also called on the UN System to continue informing the global debate on development and to lead the international discussion on a post-2015 development agenda.

It is critical for the UN System to launch a substantive and inclusive process that will lead to the definition of a beyond-2015 development agenda owned by all players. The UN, unlike any other multilateral actor, has the opportunity to position itself as an advocate for a bottom-up approach defined by national and local priorities and stakeholders. As such, the organisation must, at all levels, expand its efforts towards a more open and inclusive dialogue that includes the views of the poor and vulnerable, and that ensures global ownership of a beyond-2015 development framework.

In moving toward a post-2015 development agenda, the UN Development Group (UNDG) has developed a proposal for national consultations to be conducted in 50 countries across the world. It is anticipated that by June 2013, all selected countries' reports will be completed and will feed into a global UNDG report, which will subsequently inform post-2015 discussions. A focus on post-2015 country consultations seeks to encourage greater participation of citizens and relevant, sometimes marginalized, stakeholders.

Saint Lucia is one of the 50 countries selected in which to conduct national, post-2015 consultations. This selection represents an opportunity to engage in a comprehensive development dialogue, which can tie into the country's own national development strategy. It also affords Saint Lucia and Saint Lucians the ability to interact with a global community and to offer points for consideration for post 2015 development discussions of small island developing states (SIDS) within the region and across the world.

A Future for SIDS: Development Cooperation after 2015 – A Spotlight on Saint Lucia

Saint Lucia is a Small Island Developing State (SIDS) in the Eastern Caribbean region with a population of 174,000. According to the 2011 Human Development Report, Saint Lucia's Human Development Index was

0.723, which corresponds to the category of High Human Development. The favourable human development situation results from long standing and significant investments in social development that have given way to good social indicators, including low levels of maternal and infant mortality, universal primary education and increasing life expectancy.

Despite Saint Lucia's middle income status, economic achievements are fragile due to the country's vulnerability to commodity price fluctuations and global economic downturns. As an immediate result of the recent and on-going global economic downturn, Saint Lucia experienced significant slowdown and economic contraction stemming from the country's dependence on tourism, with a major part of its economy linked to the sector. The impact has been transmitted mainly through increasing unemployment and rising prices. The 2010 Social Safety Net Assessment for Saint Lucia, conducted by UNICEF, UN Women and World Bank, estimates that over 50% of the poor are under the age of 20 and the incidence of poverty is higher among children than among adults.

Dependency on fossil fuels is high and the country's high debt puts historical achievements at risk. Saint Lucia is highly vulnerable to environmental hazards such as hurricanes, and its long-term viability as a state is threatened by current trends in climate change. In the past 5 years, the country has been impacted by two hurricanes, Dean in 2007 and Tomas in 2010. Hurricane Dean resulted in significant losses to the agricultural sector and more vulnerable communities, with the total impact on the country estimated at EC\$50.7 million (US\$18.8million), or approximately 2.5% of GDP (UNECLAC 2007). Seven persons lost their lives during Hurricane Tomas, five were missing and 36 suffered a variety of physical injuries. Moreover, the hurricane occurred during a period when major markets were still in recession or recovering slowly, thus complicating the recovery process. The total cost of the damage and losses to different sectors amounted to EC\$907.7 million (US\$336.2 million). This represented 43.4% of GDP: nine times agricultural GDP, three times tourism GDP, 62% of exports of goods and services, 19% of gross domestic investment and 47% of public external debt (UNECLAC 2011).

Gender-based violence (GBV) has been on the increase over the last decade. Baseline data reveals that most sexual offences were committed against children and percentage might be as high as 80%. Royal Saint Lucia Police Force, Central Intelligence Unit for the period January 1, 2009 – March 27, 2009 was able to offer available statistics in respect to sexual offences committed against minors (under 16). During that period, 47 sexual offence crimes were reported and all the victims were female (UNIFEM, 2009). The country's Draft National Action Plan for Ending Violence Against Women (May 2011) highlights the lack of enforcement of the various existing laws, processes and procedures in St Lucia, concerning GBV. This has been owed to lack of resources and technical and professional expertise to adequately address cases of GBV. At present, the country lacks necessary structures to provide support and care to victims, such as support hotlines or halfway houses.

Further to this, the country witnesses gender imbalances in education attainment from primary to tertiary levels. More boys (49.6%) than girls (44.20%) are enrolled in early education institutions (day care, pre-school and pre-primary/infant or primary). On the other hand, 27.90% of boys have attained between upper secondary and master's certification compared to 33.80% of girls. Additional societal challenges include the increasing prevalence of: gangs, drug and alcohol use, risky sexual behaviour, teenage pregnancy, corporal punishment, bullying, poor educational attainment and youth unemployment.

The 2008 Plan of Action for Localising and Achieving the MDGs highlights that strides have been made in working towards the achievement of the MDGs, but notes, however, that often the proposed targets are more relevant within a global context. The recommended approach is to reassess acceleration of the MDGs by formulating targets and indicators more relevant to the national context. For Saint Lucia, the areas flagged as most in need of attention included:

- poverty reduction, with a possible focus on indigence;
- more qualitative education targets, as well as qualitative indicators to monitor these targets;
- gender equity, especially the target dealing with gender-based violence;
- health targets in areas other than child and maternal mortality and HIV/AIDS;

- all areas covered under MDG8, including trade, debt management, governance, access to essential drugs, access to communication technologies, and safety and security.

A post-2015 Consultation Process supported by the UN System

The UN Sub-regional Team for Barbados and the OECS has appointed a UN System technical group comprising UNESCO, UNICEF, UNDP and UN Women, which will provide technical support to the Government of Saint Lucia in carrying forward the inclusive consultation process to be led by a National Committee and with the participation of various ministries and civil society organizations. This is to ensure that the voices of the most disadvantaged men, women, girls and boys are heard. The process will include local consultations (in the North and in the South of the island) and focus group discussions with community stakeholders/groups. The approaches to be identified are vital to the consultation process in order to capture as many views as possible. In this regard, both virtual and face-to-face consultation methodologies are to be incorporated. As such, social media, online platforms and consultations in schools will complement and deepen the results of the face-to-face consultations. A facilitation team will be established to refine the methodology and to guide and document the overall consultation. Furthermore, a variety of validation methodologies will be embedded in the consultation process.

The OECS Secretariat, based in Saint Lucia has expressed interest in and commitment to the process and will serve as a channel to liaise with other countries, such as Antigua and Barbuda, Grenada and Dominica - which are currently in the process of developing MDG Acceleration Plans - and with the wider definition of a regional development strategy. Similarly, there is post-2015 national consultation peer support available to assist with the setting up of online portals and to offer guidance on best practices for inclusive consultation processes within the community and virtually.

2. OBJECTIVES OF THE CONSULTANCY

The objective of the country consultations is to stimulate an inclusive debate on a post-2015 development agenda by providing an analytical base, inputs and ideas that:

- a) Contribute to the shared global vision on 'The Future We Want', with clear recommendations for governments, civil society and broad stakeholders in the context of SIDS;
- b) amplify the voices of the poor and other marginalized groups in formal negotiation processes;
- c) influence the intergovernmental processes so that they align with the aspirations of civil society for a post-2015 agenda; and

It is envisioned that the document produced from the country consultations will provide major input into the Saint Lucia National Development Plan and other major government policies.

3. OUTPUTS AND SPECIFIC ACTIVITIES:

- 1. Inception Report and Communication Strategy.** The Lead Consultant will prepare an Inception Report and corresponding Communication Strategy, to be submitted within five (5) days after being awarded the consultancy. The Inception Report must include a methodology and proposed schedule to be undertaken by the Consultants and a strategy to encourage online engagement and inputs that will inform the final report. **(5 days)**
- 2. Development of online engagement portal through webpage(s) and social media platforms.** The consultants will jointly conceptualise, coordinate and oversee the management of virtual consultations as an outlet to feed into the consultative process. Data collected via this medium will build on the face-to-face consultations in country. **(15 days)**
- 3. Preliminary meetings with local stakeholders in the North and South of Saint Lucia.** Introductory/Preliminary meetings will take place prior to the formal launch of the online and face-to-face consultation process to introduce the work being undertaken and to identify relevant

partners and stakeholders in international and donor agencies, regional institutions, government departments and ministries and non-governmental organisations.

(3 days)

4. **Public launch of consultation process.** The Lead Consultant will be required to participate in a formal launch of the consultation process, along with the Government of Saint Lucia and the UN System Representative. The Consultants will be expected to participate in the preparation of the formal launch, which will be attended by the Resident Coordinator of the UN System, government officials and other relevant stakeholders. **(2 days)**
5. **Preparation of consultation materials and tools and fieldwork in Saint Lucia.** The Consultants will be required to prepare and conduct community-based consultations in the North and South of Saint Lucia to validate and disseminate findings. **(15 days)**
6. **Draft of Report and submission of Progress report.** The consultants will be responsible for drafting the Report with the findings to date and submit a progress report to UNDP. **(10 days)**
7. **National and Sub-regional meeting.** The Lead Consultant will be the chief facilitator of the national level meeting, which will present all major findings and the initial draft of the Report for exchange, feedback and validation at the highest level. Representatives from identified OECS countries and the OECS Secretariat will be invited to attend and provide feedback and recommendations in shaping the final report. **(3 days)**
8. **Submission of Final Report.** This process will include the submission of the final draft of the Report to Marsha Caddle, Programme Manager, Poverty Reduction at marsha.caddle@undp.org, followed by any final amendments and edits to be made prior to publishing. **(7 days)**

4. PROFILE

This Terms of Reference seeks to attract individuals for one of the following positions:

The **Lead Consultant/ Post-2015 'Champion'** must fulfil the minimum requirements hereunder:

Qualifications

- Post-graduate degree, at least a Master's degree, in one of the following areas: economics, social policy, development studies; or related field.

Experience and Competencies

- A minimum of ten years of progressively responsible and relevant experience in the field of development, working with programmes related to the fulfilment of the MDGs.
- Experience working in Small Island Developing States (SIDS), including the Caribbean, and proven capacity to integrate gender analysis in proposed reform frameworks.
- In-depth understanding of the critical vulnerabilities of Caribbean SIDS, familiarity with SIDS negotiating processes and outcome documents
- Solid background and experience in supporting intergovernmental processes, and proven evidence of extensive facilitation and research experience.
- Ability to work independently and as part of a small team, manage competing priorities and perform well under pressure.
- Excellent command of written and spoken English; knowledge of Creole would be considered an asset.

The **Assistant Researcher and Facilitator** must fulfil the minimum requirements hereunder:

Qualifications

- Undergraduate degree, at least a Bachelor's degree, in one of the following areas: economics, social policy, development studies; or related field.

Experience and Competencies

- A minimum of five years of progressively responsible and relevant experience in the field of development, working with programmes related to the fulfilment of the MDGs.
- Comprehensive knowledge of and experience working in Small Island Developing States (SIDS), including the Caribbean, and proven capacity to integrate gender analysis in proposed reform frameworks.
- Ability to work independently and as part of a small team, manage competing priorities and perform well under pressure.
- Knowledge and experience with of IT and web-based platforms, including use of social media for the purpose of collection of quantitative and qualitative data and online discussion.
- Proven evidence of experience in facilitation and research.
- Excellent command of written and spoken English; knowledge of Creole would be considered an asset.

The consultants contracted will be required to sign a **statement of confidentiality and freedom from any conflict of interest** with potential future contractors with respect to the TORs and work that they will be delivering.

5. LOCATION AND DURATION

Duration

Both consultancies are expected to take place for a total of 60 person days (as outlined in the above outputs), for the period beginning Monday December 17, 2012, and not exceeding Friday March 29, 2013.

Location

Each consultant will perform his/her tasks partly from his/her usual location. However, on prior agreement with UNDP, the consultant may be required to travel for fieldwork, specific meetings and consultations.

6. ADMINISTRATIVE INFORMATION

Payment

Each consultancy fee for the above-mentioned positions will be negotiated before contracting. Each payment will be based on a predefined and formal agreement between UNDP and the consultant and will be disbursed based on satisfactory completion of agreed deliverables.

Provision for travel and daily allowances

Consultants are expected to manage their own travel including securing air tickets and provision of a daily subsistence allowance (DSA)⁴. Therefore the proposal should specifically include provision for air travel and daily subsistence allowances – as a sub total - in the total fees quoted.

Hardware, software, and communication

Consultants must be equipped with a portable computer (laptop). Consultants must be reasonably accessible by email and telephone (preferably mobile). The use of internet-based communication (Skype or equivalent) is encouraged.

EXPRESSIONS OF INTEREST

Please submit your Expression of Interest (EOI) by 16:00 hrs, **Friday December 7, 2012**.

EOIs must include:

- A cover letter highlighting the specific post for which you are applying
- A detailed curriculum vitae including a description of main achievements.
- A price proposal quoted in United States dollars (US\$) indicating daily rates and preferred fee structure based on deliverables.

⁴ NB – Consultants who reside in Saint Lucia will not be eligible for DSA.

EOIs should be submitted by email to the attention of the UN Coordination Analyst jenai.mapp-watson@undp.org with copy to registry.bb@undp.org.

Selection, evaluation and negotiation

Candidates must fulfil the profile minimum requirements and comply with the application instructions to be evaluated. The evaluations will be conducted on the basis of the CV and rate proposal only.

Negotiations will be conducted by UNDP with successful candidates on the basis of their budget proposal and UNDP rules and procedures.