

2nd Quarterly Report 2019

Project:

**“Supporting the NDP implementation and 2030
Agenda on Curaçao”**

Project Management

Period April – June 2019

1. Project Background

The project “supporting the NDP implementation and 2030 Agenda on Curaçao” started in the second quarter of 2018 due to the late arrival of the project funds (the project is funded by the ministry of interior affairs in the Netherlands so the funds had to come from the Netherlands to the ministry of General Affairs and then to UNDP TT). Although the funds did arrive late the Project Manager already started working with the counterpart of the project/the ministry of General Affairs in February of 2018.

- This report reflects on the second quarter of 2019 which focused mostly on continuing with the implementation of the Roadmap for SDG implementation in Curaçao. More specifically establishing two of the main commissions within the bigger National Commission for SDGs, respectively the Secretariat (which is the backbone of the National Commission) and the National Statistical Commission.
- In the second quarter the first mission of the consultant/expert for the establishment of the statistical unit within the Ministry of Education, Science, Culture and Sports took place from May 1-15, 2019 and was perceived as a big success by the Management Team of the Ministry of Education, Science, Culture and Sport.
- The design phase of the website regarding the National Commission for Agenda 2030 and SDGs in Curaçao was completed; still lacking is the an overview of local data and local imagery/images that still have to submitted. The website will give more visibility and engagement of the public for the project and the achievements in implementing the 2030 Agenda and Sustainable Development Goals (SDGs).
- Successfully engaged with the private sector thorough the Curaçao Hospitality and Tourism Association (CHATA) and their Sustainability Task Force by combining and aligning forces and efforts to support each other in the development of a more sustainable Curaçao.
- The UNDP local democratic dialogue team was requested by the Curaçao Tourist Board (CTB) and The Centre for Innovation, Guidance and Education (SIGE) to organize several democratic dialogue events.
- Met with the Dutch Representation in Curaçao (main sponsor of the project) to give an update on the progress and the way forward toward project closure and discussed possible extension for a new project.

Overview of the project outputs:

1. Output 1: Project Management
2. Output 2: Reduced inequality
3. Output 3: Establish a Statistical/Data unit within the Ministry of Education, Science, Culture and Sport
4. Output 4: Strengthened government structure an creation of a process for implementation
5. Output 5: Creation of an environment for growth, quality jobs and innovation
6. Output 6: Monitoring and Evaluation
7. Output 7: Audit

2. Output 1

Project Management: establishment of a UNDP Curacao Project Team

Purpose

Establishment of Curacao Project Team, including recruitment and hiring of the Project Manager and commitment of funds.

Key Achievements

- ✓ Project Manager was hired (although the contract came into place in May 2018).
- ✓ In March a core inter-ministerial team was established with representatives of several ministries functioning as SDG coordinators. The core team of SDG coordinators consists of representatives from the ministry of General Affairs (AZ), Planning (BPD) and Economic Development (MEO).
- ✓ During April and May (just before the MAPS mission) the inter-ministerial team expanded with the remaining ministries (Fin, Health, Justice, Education, Social Affairs and Transportation).
- ✓ The inter-ministerial team is still in place since May 2018 till December 2018.
- ✓ In January and February 2019 together with the government counterpart, the (permanent) members of the Secretariat for the National Commission for Agenda 2030 and SDGs were engaged and appointed. The Secretariat has one (1) permanent member from the Policy Coordination Unit of the Ministry of General Affairs (AZ) and one (1) member from the Cabinet of the PM. One permanent member from the Ministry of Planning and Administrative Services (BPD) and one part time member also from this ministry (the policy director a.i.). One permanent member from the Ministry of Finance and one part time member from same Ministry.

Timeline of deliverables

- The Council of Ministers has approved the Roadmap for SDG implementation in Curaçao on December 12, 2018. With this approval the definitive core group and their respective roles and tasks will be determined.

Status

- Output 1 is 100 % completed.

3. Output 2

Reduced inequality

Purpose

- In conjunction with the UNDP Regional Bureau for Latin America and the Caribbean (RBLAC) and the Curacao Central Statistics Bureau (CSB), capacity will be built in the areas of Result Based Management and Evidence Based Management. The Pov. Risk analysis tool will be utilised to assess trends in poverty on the island, as well as, the impact of mitigating government policies. Relevant statistical data from the CSB, including sex-disaggregated data, will be fed into the system. A consultant will be hired by the UNDP to conduct this analysis. A knowledge product related to evidence-based poverty alleviation policy recommendations will then be developed, with the aim to increase the number of households lifted from poverty, as well as, protect the vulnerable from falling into poverty. The knowledge product will also elaborate on best practices and highlight the way the country should proceed to improve evidence-based poverty policy.
- Produce policy options report with recommendations on poverty trends in Curaçao.

Key Achievements

- ✓ The Pov. Risk analysis with adjusted data from the MPI and the base line study from the Urgency Programme has been completed on July 24th, 2018.
- ✓ Mission international consultant Mrs. Doreen Wilson from September 24th – October 4th.
- ✓ Bilateral meetings (the ministry of SOAW, researchers of the baseline study of the Urgency Programme, CBS, Central Bank, Korpodeko and the Prime Minister), presentation to the Tripartite Council and the SG Council were featured during this mission.
- ✓ The CBS has recently completed the first Multidimensional Poverty Index (MPI) for Curaçao. Though based on 2011 Census data it provided very useful insights, especially when considered alongside the Pov. Risk analysis. In addition the Urgency Programme has completed a baseline multidimensional poverty analysis in four neighbourhoods. As a result of all data sources we were able to identify the four most vulnerable groups:
 1. Single Female headed households;
 2. Elderly;
 3. NEET (disengaged and unemployed youth);
 - and 4. Illegal migrants.

Timeline of deliverables

- Pov. Risk Report: completed end of November 2018.
- Presentation of the Pov. Risk scenarios and alignment with the social partners regarding the social framework in the Growth Strategy Plan (August 2019).
- Presentation of the Pov. Risk end report in the Council of Ministers during the second quarter of 2019 (August 2019).
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Status

- Output 2 is approximately 95 % completed.

4. Output 3

Establish a Statistical/Data unit within the Ministry of Education, Science, Culture and Sport

Purpose

- The Ministry of Education, Science, Culture and Sport will be engaged for the implementation of NDP and SDG education initiatives. A knowledge product will be developed with evidence-based policy recommendations. It will elaborate on best practices and identify a realistic set of education reform priorities and an implementation process, with measurable implementation indicators, which will inform the actions of the Ministry of Education, Science and Culture.
- Additionally, capacity building will be provided for a new group of democratic dialogue facilitators for the Ministry of Education, Science and Culture to facilitate several dialogue sessions regarding, for example, the national dialogue on education reform. These democratic dialogues on national education reform will develop a platform of education accelerators as well as sensitize the population to the need for and structure of education reform. The UNDP Democratic Dialogue team will continue to give support, coordination and guidance throughout this process.
- Support and coordination for Democratic Dialogues on Education
- Identify and develop accelerators on education reform
- Develop measurable education reform priorities

Key Achievements

- ✓ Mission #1: May 2nd – May 10th: met with various sectors of the Ministry of Education, Science, Culture and Sport and with relevant stakeholders that work closely with the aforementioned ministry.
- ✓ Completed the mission with a successful presentation to the Management Team of the Ministry of Education, Science, Culture and Sports.
- ✓ Completed and approved report which summarizes the findings of the mission of UNDP consultant José Cervera-Ferri to Curaçao (1-15 May 2019) to support to the Establishment of a Statistical Data Unit for the Ministry of Education, Science, Culture and Sport of Curaçao.

Timeline of Deliverables

- ✓ Commencement of assignment of the consultant:
Two missions:

1. Mission #1: May 1st – May 15th : completed
2. Mission # 2: September 2nd – September June 13th

This planning would give the Ministry of Education, Science, Culture and Sports to prepare adequate for deliverable #1.

Furthermore the time lapse till the second mission would also give us enough time to prepare for deliverable # 2 (which includes the training session etc.)

Status

- Output 3 is approximately 80% completed.

5. Output 4

Strengthened government structure and creation of a process for implementation Support for Monitoring en Evaluation (M & E) Framework.

Purpose

- A Technical Secretariat for Sustainable Development (TSSD) will be established focusing on the delivery and coordination of the government agenda and the SDGs. UNDP advice, tools and technical support services will be engaged as required to support the execution. The support offered by UNDP is based on the approval of the Council of Ministers (August 16 and 23, 2017) on best practices and methodologies that the UNDP Regional Bureau is currently applying with regard to the implementation of national plans and the coordination and implementation of the SDGs. This concerns the Combos methodology and the Mainstreaming Acceleration and Policy Support (MAPS), which can also be used in the short term for the implementation of the NDP.
- A Mainstreaming, Acceleration and Policy Support (MAPS) mission will be invited from UNDP-HQ to assess national sustainable development priorities and funding against the SDGs and develop a roadmap for SDG implementation. The MAPS mission will assist Curaçao in developing targeted action plans by systematically identifying and addressing bottlenecks to SDG progress. Prior to the MAPS mission, relevant training sessions will be conducted with several stakeholders on the Combos and MAPS methodology in order to give them the basic understanding and knowledge of both methodologies and how it can be beneficial for the implementation process.

Key achievements

- Establishment of the (Technical) Secretariat: March 20th, 2019.
- Agreement that the Secretariat will meet bi-weekly. Developed draft Results and Resources Framework (RRF) regarding the tasks, responsibilities and deliverables (through a work plan) for the Secretariat for 2019.
- Met with the five official statistical data providers and reached agreement on collaboration in a National Statistical Commission.
- Draft MoU completed for the National Statistical Commission and submitted to the Department of Legislation and Legal affairs of the ministry of General Affairs for approval and formalization.
- Successfully engaged with the private sector, particularly the Curaçao Hospitality and Tourism Association (CHATA) with their sustainability task force.
- Approval of remaining SDG coordinators for the sub commission People, Planet and Prosperity from the respective nine ministries of the government.
- Data ToRs published for a shortlist of consultants/experts. Two trajectories:
 1. data collection of priority Sustainable Development Goals (SDGs) for Curaçao
 2. Strengthen capacity within ministries regarding the preparation and usefulness of data

Timeline of the deliverables

- Formalization of the National Commission for SDGs in a National Ordinance: August 2019.
- Approval of MoU for the National Statistical Commission: August 2019 (part of the National Ordinance of the fFormalization of the National Commission for SDGs).
- List of prospective NGOs and private sector actors that could be part of the e National Commission for SDGs: July 24th
- Adjusted Work Plan for the National Commission for SDGs: July 24th.
- Establishment of Sub commissions and work plans for sub commissions: August 2019,
- Selection of evaluation team for data consultancies and acquirement of consultants/experts: July/August 2019.

Status

- Output 4 is 75% completed.

6. Output 5

Creation of an environment for growth, quality jobs and innovation

Purpose

- By strengthening governance capacities and bringing together government with public and private stakeholders, social cohesion will be encouraged, thereby strengthening the nation.
- Consultations, events and other initiatives on National Identity will be developed.

Key achievements

- Framework for the National Identity completed and approved by the government counterpart. The framework will be based on the following:
 - Shared Stories
 - Shared Values
 - Shared Vision

ToRs for the framework completed (a total of three ToRs: shared stories, shared values and shared vision).

ToRs published via local newspaper and website of UNDP.

Timeline of the deliverables

- Establish evaluation team for the selection and acquirement of consultants.
- Acquire experts/facilitators for the framework

Status

- Output 5 is 60% completed.

7. Output 6

Monitoring and Evaluation

Purpose

Monitoring Activity	Purpose
Track results progress	Progress data against the results indicators in the Results and Resources Framework (RRF) will be collected and analysed to assess the progress of the project in achieving the agreed outputs.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.
Project Report	A progress report will be presented to the Project Board and key stakeholders, 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.
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. At the end of the project, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.

Key achievements

- Risk log will be included in the periodic (bi-weekly update) and also in the quarterly reports to the Program Office.

Timeline of the deliverables

- The actual start of this output will be possible when the necessary steps and activities regarding the implementation of the NDP and the Agenda 2030 are already in progress. The recommendations in the 'Roadmap' of the MAPS Mission (see output 4) will be crucial for this. It is also important that the structure for an institutional mechanism regarding the coordination and integration of SDGs is operational. Tentative starting date: January 2019 after the approval of the Roadmap in the Council of Ministers on December 12, 2018.
- Given the fact that there is no budget to hire a M&E person for the life of the project, the impact indicators will be developed by the Project Manager in collaboration with the Programme Officer.

Status

Output 5 is 5% completed.

8. Output 7 Audit

This relates to the audit of the project. To be completed by the end of the project.

9. Risk Issues

Risk Log

Project Title: Supporting the NDP implementation and 2030 Agenda on Curaçao						
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mitigation	Owner
1	No Budget from the Ministry of Education, Science and Sports regarding some specific training facilities (for training sessions in September)	May 17, 2019	Financial	P=3 I= 5	Have the quotations submitted to the Ministry of Education, Science, Culture and Sports a.s.a.p. so they can be approved and go through the necessary processes. If not the technical training sessions would have to be postponed or adjusted	Policy Director and Management Team of the Ministry of Education, Science, Culture and Sport
2	No budget for the Project Manager to continue after May 2019	April 8, 2019	Operational Organizational Strategic	P=3 I=5	This has been discussed several times and put to the attention of the Program Officer. The UN RC and the Gov. Counterpart. Alternatives have been provided during the Project Board meeting of May 8, 2019	Project Manager/Program Officer/Gov. Counterpart
3	Local publication of Shared Identity framework	May 8, 2019	Operational Organizational	P= 2 I=4	A combination of local publications and sharing of the application link through relevant prospective candidates in Curaçao.	Gov. Counterpart/Project Manager
4	Adjusted Concept Note for Projection Extension	June 6, 2019	Strategic Financial Operational	P=4 I=5	The elements for continuation are present but the main issue will be the funding. Co-funding via EU	UNDP Res. Rep. a.i. /UNDP TT/Gov. Counterpart/Project Manager

					funds is not applicable so alternative funding options (via HQ etc.) will have to be discussed	
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10. Lessons Learned

Adjust deliverables and make them smart, feasible according to the budget allocated for the respective output.

Output 3 of the project had a limited budget but initially the ministry of Education, Science, Culture and Sports had high expectations on the deliverables. The fact of the matter is that for such a broad endeavor sufficient funds are needed and from their part the ministry should have considered this prior to approving the ToR with a set of numerous deliverables.

Additionally the ministry did not have the right senior policy advisor in place to lead this trajectory and revise the deliverables accordingly. Subsequently the deliverables and ToR had to be adjusted accordingly.

Shorten the delay in the transfer of funds

As the transfer of funds is mostly an issue for causing delay in the project this time a creative work around was found to ensure the funds could be transferred quicker. Instead of waiting for the remaining funds to arrive from the Netherlands, an invoice was requested from UNDP TT with the (95%) amount that could be transferred.

Tardiness of transfer of funds must be in line with the contract of the Project Manager

The project continued with the limited funds available as the transfer of funds came to fruition till the beginning of the second quarter. This created a critical situation for the operational aspects of the project as the contract of the Project manager is due till May 22, 2019 with still various activities concerning the other outputs still to be executed. Consequently this made the Project Board have discussions of possible re-allocation of funds to let the Project Manager continue with his work in order for the outputs to be delivered accordingly.

No Cost Extension in due time

Most of the time due to external factors (delay in funds transfers, changing of Cabinet etc.) the project can suffer from inconvenient delays. If this can be identified in time, together with the local counterpart a no cost extension can be requested in time. For this project this issue was identified at the first Project Board meeting and was taken care of accordingly by the local Project Manager and the Program Officer in UNDP TT.

Project should include a communication strategy and have the funds available for this

Communication is vital for the success and visibility of the project. A communication campaign with a budget available to implement the communication strategy/plan has to be an integral part of the project. This will also help with showcasing quick wins and other achievements of the project. Fortunately the government Counterpart had some extra funds and this was used at the end of last year for the development of an online platform which will give the achievements of the project additional visibility.

Approach and presentation of documents to the Council of Ministers

Based on the previous experience during the approval of the National Development Plan (NDP) the local project office drafted the letter for submitting the Roadmap of SDG implementation to the Council of Ministers with appropriate decision points that implicated concrete actions to move forward but also gave opening for further buy-in and input from the relevant stakeholders. This contributed to the swift approval by the Council of the Ministers on the same that the Roadmap was presented

Expanding of the Project Board

Since the previous project at the Ministry of Economic Development (MED) external actors indicated that it may be good thing to expand the Project Board. However in the previous and current project it has been proven that most of the time the local counterpart in the Project Board is already working quite extensively with the other key ministries on cross cutting issues. So it was decided that for the benefit of swift decision making the PB will remain intact and be kept on an executive level.

Formulating of the outputs for the project

The outputs should be carefully formulated taken into account the realities and complexities of the island. This is also the case when the project will be supporting more than one ministry. For this project this was the case for Output # 3: Improved Education. Bilateral and extensive consultations with the respective ministry should be carried out prior to formulating the output.

Support from UN agencies

Additional support from other UN agencies to help identify regional opportunities for funding acquirement on global issues e.g. climate change, renewable energy etc. is appreciated and demonstrates the strength of the UN. Furthermore by providing experts from the UN system to facilitate events such as symposia, conference etc. is also seen as a value added by the government of Curaçao.

11. Summary of Outputs

Supporting the NDP implementation and 2030 Agenda on Curaçao			
Output	Title	Status	Expected Completion Date
Output # 1	Project Management	100%	December 2018
Output # 2	Reduced inequality	95%	August 2019
Output # 3	Establish a Statistical/Data unit within the Ministry of Education, Science, Culture and Sport	80%	2 nd quarter of 2019
Output # 4	Strengthened government structure an creation of a process for implementation	75%	2 nd quarter of 2019
Output #5	Creation of an environment for growth, quality jobs and innovation	60%	2 nd quarter of 2019
Output #6	Monitoring and Evaluation	5%	2 nd quarter of 2019
Output #7	Audit		During project closure