



United Nations Development Programme

Country: ARUBA

Project Document



**Project Title: Towards creating a Centre of Excellence for Sustainable Development of Small Island Developing States (SIDS) in Aruba**

**UNDP Strategic Plan Outcome #1:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

**Project objective:**

To leverage Aruba's technical expertise and experience in sustainable development to provide a platform for strengthening innovation and resilience among SIDS through South-South cooperation and exchange of knowledge on sustainable practices in energy, public-private partnerships (PPP), water management, environment, tourism and health.

**Expected Output(s):** (i) Training in establishing country-specific sustainable development roadmaps; (ii) A virtual platform for technical support and knowledge exchange beyond the duration of this project; (iii) In-country technical assistance; and (iv) Knowledge products and learning tools to support knowledge transfer and exchange.

**Executing Partner:** Ministry of General Affairs, Science, Innovation and Sustainable Development; University of Aruba (UA); Caribbean Branch Office for the Organization for Applied Scientific Research (TNO)

**Implementing Partner(s):** Ministry of General Affairs, Science, Innovation and Sustainable Development (GASIS); University of Aruba (UA); Caribbean Branch Office for the Organization for Applied Scientific Research (TNO)

**Brief Description**

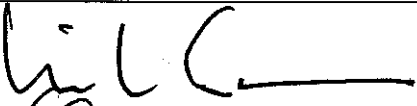
As a result of their small size, limited resources, geographic dispersion and isolation from markets, Small Island Developing States (SIDS) are economically and ecologically fragile and are vulnerable to a variety of external shocks including economic recession, pollution and environmental disasters due to climate change. Despite these challenges however, the increasing international consensus to support SIDS provides an opportunity to advance their sustainable development efforts. To this end, the "Towards creating a Centre of Excellence for Sustainable Development for Small Island Developing States (SIDS)" seeks to facilitate strengthening the capacity of SIDS to utilize sustainable development solutions to support the establishment of a Centre of Excellence (CoE) in Sustainable Development in Aruba. As a leader in the use of sustainable practices, Aruba is well positioned to export its knowledge on sustainable development practices and renewable energy to other SIDS in the Caribbean and beyond. The four (4) main outcomes of the project include: (i) Development of an inaugural 3-day high level Training Programme on Sustainable Development Road Map including Energy for the 38 SIDS who are UN member states; (ii) Institution of In-Country Technical Assistance to selected SIDS; (iii) Development of a Sustainable Development Virtual Platform; and (iv) Documentation of the experience through the production of knowledge products which will support replication and expansion of the best practices.

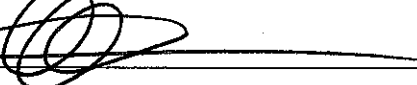
Total resources required:	USD 725,000.00
Total allocated resources:	USD 725,000.00
Donor EETTF	USD 725,000.00
<b>Total</b>	<b>USD 725,000.00</b>


Aruba Government (In kind)	USD 48,800.00
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Programme Period:	<u>2015-2016</u>
Key Result Area (Strategic Plan):	_____
Atlas Award ID:	<u>TBD</u>
Start date:	<u>Nov 2015</u>
End Date	<u>Nov 2017</u>
PAC Meeting Date	<u>Oct 21<sup>st</sup> 2015</u>
Management Arrangements	Full country support to NEX

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Agreed by (Government of Aruba):  Date: 28 October 2015

Agreed by (Implementing Partner):  Date: 28 October 2015

Agreed by (UNDP):  Date: 28 October 2015

I.

## DEVELOPMENT CHALLENGE

There are fifty-two (52) Small Island Developing States (SIDS) which, in spite of their geographical and cultural diversity, share similar economic and sustainable development challenges<sup>1</sup>. These challenges include a limited resource base which deprives them of the benefits of economies of scale; small but rapidly growing populations; remoteness, which affects accessibility to markets; susceptibility to natural disasters; fragile natural environments; excessive dependence on international trade and vulnerability to global developments. Additionally the economies of SIDS rely heavily on the public sector with very limited opportunities for private sector development.

SIDS are among the first to experience the consequences of climate change, particularly rising sea levels. One of the main drivers of climate change is the rising concentration of carbon dioxide in the atmosphere, caused by the global consumption of fossil fuels. Many SIDS have identified the development of sustainable solutions including energy systems as a priority and there is a clear linkage between access to sustainable energy and other development sectors including water, agriculture and health. Changing the development path of SIDS from one of industrialization to one of sustainable development which links good governance, economic development, social inclusion and environmental sustainability, is therefore a priority.

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## II. STRATEGY

Developing countries can benefit from investments in innovation by lead countries thus allowing them to jump steps in a continuously evolving innovation process. SIDS, in particular, have a number of comparative advantages in this transformation towards sustainable development. Based on climatological conditions, there is potential for harnessing solar and wind energy. Geographical conditions also give SIDS the potential to create and/or adopt new innovative technologies such as deep seawater cooling (an alternative to conventional air conditioning). Undeveloped land also offers an opportunity for nature reserves or sustainable renewable energy plants (for example, wind parks). This allows SIDS to build resilience, adapt to changing circumstances and pursue sustainable development pathways. In transforming their economies, there is a need for a small island development strategy; an efficient exchange of 'compatible' knowledge and expertise; and a role model for scale up initiatives. The island state of Aruba is one such role model.

Geographically, politically and culturally Aruba has some important advantages: Aruba is part of the Kingdom of the Netherlands and as such part of the European Union; while at the same time positioned as the gateway to the United States of America (USA). Being culturally part of Latin America, with Spanish being spoken (in addition to English, Papiamentu, Dutch) also gives Aruba leverage in connecting the English-speaking Caribbean Community with Latin America.

### **Aruba's Green Gateway: a role model to scale**

In 2009, the Government of Aruba launched the "Green Gateway Aruba" vision of infrastructure investment to transform Aruba into a "knowledge-based, entrepreneurial and environmentally sustainable economy".

One pillar of the vision is replacing fossil fuels by investment in renewable energy which takes advantage of the island's favourable wind and solar resources. The second pillar involves increasing the capital for infrastructure by attracting international investors to own and operate the wind farms, as well as the solar farm and waste-to-energy project, through long term Purchased Power Agreements (PPAs) with Water- En Energiebedrijf Aruba N.V. (WEB). The third pillar in the economy is the initiative to develop the island as a robust gateway between Latin America, the

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<sup>1</sup> Fifty two countries and territories are presently classify as SIDS by the United Nations. 38 are UN members and 14 are non-UN Members or Associate Members of the Regional Commissions. This project focuses on the UN member states which are part of the global UN network.

United States and the European Union for commerce and investments to help bring greater diversification, economic stability, growth and sustainability.

Aruba has already realized a considerable part of the ambitions for 2020. For example, data from the utility companies show that when oil prices suffered a 170 % price increase, consumers in Aruba were unaffected as the use of Heavy Fuel Oil had been reduced by 40%. This is the result of a focused approach which includes the following initiatives:

- The Green Aruba conference created in 2010 which provides an annual platform for the exchange of information and innovative ideas from experts in sustainable development practices;
- A strategic collaboration established in 2012 with the Carbon War Room in partnership with the Rocky Mountain Institute and the Clinton Climate Initiative to assist Aruba in achieving its goal of 100% fossil fuel independence by the year 2020; and
- A housing community consisting of 20 fully sustainable homes established in 2012 that aims to allow consumers to sell energy back to the grid.

With its investment in sustainable energy solutions and technologies, Aruba has garnered a breadth of knowledge and expertise which it can share with other SIDS. This includes the lessons learnt in pursuing renewable energy resources and other sustainable practices, as well as the challenges it has overcome on the path to sustainable development.

This project will support the establishment of a Centre of Excellence for Sustainable Development in Aruba (COE). The elements of the project will allow active engagement with other UN member SIDS to transfer lessons learnt and best practices. It is a South South/SIDS-SIDS cooperation initiative and a vehicle for promoting economic development in SIDS, especially important at a time when traditional sources of funding are decreasing. Promoting South-South cooperation is an expressed priority for UNDP and this project will leverage UNDP's experience in South-South cooperation and knowledge management across the region.

The objective of the COE is to leverage Aruba's technical expertise and experience in sustainable development to provide a platform for strengthening innovation and resilience among SIDS through South-South cooperation and the exchange of knowledge on sustainable practices in energy, public-private partnerships (PPP), water management, environment, tourism and health. The initial emphasis of the COE will be on climate resilient approaches to development including those which minimise both environmental and social impacts. It is therefore expected that the COE and the Road Mapping process which will be pursued in the first two years of its existence will also serve to assist countries in building roadmaps which involve issues arising from COP 21 in Paris

This project will provide the foundation elements for a Center of Excellence with the objective of consolidating, highlighting and sharing initiatives while at the same time establishing a hub for knowledge and expertise on sustainable development. Existing programs such as those under the Carbon War Room/RMI/CCI initiative, the Caribbean Centre for Renewable Energy and Energy Efficiency (CREE) and International Renewable Energy Agency (IRENA) will not be duplicated. Rather the project will serve to provide additional reach to these initiatives through expanded networks and platforms, thereby enhancing their impact on the ground.

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### **III. RESULTS AND PARTNERSHIPS**

#### ***Expected Results***

The project will foster innovation and the transfer of knowledge on sustainable development strategies between SIDS thereby building their respective capacities to develop and implement these strategies. This goal would be attained through the successful accomplishment of the following outputs:

## **1. High Level Training in Establishing Sustainable Development Roadmaps**

This 3-day training programme will target high level officials from SIDS across the Caribbean, Pacific and AIMS (Africa, Indian Ocean, Mediterranean and South China Sea) which are UN member states in the development of Sustainable Roadmaps. Modules will take into account the varying levels of progress which countries may have achieved. The identification of suitable participants and the collection of data will be facilitated through the UNDP Regional Office for Latin America and the Caribbean (RBLAC), as well as the global network of country offices. The content from these training sessions will provide the foundation for online courses which will be subsequently offered through the Virtual Platform.

Based on the information received and shared during the training, participants will be able to identify their respective national priorities and possibilities, thereby charting a course to transition to a sustainable development pathway. Criteria will be established to guide the selection of SIDS for in country technical support taking into consideration the stage of progress in their sustainable development strategy implementation.

To reach a wide range of participants and ensure that this training has a multiplier effect, events with a complementary focus will be leveraged to raise awareness of the initiative. In addition, it is expected that attendees would subsequently link their in-country technical teams to online training modules on the Virtual Platform meant to reinforce and encourage further dissemination of information and transfer of knowledge gained from the initial workshop.

## **2. Establishment of Sustainable Development Virtual Platform**

In order to foster continued collaboration and knowledge sharing after the completion of the high-level training, an online SIDS Sustainable Development Virtual Platform will be established. It is the intention that the Virtual Platform would provide interested persons and/or those involved in sustainable development in SIDS with the necessary resources to support innovative thinking and the application of sustainable development solutions.

This platform will allow members to engage in online discussions, receive online technical support and guidance and access additional training. In addition, it will host virtual communities of practice that will facilitate interaction among professionals and policy makers facilitating the identification and mapping of gaps in existing sustainable development policies.

The platform will also host a virtual library including online courses and training materials, documented best practices and sustainable development policies and video presentations. It will also allow sustainable development actors and agencies to share and coordinate relevant events on the Platform's Calendar and store material in the virtual library. The Virtual Platform will therefore enhance the visibility of all actors in the field of sustainable development.

The accessibility and availability of knowledge materials will facilitate information sharing as materials will be documented and easily retrieved. The Platform is envisioned to develop and expand, in terms of the programs offered and the modes of instruction. It will be housed and managed by the University of Aruba who will maintain, add, and update content and promote its use and implementation, particularly the exchange of information and experiences within and among the participants and their networks.

The sustainability of this Platform will be supported by the Green Faculty initiative of the University of Aruba which contemplates the inclusion of a Platform to "share research and education in the Caribbean and beyond."<sup>2</sup> The University has therefore agreed that this Virtual Platform will be subsumed in the Green Faculty Initiative and maintained beyond the COE project.

### **3. Provision of In-Country Technical Assistance**

Selected SIDS will have individual sustainable development roadmaps developed within the first 6-9 months of the completion of the inaugural training. There will be eligibility criteria for this technical assistance to maximize the success. This criteria will be decided jointly between UNDP and the Aruba technical partners. For the countries meeting these criteria, opportunity will be granted to them on a first come, first serve basis.

TNO Caribbean will offer this in-country Technical Assistance which will seek to address the development challenges identified by the respective SIDS, propose locally appropriate solutions, and formulate national sustainable development roadmaps. Furthermore, the in country support will take the form of dedicated expertise to build the capacity of national staff in SIDS agencies working on sustainable development. At the end of the in-country technical assistance mission countries will have a sustainable development roadmap with support gathered through a 1-day national roadmap consultation with key national stakeholders. This consultation will allow for sharing of findings, target setting, and the identification of projects, actions and feedback. This phase of the technical assistance will be concluded with the development of a Road Map Report which will include findings and recommendations from the national consultation.

### **4. Development of Knowledge Products and Learning tools to support knowledge transfer**

Based on the activities to be undertaken, a series of knowledge management tools will be developed and posted to the Virtual Learning Platform. These will include but will not be limited to:

- Documentation of best practice initiatives in Aruba which can be shared with participants and their networks
- Documentation of road map development process from in country missions
- Compilation of completed roadmaps for participating countries
- Lessons learnt review of project outputs at various milestones during project execution
- Final publication based on evaluation undertaken
- Toolkits e.g. step by step guides for developing sustainable development roadmaps for SIDs and considerations for tailoring to meet national circumstances.

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<sup>2</sup> Feasibility Study Green Faculty Program, University of Aruba, Oct 2014

## **Partnerships**

### **Executing Agency:**

#### **Government of Aruba (Ministry of General Affairs, Science, Innovation and Sustainable Development)**

Aruba has proven its resilience in the past (1985) when the Exxon Oil Refinery first closed in 1985 resulting in significant job loss and GDP decline. Aruba has been able to reinvent itself into arguably one of the best vacation destinations in the Caribbean with the tourism sector now accounting for close to 90% of jobs in Aruba. In 2010, conscious of the societal and environmental limits to economic growth through tourism, Aruba reinvented itself yet again as a Green Gateway for investment in renewable energy supply. Over the last decade, the island's utility companies spearheaded investment in wind and other renewable power options that now account for nearly one fifth of electricity generation.

### **Implementing Partners**

#### **TNO Caribbean**

The TNO Caribbean the country branch office of The Netherlands Organization for Applied Scientific Research (TNO), is based in Aruba and has been operating in the Caribbean since 2011, with a specific focus on sustainable energy and clean technology. TNO Caribbean is an internationally operating independent research and development and knowledge institute with a track record of over 75 years. It divides its expertise across seven themes: energy, built environment, healthy living, information society, mobility and transport, industrial innovation, and defense, security and safety.

TNO Caribbean employs a local workforce familiar with the Caribbean island setting and has significantly contributed to Aruba's green growth through its involvement in the Smart Energy System Aruba (SESA) and the design of a Living Lab.

TNO Caribbean together with UA will play a key role through the different phases of project implementation including the following:

- 1) Support to the development of curriculum for inaugural training; coordinating of curriculum with other training components; conducting of training; reporting.
- 2) technical support to SIDS: assist SIDS to complete their individual Sustainable Roadmap on location; assist respective Governments in presenting a Sustainable Roadmap through a national consultations to share information, receive feedback and build consensus.
- 3) Sustainable Development Virtual Platform: in close cooperation with the University of Aruba support the setting up and functioning of the web-based, knowledge exchange portal.

#### **The University of Aruba (UA)**

As a true Entrepreneurial University, the UA, through its Faculties, offers educational programs and research activities, which can contribute to socio-economic development. To build the skilled workforce needed to achieve Aruba's green ambitions, the University of Aruba, in partnership with TNO Caribbean, is increasing educational opportunities for sustainable technology on the island. In March 2015, the UA was in the second round of submitting a proposal for a permanent Green Faculty to the European Development Fund (EDF11). Among other things, this Green Faculty will bring highly sophisticated Science Technology Engineering and Math (STEM) disciplines to research, education and application in Aruba.

The University of Aruba (UA) is a valuable partner in sustaining the Virtual Learning Platform for continued research and knowledge exchange on development practices. UA has an ICT department with 2 people working fulltime, and 3 people part-time available for specific projects. The UA can be considered a frontrunner in making efficient use of ICT and doing research through Survey Monkey, providing math classes through Moodle. Through its participation in regional and international initiatives such as UniCarib and the Price Waterhouse & Coopers Leadership Academy, the UA has built both experience and networks with long distance education.

## **UNDP**

This project aligns well with UNDP's areas of comparative advantage and emphasis on South-South Cooperation, knowledge transfer and the attainment of the Sustainable Development Goals (SDGs).

UNDP supports the mobilization of resources and partners to scale up South-South cooperation so as to improve the quality of life and support the attainment of the SDGs in partnering developing countries. UNDP does this by: 1) serving as the knowledge broker; 2) building capacities and facilitating exchanges by utilising UNDP's country and programmatic reach and resources; and 3) supporting the formulation, coordination, technical support and in some cases the small-scale catalytic financing of cooperation activities.

In addition, it is an expressed goal of UNDP's Strategic Plan 2014-2017 to provide support to countries in the formulation of sustainable development pathways through the following:

- Though leadership and advocacy
- National development planning and policy reforms to transform productive capacities
- Connecting national and sub national priorities
- Maintenance and protection of natural resources
- Sustainable access to energy and improved energy efficiency
- Development of policy and institutional capacity to reinforce action on climate change
- Social and environmental risk management especially for the poor and excluded

The goals of this project will also be facilitated through the UN's Global Sustainable Development Solutions Networks (SDSNs) which was launched by UN Secretary-General Ban Ki-moon in August 2012 to mobilize scientific and technical expertise from academia, civil society, and the private sector in support of sustainable development problem solving at local, national, and global scales. In the Caribbean a SDSN has been established at the University of Jamaica, Mona and collaboration will be sought to further strengthen the COE's goal of supporting national sustainable development planning and policy development in SIDS.

## **South-South Cooperation**

This project is designed on the premise of SSC in which the innovative approaches to sustainable development being formulated and implemented in Aruba are shared, adapted and transferred to SIDS. This will be done both in the context of knowledge management and sharing including the, engagement of networks and integration with other platforms as well as direct technical support to countries.

## **Sustainability and Scaling Up**

By aligning with the mandates of existing organisations in Aruba, this project will promote the sustainability of project results as well as continuity of project components beyond the duration of this project.

As mentioned earlier, the sustainability of this Platform will be supported by the Green Faculty initiative of the University of Aruba. The University will integrate this Virtual Platform into its Green



Faculty Initiative and will maintain the Platform beyond the life of the COE project. While the initial project will be led by a project manager who will be responsible for the execution of the various components of this project the implementing partners will be fully engaged in all decisions and outcomes through the Project Board.

Sustainability will be further enhanced through the participation of national stakeholders (i.e. TNO Caribbean staff, University of Aruba staff and other Aruban agencies) and other international partners that are currently engaged with Aruba in the development and implementation of training, knowledge management systemization, etc. This, thereby embeds intuitional memory and promoting ownership of decisions. It will also facilitate the continuation of the project outcomes within the Aruban context once the project ends. The knowledge management aspects of this project which focus on the documentation of best practices and lessons learnt also allows for accessibility, sustainability (living memory) and scaling up where applicable.

The process of developing country level Sustainable Development Roadmaps is expected to build the capacity of the participating countries through knowledge exchange during the in country visits. Content dissemination through the Virtual Platform will facilitate continuous learning and the cross fertilization of ideas among members of the network and communities of practice. These aspects are meant to enable and support continuity of project outcomes from the participating country level.

### **Sustainability Indicators**

No. of key national stakeholders involved in project management and decision making

No. of visits to Virtual Platform from participating SIDS quarterly over a 2 year period subsequent to project completion

Level of engagement and participation of SIDS in Virtual Platform knowledge exchange initiatives e.g. Webinars, communities of practice, etc.

Extension of time the COE functions as a South South initiative for SIDS

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## **IV. PROJECT AND RISK MANAGEMENT**

### **Risk Management**

Risks would be linked to the need for continued political commitment, robust and consistent buy in across a large cross section of stakeholders and ensuring regional participation. These will require the establishment of a robust project management team and the effective leveraging of UNDP regional networks.



**V. RESULTS AND RESOURCES FRAMEWORK**

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> Increased environmental sustainability to achieve sustainable development through environmental management, compliance with international treaties, adaptation to climate change, and improvement in capacity for policy and strategy development</p>				
<p><b>Country Objective (Aruba):</b> To transform Aruba into a knowledge-based, entrepreneurial and environmentally sustainable economy</p>				
<p><b>Project Outcome/Impact:</b> to foster innovation and the transfer of knowledge on sustainable development strategies between SIDS thereby building their respective capacities to develop and implement these strategies in their national interests.</p>				
<p><b>Applicable Output(s) from 2014-17 Strategic Plan:</b> Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p>				
<p><b>Project title and ID :</b> Towards the Establishment of a Centre of Excellence for Sustainable Development for Small Island Developing States (SIDS) in Aruba</p>				
OUTPUTS	OUTPUT TARGETS	ACTIVITIES	RESPONSIBLE PARTIES	INPUT US\$
<p><b>Output 1</b> High level officials have increased awareness and knowledge related to sustainable development road mapping for SIDS</p> <p><b>Baseline:</b> Lack of knowledge and capacity among SIDS to undertake Aruban approach to roadmap development</p> <p><b>Indicator:</b> Level of awareness as measured of training participants in the subject matter</p>	<p><b>Target Year 1:</b> At least 10% increase in the level of awareness of participants</p>	<p>1.1.1) Drafting of ToR for Project Manager</p> <p>1.1.2) Advertise the positions internationally</p> <p>1.1.3) Selection and recruitment of suitably qualified candidate for project manager and project assistant</p> <p>1.2.1) Collection of baseline data for each participating country in order to be used as ground work for the development of relevant training courses</p> <p>1.2.2) Development of high level training course content</p>	<p>UNDP/ Caribbean Branch Office of the Netherlands Organization for Applied Scientific Research (TNO Caribbean). Ministry of General Affairs, Science Innovation and Sustainable Development (GASIS) University of Aruba</p>	<p>1.1.1) Advertising, Recruitment and Hiring of Project Manager and Project Assistant: 193,500</p> <p>1.1.2) CO site visits: 24,000</p> <p>1.2.1) Airfare, local transportation, per diem and terminal costs for Participants: 139 320</p> <p>1.2.2) Workshop resources and materials: 36,000</p> <p>1.2.3) Workshop facilitation fee: 15,000</p> <p><b>Sub-total = USD 200 720</b></p>

<p><b>Output 2</b> Ability to access and use information and technology to develop and implement sustainable development solutions improved in SIDs</p> <p><b>Baseline:</b> Limited and fragmented access to sustainable development solutions, roadmap formulation and best practice for SIDS.</p> <p><b>Lack of an established platform:</b></p> <p><b>Indicator:</b> Existence of virtual sustainable development platform Number of visits to virtual sustainable development platform Number of knowledge products developed Number of knowledge products shared</p>	<p><b>Target Year 1:</b> Launch of sustainable development virtual platform for SIDS</p> <p>At least 25% of SIDS trained visit virtual platform</p> <p>At least 3 case studies of Aruban best practice developed</p> <p>At least 3 case studies of Aruban best practice shared</p> <p><b>Target Year 2:</b> Maintenance of sustainable development virtual platform for SIDS</p> <p>At least 35% of SIDS trained visit virtual platform</p> <p>At least 3 additional knowledge products developed</p>	<p>1.2.3) Rental of conference facilities to host high-level workshop/seminar.</p> <p>1.2.4) Procurement of training materials.</p> <p>1.2.5) Transportation of training participants to various sites in Aruba to view practical examples</p>	<p>TNO/GASIS</p> <p>UNDP/Project Manager</p> <p>UNDP/Project Manager</p> <p>UNDP/Project manager/TNO Caribbean /GASIS</p>	<p>2.1.1) Advertising, Recruitment and Hiring of IT Consultant: 19,000</p> <p>2.1.2) Operating costs and Management of Virtual Platform : 41,200</p> <p>2.1.3) Stakeholder consultations and training : 25,000 <b>Sub total= 85, 200</b></p> <p>2.2.1) Design and development of knowledge products: 50,000 <b>Sub total= USD 50, 000</b></p> <p><b>Sub total for output USD 135,200</b></p>
	<p>2.1.1) Drafting of ToR for IT consultant</p> <p>2.1.2) Advertising of IT consultancy position, evaluation of submissions</p> <p>2.1.3) Selection and recruitment of suitable candidate</p> <p>2.1.4) Development of research plan to assess stakeholder needs and examination of existing systems to determine layout of online platform and necessary hardware and software requirements</p> <p>2.1.5) Meetings with stakeholders to determine scope and structure of online platform</p> <p>2.1.6) Finalizing documentation on layout of online platform and hardware/software requirements</p> <p>2.1.7) Submission of finalized documentation</p>	<p>UNDP/TNO/GASIS</p> <p>UNDP</p> <p>UNDP/TNO/GASIS</p> <p>IT Consultant</p> <p>UNDP/IT Consultant/GASIS/TNO Caribbean</p> <p>IT Consultant</p> <p>IT Consultant</p>		

<p><b>Output 3</b> Sustainable development roadmaps developed in selected SIDs</p> <p><b>Baseline:</b> Lack of national sustainable development roadmaps in SIDs</p> <p><b>Indicator:</b> Number of in-country technical assistance packages provided to selected SIDs</p> <p><b>Number of sustainable development roadmaps drafted for selected SIDs</b></p>	<p>At least 3 additional knowledge products shared</p>	<p>2.2.1) Procurement of necessary software and hardware components based on recommendations put forward by IT consultant.</p> <p>2.2.2) Purchase of hardware/software components</p> <p>2.3.1) Creation of online training content for sustainable development for SIDS</p> <p>2.3.2) Establishment/ management of virtual library and communities of practice (CoP)</p>	<p>UNDP</p> <p>UNDP</p> <p>TNO Caribbean/ University of Aruba (UA)</p> <p>UA</p>	
	<p><b>Target Year 1:</b> Sustainable development roadmaps developed for 2 SIDS</p> <p><b>Target Year 2:</b> Sustainable development roadmaps developed for 5 selected SIDs</p>	<p>3.1) Development of criterion for selection of SIDS suitable for technical assistance</p> <p>3.2) Collection and collation of prerequisite data for formulation of Sustainable Development baseline for each of the five (5) selected countries</p> <p>3.3) Missions to respective SIDS to conduct technical and advisory support; liaising with key stakeholders and analysis of policy documents to determine priority areas</p> <p>3.4) Hosting of 1-Day national consultations on draft roadmaps in each of the five (5) SIDS to share findings and set targets</p> <p>3.5) Draft submission Sustainable Roadmaps</p> <p>3.6 Review of draft roadmaps</p>	<p>TNO Caribbean</p> <p>UNDP/TNO Caribbean</p> <p>TNO Caribbean</p> <p>Government of Respective SIDS/TNO Caribbean</p> <p>TNO Caribbean</p>	<p>3.1.1) Airfare, per diem and terminals cost: 51520</p> <p>3.1.2) Material costs, rental of conference facilities and catering for roadmap consultations : 30,600</p> <p>3.1.3) Facilitation fee for TNO Caribbean team : 28,000</p> <p><b>Sub-total = USD 110, 120</b></p>

		3.7 Finalization of respective Sustainable Development Roadmaps	Government of respective SIDS TNO Caribbean	
<p><b>Output 4</b> <b>Monitoring and Evaluation</b></p> <p><b>Development of M&amp;E framework.</b></p> <p><b>Final evaluation</b></p> <p><b>Audit</b></p> <p>Independent evaluation of project to be conducted at the conclusion of the project to assess progress with respect to execution, alignment with objectives and achievement of agreed deliverables and targets; evaluation to also assess impact of project over project lifetime</p>	<p><b>Target Year 1:</b> M&amp;E framework established</p> <p><b>Target Year 2:</b> Final evaluation done Audit done</p>	<p>4.1 Drafting of ToR for M&amp;E consultant</p> <p>4.2 Advertising of M&amp;E consultancy position, evaluation of submissions</p> <p>4.3 Selection and recruitment of suitable candidate</p> <p>4.4 Development of methodology to assess project</p> <p>4.5 Submission of draft M&amp;E Report</p> <p>4.6 Review of draft M&amp;E Report</p> <p>4.7 Finalization and submission of final M&amp;E Reports</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>M&amp;E Consultant</p> <p>M&amp;E Consultant</p> <p>UNDP</p> <p>M&amp;E Consultant</p>	<p>4.1) Advertising and Hiring of M&amp;E Consultant: 7,100</p> <p>4.2) Audit: 7,000</p> <p><b>Sub-total = USD 14, 100</b></p>
<b>SUB TOTAL project costs</b>				<u>USD 677, 640.00</u>
<b>GMS (7%)</b>				<b>Subtotal USD 47, 360.00</b>
<b>TOTAL PROJECT COSTS</b>				<b>USD 725,000.00</b>

## **VI. MONITORING AND EVALUATION**

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following:

### **Within the annual cycle**

- **Track Progress.** Following the frequency cited in the monitoring plan, progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management. Beneficiary feedback will be part of regular data collection and performance assessment.
- **Monitor and Manage Risk.** Based on the initial risk analysis submitted (see annex 2), a risk log shall be actively maintained, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using a risk log. This includes monitoring social and environmental management measures and plans that may have been required as per UNDP's Social and Environmental Standards (see annex 3). Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.
- **Evaluate and Learn.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), it should be conducted in accordance with the project's evaluation plan.
- **Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the next Project Board meeting.

### **Annually**

- **Annual Project Quality Rating.** On an annual basis and at the end of the project, the quality of the project will be rated by the QA Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.
- **Annual Project Review and Report.** The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project Board for the review, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.

### **Closure**

- In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

**VII. ANNUAL WORK PLAN**

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME								RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8		Funding Source	Budget Description	Amount (USD)
		<p><b>Output 1</b> High level officials have increased awareness and knowledge related to sustainable development road mapping for SIDS</p> <p><b>Baseline:</b> Lack of knowledge and capacity among SIDS to undertake Aruban approach to road map development</p> <p><b>Indicator:</b> Level of awareness as measured of training participants in the subject matter</p>	<p>1. Selection and recruitment of project manager</p> <p>2. Development of high level training course content</p> <p>3. Launch of training course</p>	X									UNDP/GASIS
		X								UA/TNO/Project manager	EETTF	Consultant	15,000
			X							UA/TNO/project manager	EETTF	Consultant Travel Workshop Materials	185,720
										UA/TNO/Project manager	EETTF		



<b>Output 2</b> <b>Ability to access and use information and technology to develop and implement sustainable</b>	1. Platform content developed		X	X	X	X	X	X	X	UA/TNO/project manager	EETTF	Consultant Hardware software and	64,000
	2. Initial knowledge products developed		X	X	X	X	X	X	X	UA/TNO/GASIS	EETTF	Consultant Publication	34,000
	3. Platform launched and maintained		X	X	X	X	X	X	X	UA/TNO	EETTF	Hosting content Consultant	41,200

<p>development solutions improved in SIDs</p> <p>Baseline: Limited and access to sustainable development solutions, roadmap formulation and best practice for SIDS.</p> <p>Lack of an established platform:</p> <p>Indicator: Existence of virtual sustainable development platform</p> <p>Number of visits to virtual sustainable development platform</p> <p>Number of knowledge products developed</p> <p>Number of knowledge products shared</p>					<p>10,000</p>
<p>4. Knowledge products based on road maps</p>	<p>X</p>	<p>UATNO/Project manager</p>	<p>EETTF</p>	<p>Consultant Printing</p>	<p>18</p>

<p><b>Output 3</b> Sustainable development roadmaps developed in selected SIDs</p> <p><b>Baseline:</b> Lack of national sustainable development roadmaps in SIDs</p> <p><b>Indicator:</b> Number of in-country technical assistance packages provided to selected SIDs</p>	<p>5.</p> <p>Sustainable Road Maps developed</p>			X	X	X	X	X	X	X	X	X	X	<p>110, 120</p> <p>Consultant Travel Workshops</p> <p>EETTF</p> <p>UA/TNO/UNDP</p>
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Number of sustainable development roadmaps drafted for selected SIDS

M&E	6..Knowledge products based on end of project review										UA/TNO/project manager	EETTF	Consultant Printing	10,000
	Project assurance visits	X	X	X	X	X				X	UNDP/TNO/JA		Consultant Travel	14, 100
	End of project evaluation													677,640
<b>SUB TOTAL</b>														47, 360
<b>GMS 7%</b>														725,000
<b>TOTAL</b>														
											20			

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

In keeping with UNDP's policy for promoting national ownership and leadership, the project, which is to be based in Aruba, will be nationally executed, meaning that the Ministry of General Affairs, Science, Innovation and Sustainable Development (GASIS), 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 Trinidad and Tobago 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 Aruba 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 General Affairs, Science, Innovation and Sustainable 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 GASIS.

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
4. Oversee project implementation on a quarterly basis

### EXECUTING AGENCY – Ministry of General Affairs, Science, Innovation and Sustainable Development (GASIS)

As National Executing Agency, GASIS will facilitate overall guidance and direction in accordance with the prevailing conditions and rules and regulations of the government of Aruba:

1. Obtain and allocate resources for the project in a timely manner and other needed approvals
2. Endorse 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 and other solicitation documents 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

#### **PRINCIPAL SUPPLIER – UNDP**

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, GASIS. GASIS will liaise with UNDP on any matters of concern.
2. Participate in meetings of the Project Board
3. Provide thematic and technical backstopping
5. Participate with GASIS in review of deliverables of the recruited consultants
6. Payment of recruited consultants upon certification by GASIS
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

Under this arrangement a General Management Service fee of 7% will be paid to cover costs to UNDP that are in addition to direct project costs associated with managing the implementation of programmes. The GMS fee encompasses costs incurred in providing general management and oversight functions of the organization as a whole. These costs are incurred in support of its activities, projects & programmes, and services provided that cannot be traced unequivocally to specific activities, project or programmes. Furthermore, these costs are incurred throughout and at all levels of the organization.

#### **PROJECT ASSURANCE – UNDP**

UNDP will assume the major project assurance role

#### **PROJECT MANAGER**

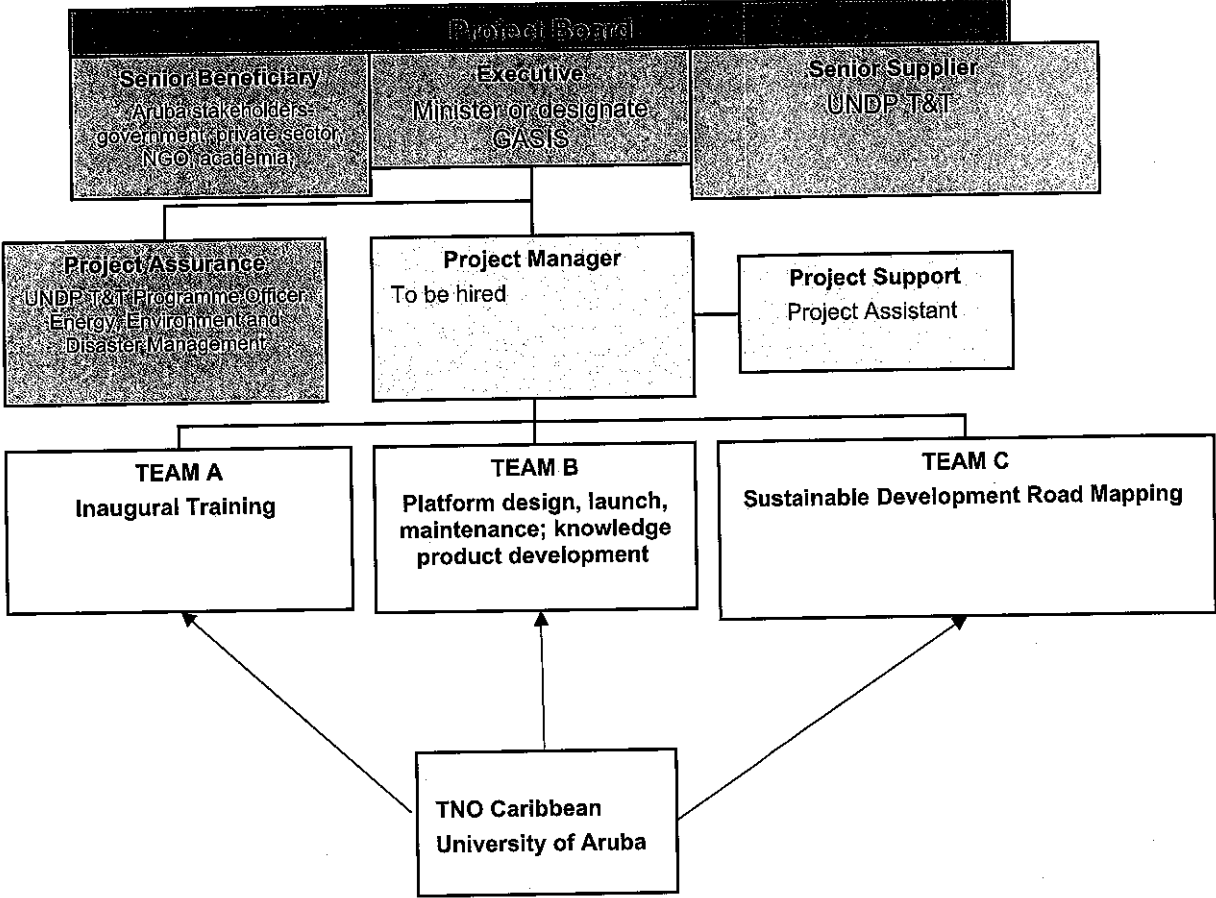
1. Manage the realization of project outputs through activities
2. Direct and guide the project team /responsible parties
3. Liaise with the Project Board to ensure overall direction and integrity of the project
4. Work together with the government peer (project manager counterpart) to ensure that decisions are taken in agreement to the project and GASIS priorities.
5. Create systemic capacities in the GASIS, especially by working closely with the designated peer of GASIS.
4. Take responsibility for project administration
5. Liaise with UNDP, Project Supplier
6. Prepare Annual Project Reports
7. Manage 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, the Caribbean Branch Office for the Organization for Applied Scientific Research (TNO Caribbean) and the University of Aruba (UA) they will act as the critical liaisons between these implementing partners and the project.

# Project Organisation Structure





**Evaluation Plan**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	Ministry of General Affairs, Science, Innovation and Sustainable Development (GASIS)	UNDP Strategic Plan Output 1.4	N/A	Q3 2017	UNDP; GASIS; EETTf	\$7,100
Audit	UNDP		N/A	Q4 2017	UNDP	\$7,000

## IX. LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

Consistent with the above Supplemental Provisions, 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; and
- 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 [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>3</sup>.

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/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

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<sup>3</sup> Use bracketed text only when IP is an NGO/IGO

**X. RISK MATRIX:**

Project Title: <b>Creating a Centre of Excellence for Sustainable Development of Small Island Developing States (SIDS) in Aruba</b>							Award ID: TBD Project ID: TBD	
#	Description of the Risk	Date Identified	Type	Impact/Probability (Scale: 1 to 5, with 1 lowest)	Countermeasures / Mngt response	Owner	Submitted/updated by	
1	Collaboration among a wide range of stakeholders with varying interests required	Sept 2015	Operational	Delays in project implementation  P = 3  I = 3	Use a participatory and consultative approach to developing and implementing activities  Project manager to develop a partnership agreement governing collaboration among project stakeholders	Project manager	UNDP	
2	Finite nature of the project affects project sustainability	Sept 2015	Strategic	Project impact does not extend beyond the project timeline  P = 2  I = 4	Work with institutions that have mandates closely aligned to project outcomes and therefore have a stake in the sustainability of the project outcomes	Project manager	UNDP	
3	Limited participation of SIDS in trainings and in country technical missions	Sept 2015	Operational	Reduced ability of project to enhance capacity of SIDS in sustainable roadmap formulation and development  P = 3  I = 5	Build networks during similar related events leading up to project kick off to increase the pool of potential participants	Project Manager and Project Executive	UNDP	
4	Lack of available data for construction of baselines	Sept 2015	Operational	Capacity building initiatives not targeted effectively  P = 3 I = 3	Explore a multitude of avenues for data including coordination with other entities involved in related activities such as the Carbon War Room and	Project manager	UNDP	

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**XI. ANNEXES**

## ANNEX 1. SUGGESTED MODULES FOR INAUGURAL TRAINING

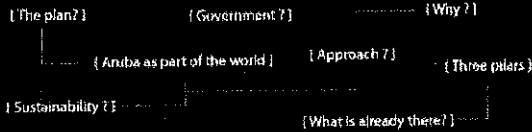
	<b>Transformation to Renewable Energy</b>
	<p><i>Facilitator: MSc. Jan Ebbing</i> <i>Director TNO Caribbean</i></p>
0	<p>Opening Lecture: an introduction to the Sustainable Energy Road Map (based on the Trias Energetica Model) Small Islands are facing a number of unique challenges as they seek to transform from heavy fuel generators to other forms of renewable energy. Local renewable energy potential (sun, wind and water) is often abundant.</p> <p>Decisions to invest in renewable energy need to be informed by a holistic approach to energy, water and waste, as they are all interlinked. The reliability and affordability of the power supply need to inform the appropriate Energy Mix.</p> <p>The transformation of energy generation demands innovation in all other sectors as well. This needs to be coordinated in a sustainable island energy system.</p> <p>Best Practice: <i>Smart Energy System Aruba (SESA)</i></p>
	<b>Technological innovations (4)</b>
	<p><i>Facilitator: Dr. Ir. Filomeno A. (Boey) Marchena</i> <i>Focal Point of Aruba for the UNESCO International Hydrological Program for Latin America and the Caribbean (UNESCO IHP LAC); External Guest Lecturer and BSc- and MSc graduating student mentor University of Curacao; President/Treasurer of the foundation FESTAS Advisor Sustainable Water Technology and Innovation WEB Aruba NV</i></p>
1	<p>Best practice: the <i>Continuous Desalination Efficiency Improvement Process (CDEIP)</i> Aruba as a small and arid island has earned credit for the reliable production of one of the world's highest quality drinking water for its population (including economy, industry and tourism) by means of the efficient application of seawater desalination (since 1932).</p> <p>Aruba's desalination and power production knowledge and experience can be considered a bench marking show case for <i>Small Island Development States (SIDS)</i> considering the increase of the desalination efficiency by 70-75%, the energy production efficiency by more than 20% and about 40% reduction of the consumption of heavy fuel oil with successful application of new technology (such as reverse osmose).</p>
	<p><i>Facilitator: ELMAR</i></p>
2	<p>Best Practice Solar Energy: The Solar Parking Lot Airport Reina Beatrix; At the start of the SESA in 2012, Solar generated power was negligible on Aruba. Measures for decentralized solar power production on roofs of buildings were calculated to achieve the 5% target. Three large projects were envisioned to meet the current 2020 target. One such large scale production is the Solar Parking Lot at the Reina Beatrix Airport with 4MW solar panel installations (finalized March 2015). The idea is now to convert all rental cars to electric cars who could 'tank' at the parking lot.</p>
	<p><i>Facilitator: Mr. Henk Hutting</i> <i>Director wind park Vader Piet</i></p>
3	<p>Best Practice Wind Energy: Wind park Vader Piet; The Vader Piet wind park at the edge of the Arikok National Park is Aruba's main source of sustainably produced energy. In 2012, wind energy contributed approximately 10% in demanded capacity during peak demand (2.00-3.00 pm.) and approximately 15% at night. Wind reached a production of approximately 100GWh on an annual basis. The total distributed energy annually is 710GWh for the entire island (15% of sustainable produced power). In 2012, Aruba ranked number 4 in the world in its wind energy production.</p>
	<p><i>Facilitators: Léon Hamers, Polytechnisch Ingenieursbureau n.v. (PIB) /Aruba Deep Seawater Platform (ASDF and ARINA)</i></p>
4	<p>Lesson learned Deep Sea water Air Cooling (SWAC): The Aruba District Cooling project; The Aruba District Cooling project is the result of years of research and international cooperation. The system pumps cold water from the bottom of the sea and distributes it through an energy transfer station to the customer's conventional internal system, providing the building with air conditioning. The centrally produced District Cooling can reach up to 10 times higher energy efficiency than local electricity-driven equipment, which makes it a lucrative investment for coastal hotels with high air-conditioning costs.</p> <p>At the start of 2015, Consortium partners were working to secure the financing for the project portfolio and start with Aruba as the first project in the Caribbean. Three hotels have already signed the District Cooling MOU. Since physical conditions (like the slope of the sea bottom) play an important role, a strategic decision has been made to expand the project to invest and develop seawater air conditioning systems in other sites in the Caribbean.</p>

	entrench the program in the school curriculum. The Green'S Cool thus contributes to all 3 pillars.
	<p><i>Facilitator: Prof. Dr. Ryan R. Peterson, PhD</i></p> <p><i>Contributor Aruba Management Institute for Sustainable Tourism &amp; Development (AMISTAD)</i></p> <p><i>Cathedratic Professor of Innovation and Sustainability; Research Chair in Tourism Innovation &amp; Sustainable Island Development; Director of Graduate Studies School of Hospitality, Tourism Management &amp; International Business, University of Aruba; President National Council for Innovation &amp; Competitiveness;</i></p>
3	<p><b>Best Practice: Sustainable tourism</b></p> <p>Small-Island Tourism-Economies (SITES) have faced a series of unprecedented and disruptive social, technical, economic and ecological challenges; pressuring them to re-invigorate their tourism industries.</p> <p>Aruba is a popular destination within the Caribbean. Drawing from multiple cases and experiences across Caribbean SITES, including Aruba and other tourism-dependent economies, this session will assess and discuss leading practices and requisite leadership capabilities in transforming tourism for increased sustainable competitiveness and inclusive growth.</p>
	<b>Governmental innovation (2)</b>
	<i>Facilitator: Prof. Dr. Ryan R. Peterson, PhD</i>
1	<p><b>Challenge ahead: Agile governance for sustainable development</b></p> <p>Over sixty percent of sustainable development is explained not by the investments and accumulation of capital and labour, but by factors and actors involved in knowledge creation, knowledge sharing and knowledge exploitation; including creative capital, communication architectures, innovation cultures, and agile governance. The institutional resilience, regimes and relations enable (or inhibit) the efficient mobilization and allocation of resources, infuse (or defuse) innovation, and stimulate (or stifle) the creation, innovation and transformation of knowledge. Drawing from multiple cases and experiences across the Caribbean, this session reviews and reflects on the state and strategies for institutional resilience, regimes and relations, and discusses pathways for improving the agility of governance, and the 'governability for sustainability'.</p>
	<i>Facilitator: Nathalie Maduro, Director Agriculture, Husbandry, Fishery and Market Halls</i>
2	<p><b>Challenge: Food Security</b></p> <p>Land available for agriculture is scarce, competing with other destinations. Water for irrigation is also scarce as existing freshwater wells are threatened by salinization. Mitigation measures have been implemented such as the use of recycled water and the collection of rain water. Research has been initiated by the Department of Agriculture, Fishery and Husbandry (Santa Rosa) in cooperation with the <i>UNESCO International Hydrological Program Latin America and the Caribbean</i> (UNESCO IHP LAC). However, more research is needed, especially research and expertise from countries with comparable climatological challenges.</p> <p>Furthermore, large scale importation of food reduces the competitiveness of local farmers. Imported food (90 %) bears a high carbon print for flying it in and creates much waste. The link between food security and sustainable development should be explored.</p>
	<b>Institutional innovation (1)</b>
	<p><i>Facilitator: Dr. Franklin Hoevertsz</i></p> <p><i>Managing director of Utilities ARUBA NV; private 100% state-owned company that acts as the liaison between the stakeholders and its subsidiaries WEB Aruba NV and NV Elmar</i></p>
1	<p><b>Best practice: Transformation of Utilities based on the RAS (Reliability, Affordability and Sustainability) framework</b></p> <p>The change from fossil fuels to renewable energy brings new challenges; as sun and wind are not producing energy constantly and evenly, stability of the grid distribution difficult to secure. Utilities have to deal with questions of back-up capacity, storage, and demand management.</p> <p>There is a need to balance Reliability (R) and Sustainability (S) of power production and distribution while maintaining Affordability (A) by keeping power tariffs stable. This is the essence of the RAS framework, which also includes the Macro-Economic Impact component (MEI) to further enhance the sustainability of the Aruban economy.</p>
	<b>Educational Innovation (1)</b>
	<i>Facilitators: Glenn Thodé, Rector University of Aruba and initiator Green Faculty Platform EDF11 /TNO Caribbean</i>
1	<p>The Green Faculty Platform is envisioned to carry a local collaborative network with the goal to bring highly sophisticated Science Technology Engineering and Math (STEM) disciplines to research, education and application in Aruba. At the same time, Aruba seeks to build partnerships with international institutions to enable sharing of resources in higher education, scientific research and contextualized application of the knowledge gained. Aruba will function as a hub in the collaborative network, enabling businesses, institutions, governments and NGO's to share experiences, knowledge and resources in innovative practices.</p>
	<i>Facilitator: TNO Caribbean</i>
C	<b>Closing workshop last day: identifying follow up</b>

# Sustainable and shared prosperity

Strategic Agenda 2015

ARUBA'S WORLD



With that sustainable and shared agenda Aruba opens its doors to the world.

Aruba is looking for support to achieve its goals but at the same time offers its knowledge and expertise to the world.

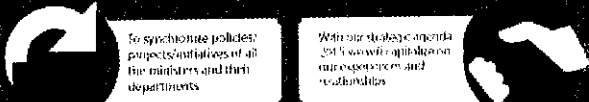
Aruba is contributing to "Post 2015 Sustainable Development Goals agenda" of the UN.

Aruba has an ambitious agenda for sustainability as the first country to become 100% reliant on alternative resources of renewable energy.

Three Pillars



Approach?



DISCOVER, ASK, CONNECT

We have a nice track record involving stakeholders in our journey towards our goals.

We will involve business, NGOs, churches, companies in a way that is in one's partnership.

**WHY?**

**We want to create an Aruba where...**

- Basic needs are met
- People are appreciated for who they are
- People have the opportunity to follow their dreams
- People can be happy
- Future generations have the same chances as we have

**Sustainability**

**Recognize that the ecological resources are limited.**

**Recognize adverse mechanisms**

**Government**

- We need to change structures
- We need stakeholders to become involved
- We need to encourage favorable behavior

**Strategic Team 2015**

- Invite, Prepare, Discuss, Approve, Process, Evaluate
- As many meetings as possible
- Connecting the dots
- Create tipping points

### ANNEX 3. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

<b>OUTPUT 1: Decision making related to sustainable development strengthened in SIDs</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Inaugural Training	Start Date: Q1 2016 End Date: Q2 2016
<b>Purpose</b>	<i>What is the purpose of the activity?</i> To raise awareness and build the foundation of knowledge on sustainable roadmap formulation in SIDS	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> Development of training program and hosting of training program for decision makers in SIDS	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The level of awareness of training participants in the subject matter of the training	Post training evaluations; lessons learnt publication	Q3 2013

<b>OUTPUT 2: Ability to access and use information and technology to develop and implement sustainable development solutions improved in SIDs</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID:</i> Virtual Learning Platform	Start Date: Q2 2016 End Date: Q3 2017
<b>Purpose</b>	<i>What is the purpose of the activity?</i> Develop and maintain a Virtual Learning Platform based in Aruba to support efforts by SIDS to formulate and implement sustainable development pathways	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> Design Platform Select suitable hardware and software Build and populate Platform Maintain and review Platform	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Level of usage by Platform of Platform	No. of visits to Platform	Weekly assessment
Level of satisfaction by users	Feedback from Platform users	Monthly assessment

<b>OUTPUT 2: Ability to access and use information and technology to develop and implement sustainable development solutions improved in SIDs</b>		
<b>Activity Result 2</b> (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID:</i> Development of knowledge products	Start Date: Q2 2016 End Date: Q3 2017
<b>Purpose</b>	<i>What is the purpose of the activity?</i> To systematize relevant knowledge, build capacity of stakeholders and promote sustainability of project outcomes	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> Knowledge product content developed	



	Layout and design of knowledge products determined Knowledge products printed	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Completion of knowledge products	Minutes of project board meetings	Quarterly
Launch of products on Virtual Learning Platform	Knowledge products easily available on Virtual Platform	As products produced

<b>OUTPUT 3: Sustainable development planning and management strengthened in selected SIDS</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> In country technical missions	Start Date:Q4 2016 End Date:Q2 2017
<b>Purpose</b>	<i>What is the purpose of the activity?</i> To build country level capacity in sustainable road map development in SIDS.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> Prepare training modules and materials Arrange missions Develop national sustainable development roadmaps in collaboration with countries	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Sustainable development roadmaps drafted developed for selected SIDS	Finalized sustainable development roadmaps	Q4 2016-Q3 2017

<b>OUTPUT 4: Monitoring and Evaluation</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> M&E	Start Date:Q2 2016 End Date:Q3 2017
<b>Purpose</b>	<i>What is the purpose of the activity?</i> Monitoring and evaluation of project at mid term and end of project	
<b>Description</b>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Evaluations completed	Project Board approves evaluations	Q1 2016 Q4 2017



## ANNEX 4. PROGRAMME AND PROJECT MANAGEMENT ROLES

### **Introduction**

This document does the following:

- facilitates the proper definition of responsibilities for individuals involved in programme and project management

- serves as inputs to be adapted to specific country or programme/project contexts when developing country programmes and/or project documents (Management Arrangements section in particular).
- serve as a base to develop specific Terms of Reference for project personnel or programme staff.

This document has been prepared to address primarily roles and responsibilities for country-level programming. These roles shall be further adapted to cover the specificities of global and regional programming.

## **Project Management**

### ***Project Board***

**Overall responsibilities:** The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. 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 Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

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 Manager and any delegation of its Project Assurance responsibilities.

**Composition and organization:** This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

**Specific responsibilities:**

## Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

### Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below)

## Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

### Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated (see also the section below)

## ***Project Manager***

**Overall responsibilities:** The Project Manager 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 Manager is responsible for day-to-day management and decision-making for the project. The Project Manager'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.

**Specific responsibilities** would include:

### *Overall project management:*

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- 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 any suppliers;
- May also perform Team Manager and Project Support roles;

### *Running a project*

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- 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,
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- 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 Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

### *Closing a Project*

- Prepare Final Project Review Reports to be submitted to the Project Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR for signature by UNDP and the Implementing Partner.

## ***Project Assistant:***

**Overall responsibilities:** To support the project manager and provide technical input as required.

**Specific responsibilities** would include:

- Support with day-to-day managing and coordination of specific project activities & outputs
- Provide administrative and logistical support such as drafting correspondence letters, organize filing system and record/update project inventory list;
- Assist with supervision and provision of quality oversight of project outputs delivered through the specialist advisory stakeholders and the Project Consultants;
- Identify and/or prepare analytical research and background materials, as required to assist the project manager in monitoring of the project progress and take corrective actions as required to ensure that the project is achieving expected outputs within the given timeframe and budget;
- Participate in the preparation of TORs and organize interviews for selection of candidates for consultants and sub-contractors;
- Maintain good communication and coordination with Government counterparts, donor agencies, private sector, NGOs and other stakeholders as required;
- Ensure linkages and flow of information between the creation of a Centre of Excellence for Sustainable Development of Small Island Developing States (SIDS) project and other relevant national initiatives;
- Organize and provide technical inputs to meetings with Government counterparts, donor agencies, private sector, NGOs and other stakeholders, as required;
- Assist the project manager in preparing progress updates, Quarterly and Annual reports to the government and UNDP;
- Assist with consultation, communication and promotion in respect of the project activities;
- Certify and monitor the delivery of financial and non-financial resources, as required;
- Assist the project team in preparing the terminal report to the government and UNDP;
- Perform any other functions as required by the Project

## ***Project Assurance***

**Overall responsibility:** Project Assurance is the responsibility of each Project Board member, however the role can be delegated. 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 Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?”. The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed

- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

**Specific responsibilities would include:**

*Initiating a project*

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

*Running a project*

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDR are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

*Closing a project*

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

**Project Support**

**Overall responsibilities:** The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

**Specific responsibilities:** Some specific tasks of the Project Support would include:

*Provision of administrative services:*

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

*Project documentation management:*

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

*Financial Management, Monitoring and reporting*

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

*Provision of technical support services*

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties