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## PROJECT DOCUMENT

### Virgin Islands

**Project Title:** British Virgin Islands transition from recovery to sustainable development: Implementation of the National Sustainable Development Plan and attainment of the Sustainable Development Goals

**Project Number:**

**Implementing Partner:** DIM

**Start Date:** 1 June 2021 **End Date:** 31 May 2022 **LPAC Meeting date:** 6 April 2021

#### **Brief Description**

Two years after the devastation inflicted by Hurricanes Irma and Maria, the British Virgin Islands' (BVI) is transitioning from recovery to sustainable development. Toward this end, BVI Government is developing a National Sustainable Development Plan (NSDP) to provide an overarching policy framework to guide the growth and development of the islands in the coming decade that will place the BVI on course to achieve the Sustainable Development Goals (SDGs) by 2030. Implementation of the NSDP will require long-term technical assistance to BVI Government in the preparation and execution of: i. the sectoral strategies required to operationalise the plan; ii. accompanying resource mobilisation strategy to cover the cost of implementation; and iii. monitoring and evaluation framework.

UNDP has provided technical assistance to the BVI since October 2017 after the hurricanes struck the islands. Initial support focused on crisis assessment, disaster response and recovery planning alongside the establishment of a temporary UNDP Project Office which supported the Ministry of Finance in the implementation of a \$65 million Rehabilitation and Reconstruction Loan (RRL) from the Caribbean Development Bank (CDB). The technical assistance provided directly assisted the ministry's Project Support Services Unit (PSSU) with matters that involved procurement, project management and engineering. Additional UNDP technical assistance for recovery was also provided in the form of an Early Recovery Specialist to assist BVI Government's Disaster Recovery Coordinating Committee (DRCC), led by Premier's Office, in the development of a recovery plan, recovery institutional framework and coordination of the recovery process. Subsequent UNDP technical assistance has been provided to support BVI Government's development of a Blue Economy Roadmap as the BVI begins the transition from recovery to sustainable development.

Following a UNDP visiting mission to the BVI from 31<sup>st</sup> July to 1<sup>st</sup> August 2019 led by UNDP Resident Representative for Barbados and the OECS, Mr. Magdy Martinez-Soliman, UNDP and the BVI Government, led by Premier and Minister of Finance, Hon. Andrew A. Fahie, agreed to continue collaboration as the BVI transitions from recovery to sustainable development. Areas of initial technical assistance were discussed identifying that additional areas of support be will be highlighted in the BVI's forthcoming National Sustainable Development Plan whose cross-cutting themes will include resilience building, institutional strengthening and capacity building. UNDP technical assistance for implementation of the plan will also assist the BVI in achieving the SDGs through targeted social, economic, environmental and governance measures; and resource

mobilisation.

It was also agreed that the most effective means by which UNDP can support BVI Government in delivering on its sustainable development agenda is the establishment of a permanent Country Office in the islands (i.e. Tortola) that will facilitate direct contact on the ground between UNDP and BVI officials and direct engagement with other relevant stakeholders. The Country Office will serve to strengthen national capacities for the implementation of the National Sustainable Development Plan and provide the BVI with a stronger link to development partners in the region as well as supporting greater engagement internationally as a Small Island Developing State (SIDS). Additionally, this initiative will foster local capacity building and training initiatives that will complement technical assistance in other areas where UNDP has technical expertise, comparative advantage and strong implementing capacity such as blue economy, climate resilience, social inclusion and institutional strengthening.



UNDP team in the BVI will be formed by national staff that will include a Head of the Office, Administrative Assistant, secondees from the GoVI and local interns.

Contributing Outcome (UNDAF/CPD, RPD or GPD):  
MSDF priority: An inclusive, equitable and prosperous Caribbean.  
Outcome 1.1: Access to equitable social protection systems, quality services and sustainable economic opportunities improved.  
MSDF priority: A sustainable and resilient Caribbean.  
Outcome 1.4: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.

Indicative Output(s) with gender marker:  
GEN2- Gender equality as a significant objective

<b>Total resources required:</b>	195,000 usd	
<b>Total resources allocated:</b>	<b>UNDP:</b>	25,000
	<b>Donor:</b>	
	<b>Government:</b>	120,000
	<b>In-Kind:</b>	50,000
<b>Unfunded:</b>		

Agreed by (signatures)<sup>1</sup>:

Government	UNDP
	
Print Name: <i>Carolyn O'Neal Morton</i>	Print Name:
Date: <i>April 15, 2021</i>	Date: 23-Apr-2021

<sup>1</sup> Note: Adjust signatures as needed

<sup>2</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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## I. OVERVIEW

### BVI in Context

The BVI is one of the SIDS located in the Eastern Caribbean that is highly vulnerable to external economic shocks and the negative effects of climate change and faces developmental handicaps such as small size and access to international support. The economy's primary sectors are financial services and tourism, while construction and public sector investment are secondary economic drivers of growth. The BVI receives no budgetary aid and is eligible for very little development assistance to pursue sustainable development. The political classification of the BVI in the international system is 'Overseas Territory'. The islands are self-governing and maintain a constitutional link with the United Kingdom (UK) that is the sovereign power under whom they fall until a final status is determined. The BVI Government retains considerable autonomy in the conduct of international relations, particularly in the geographic region of Latin America and the Caribbean, and also as it pertains to international commerce.

### *Development Challenges*

The main development challenges that the BVI faces are similar to those of other SIDs and can be summarised as: vulnerability to external shocks, difficulties to achieve economies of scale and economic diversification due to small size, absence of enough critical mass to address some of these challenges and limited access to finance. In order to achieve development goals of resilience-building, climate adaptation, economic diversification, SIDs need greater access to external financial and/or technical support. Although the BVI has worked with development partners in the past to confront some of these challenges, the establishment of a greater UNDP presence on the ground in the BVI will serve to bridge some of the gaps that exist.

### *Recovery and Economic Outlook*

Almost two and a half years since Hurricanes Irma and Maria struck the BVI, substantial progress has been made in recovery. Construction continues with a strong focus on building back better and stronger and tourism is rapidly recovering, although not yet back to pre-hurricane levels. However, the COVID-19 global pandemic declared by the World Health Organisation (WHO) on 11<sup>th</sup> March 2020 has disrupted recovery efforts as resources have been diverted to COVID-19 response. In the financial services sector, growth has slowed in line with the deceleration of the world economy but remains stable. However, the impact of BREXIT and the ongoing international scrutiny of the jurisdiction as an International Finance Centre continue to weigh on the economy. GDP declined in 2020 by 18.9% according to the Caribbean Development Bank (CDB) Regional Report: 2020 Caribbean Economic Review. However, based on the successful containment of the virus and reopening of the borders to receive tourists, CarICRIS forecasts growth of 3% in 2021. The realisation of this estimate is tentative based on the fluidity of the local, regional, international and global situation regarding COVID-19. The local response to the global pandemic has exerted additional pressure on the government's overall fiscal and debt position. These circumstances are compounded by limited access to a diverse portfolio of capital financing options and an inability to access concessional funding through international development agencies which fall into the category of Official Development Assistance (ODA).

### *National Sustainable Development Plan*

The BVI Government's forthcoming National Sustainable Development Plan will provide an overarching policy framework to guide the growth and development of the society in the decade ahead that will place the BVI on course to achieve the sustainable development goals by 2030.

The Government of the VI is committed to accelerate the implementation of the National Sustainable Development Plan and the permanent presence of UNDP Office will serve to stimulate actions and speed up some strategic interventions that could have transformative results and exponential impact. UNDP has developed methodologies that assist national and local authorities to identify catalytic actions that, with adequate interventions, can have multiplier effects in a number of sectors.

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## II. STRATEGY

The UNDP will consolidate its technical assistance to the BVI through the establishment of a permanent Country Office to support islands' sustainable development. The Country Office will serve to strengthen collaboration between UNDP and BVI via officials on the ground as well as engagement with different stakeholders. Via the Country Office, the BVI will have access to a world-class knowledge hub for development thinking, technical knowledge and resource mobilisation. Effective use of these resources will have a catalytic effect in regard to economic diversification, sustainable development, access to finance, sustainable economic growth, social inclusion and climate resilience in order to achieve the 2030 Agenda and the Sustainable Development Goals.

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## III. PROGRAMMATIC PRIORITIES

The main outcome of the establishment of a UNDP office in the BVI will be supporting national and local institutions for the timely and effective implementation and monitoring and evaluation of the National Sustainable Development Plan 2020-2030. To that effect, UNDP team will contribute to boost collaboration, exchange information, enhance national capacities, support regional collaboration, mobilize additional financial resources for development investments, increase implementing capacities, develop a monitoring and evaluation framework and promote BVI participation in international forums in programmatic areas of interest such as sustainable development, Blue Economy, Climate Change, Gender Equality, Resilience, Disaster Risk Reduction, insurance, access to finances and others related to the SDG agenda. UNDP will ensure the integration of gender perspective across all areas of work, from initiation and throughout implementation.

Based on discussions held with the Government of the British Virgin Islands, the following have been identified as programmatic entry points.

**Blue Economy:** provision of technical expertise and consultations for the elaboration of a Blue Economy Roadmap that can serve to deliver the national priorities around a well-functioning blue economy in the following key areas.

- 1) **Maritime Tourism:** activities that develop the linkages between the tourism and leisure sectors and the services provided by the marine environment as well as other key maritime sectors.
- 2) **Fisheries:** the conditions and activities necessary to improve management of marine capture fishery resources and to build resilience into the fisheries sector as a whole.
- 3) **Aquaculture:** activities that contribute to the overall sustainability and resilience of port infrastructure and integration of the maritime transport sector into the broader transport network.

- 4) **Marine information and science needs:** conditions and activities that will improve the knowledge base around the marine environment and the capacity to undertake marine scientific research at the local level.
- 5) **New and emerging opportunities:** activities that could be pursued in order to develop a range of new sectors in VI under the overarching umbrella of the blue economy.

The UNDP office can assist national institutions in establishing an enabling environment, including policies, regulatory instruments and initiatives needed to support a well-functioning economy guided by the blue economy strategy, including good governance, innovation, capacity-building and development of financing models.

### **Development Finance**

Providing guidance for the mobilization of resources for the development of the Territory as well as supporting national institutions to improve efficiency of financial management processes and Government's credit rating. UNDP has experience in developing innovative financial instruments such as Blue bonds or resilience bonds that could be relevant for the BVI. It could also assist with providing technical assistance on sovereign credit ratings, improving the efficiency of current financial management processes including strengthening the regulatory environment and building capacities of public officials.

### **Disaster Preparedness and Risk Reduction**

Building upon the experience of the BVI and other countries in the region, UNDP will contribute to strengthening disaster preparedness and resilience with a view to support and showcase the Government of the Virgin Islands' leadership in building climate resilience, particularly in areas of disaster preparedness, recovery to development and transfer of knowledge. UNDP has a regional programme on Early Warning system that can further improve the capacity of the BVI to generate and communicate effective, timely and clear warnings of hurricanes to cope with such extreme weather events and manage disaster risk. In support of BVI's efforts in mainstreaming disaster preparedness and risk reduction across all sectors, UNDP can also assist with the implementation of the Comprehensive Disaster Management Strategy (2019-2025).

### **Development Planning for Sustainable Development**

As the Government embarks on planning its development for the next 10-20 years, the UNDP can provide assistance with regards to the achievement of the Territory's sustainable development agenda. UNDP could complement the support provided by UN ECLAC in the national sustainable development planning process by ensuring that the planning process and its outputs are risk-informed and also assist in the implementation of specific aspects of the national sustainable development plan where UNDP has a comparative advantage. The UNDP will also work along with other UN counterparts in assisting the BVI to achieve Agenda 2030 and the SDGs along with the commitments outlined in the UN Multi-Country Sustainable Development Framework (MSDF).

### **Institutional Strengthening**

The UNDP Office can help augment implementing and operational capacity of national partners in areas including project management, procurement and strategic sourcing support, financial management, capacity development and other technical areas as required.

## **Recovery Preparedness and Institutional Arrangements**

The experience from 2017 disasters highlighted the need to institutionalize disaster recovery coordination function within the existing Government structure, along with supporting policy and operational guidance to facilitate efficient and coordinated recovery led by the national government. UNDP can assist in: developing a Recovery Policy to guide future disaster recovery efforts; consolidating and refining post-disaster damage, loss and needs assessment tools; capacity building in conducting systematic assessments and translating the results into recovery programming; building capacities in the design and implementation of early recovery interventions; establishing institutional arrangements for a seamless transition from disaster response to recovery and reconstruction and to long-term development, with clearly articulated roles and responsibilities and standard operating procedures for all stakeholders.

## **Promoting Social and Environmental Standards, building local capacities and community engagement**

Incorporation of social and environmental aspects in project and policy design, implementation and monitoring, with special attention to any potential negative impacts especially on vulnerable groups or environmentally fragile areas, should be promoted in all the islands of the Territory in order to have positive sustainable long-term impacts. UNDP can assist in building capacities of relevant stakeholders (including public officials involved in project/policy design and implementation) in designing and implementing the Environmental and Social Management Plans to manage any potential impacts and risks from development projects and programmes. This includes dedicated plans for Environmental Management, Work Health and Safety Management, Waste management, Emergency Recovery and other requirements including, access to People with Disabilities (PWDs) to public buildings; gender-sensitization, code of conduct of contractors and workers. UNDP can also assist in enhancing the efficiency of existing institutional arrangements for ensuring compliance to social and environmental safeguards by providing guidance on streamlined institutional arrangements, development of tools (including checklists for gender and SES screening of projects) and capacity building of relevant stakeholders in its use.

## **Mainstreaming Gender Equality**

Women and girls are particularly vulnerable to climate related disaster risk- they are likely to suffer higher rates of morbidity, mortality, gender-based violence and economic damage to their livelihoods. Recognising the particular vulnerability of women and girls to climate related disaster risk as well as their unique skills and experiences relevant to disaster risk reduction efforts, UNDP is supporting governments in the Caribbean in adopting a gender-responsive approach to recovery and reconstruction projects.

The Department of Disaster Management (DDM), the Office for Gender Affairs and UNDP in May 2019, organised workshops to raise awareness and strengthen the capacity of public officials on how to integrate gender issues in disaster risk management, recovery and reconstruction projects. Following on from the workshops and further discussions with GoVI officials regarding areas of support, UNDP can play a critical role in advancing gender equality at the policy, programme and community level. The UNDP can assist with; incorporating gender in project design and implementation; capacity building on data collection and interpretation of gender statistics for programme development and budgeting and evidence-based policy design; assessing progress toward gender equality including review of current gender policy implementation and gaps; enhance community engagement by helping to develop communications strategies and share communication products such as project brochures with students, teachers and different segments of the population

across the Territory and conducting awareness-raising of the work the Government is doing in different areas.

### **Capacity building**

UNDP sees capacity development as the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.

UNDP experience around the globe has shown the value of investing in the institutions and processes that lead to lasting social change. The incremental pace of developing sustainable capacity often finds itself at odds with the pressure to demonstrate progress quickly to beneficiaries and donors. However, as the 2020-2030 vision reveals, the BVI is one of these few countries with a forward-looking development agenda that is interested in investing in their human capital over a long period of time enjoying sustainable progress.

The establishment on an office in the BVI will serve UNDP to engage with relevant stakeholders, assess existing capacities, formulate capacity development responses, implement them and evaluate their impact. Initial substantive and operational matters on which capacities will be developed include, but are not limited to human development measurement and assessment, gender equality, human resources management, advanced public procurement, anti-fraud, ethics and integrity, greening operations, prevention of sexual exploitation, abuse of authority and harassment, human rights, security and the international legal framework,

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## **IV. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)**

### ***Expected Results***

- Strategic advice, technical support, monitoring and evaluation support and implementation capacity enhanced at national and local level for the timely and efficient implementation of the National Sustainable Development Plan.
- Gender equality and promotion of Social and Environmental Standards mainstreamed across sectors.
- Global SDG assessment, monitoring, implementation and reporting tools made available.
- Solid communications strategy, including consultations, outreach campaigns and social media delivered and local capacities enhanced.
- Blue Economy Roadmap finalized, approved by Cabinet, published and implementation plan developed.
- Study on access to finance developed and presented for approval.
- Technical assistance for sovereign rating identified and provided.

- Multi-disciplinary capacity building strategy developed in areas such as gender mainstreaming, procurement, project management, recovery planning including best practices.
- Technical guidance on institutional arrangements for ensuring compliance to social and environmental safeguards during the project cycle.
- Technical assistance on Disaster Risk Reduction and Resilience provided to relevant institutions.
- Outreach to private sector actors for an engagement campaign on CSR (Corporate Social Responsibility) around the SDGs and international UN days.
- Promotion of the work done by the BVI in the region through South-South and triangular cooperation mechanisms.
- Presentation of BVI priorities and work in regional fora.
- Lessons learnt document on BVI experience published and widely distributed.
- Advocacy on international UN Days that fall within UNDP's mandate, together with the Governments of the Region, local Civil Society Organisations and UNDP globally: Options include the world day of social justice (20 February); world wildlife day (3 March), world water day (22 March), biological diversity day (22 May), world oceans day (8 June), public service day (23 June), international day of parliamentarism (30 June), Democracy Day (15 September), Poverty Day (17 October) and Anti-corruption Day (9 December).

The project will aim at strengthening capacities of relevant national institutions so most vulnerable groups benefit from public policy and concrete interventions. Particular attention will be given to gender equality and low-income households.

Since the promotion of Blue Economy will be a programmatic pillar, social and environmental impacts will be at the core of all interventions.

### ***Resources Required to Achieve the Expected Results***

- Human Resources: National Coordinator and support personnel: 111,111 usd/year.
- Operational costs (phones, internet, stationeries, equipment, laptop, printer, transportation, etc): government in-kind contribution: in-kind contribution from GoVI. Total estimated cost: 25,000 usd/year.
- Direct technical and operational support from Barbados & The Eastern Caribbean: Human Resources, Procurement, Finance and ITC: 25,000 usd/year. UNDP in kind contribution.
- Technical assistance from experts all around the globe: UNDP financial contribution: 25,000 usd/year.
- General Management Support costs (8%): 8,888 usd/year

### ***Partnerships***

- Leadership and guidance from the Premier's Office will be critical for the success of this initiatives.



- Engagement with the Cabinet through the Premier's Office at critical junctures of programme implementation where policy related decisions are required.
- Engagement where required with the Governor's Office in areas of mutual interest and benefit for the Territory.
- Consolidating the work with different ministries will also be critical, particularly in areas related to the Blue Economy and Disaster Risk Reduction where inter-ministerial coordination is required.
- Working with private sector will become a priority.
- Partnerships with local, regional and global stakeholders such as Chamber of Commerce, Community College, UWI, CDEMA, PAHO, CDB and others.
- Given the scope of this project, active engagement with other islands of the Caribbean will be promoted in order to position the BVI as key player in the region.

### ***Risks and Assumptions***

- Assumptions include certain political stability free of internal and external shocks. This implies that priorities and key strategic objectives in the Territory in terms of short, medium and long development, fiscal space and economic diversification remain and continue to evolve.
- Engagement and willingness to join forces and collaborate beyond specific silos is often a challenge for this sort of initiatives. The project will address this risk by following the guidance of Office of the Premier and promoting wide consultation processes.
- It is expected that the establishment of the UNDP Office in the BVI will have catalytic impact and serve to assist national institutions to access additional funding sources and increase programmatic portfolio associated to the scope of work related to this initiative.
- Risks are limited to the availability of funds to extend UNDP presence in the BVI beyond 2020 so the impact of the work can be sustained in the future. To mitigate this risk, UNDP team will work towards a sustainability plan that will include resource mobilization actions together with capacity development activities at local level that will serve to ensure continuity of the work beyond year 1.

### ***Stakeholder Engagement***

- Main stakeholders include competent authorities for the specific areas of development:
  - Office of the Premier
  - Ministry of Natural Resource, Labour and Immigration
  - Ministry of Education, Culture, Youth Affairs, Fisheries and Agriculture
  - Ministry of Health and Social Development
  - Ministry of Finance
  - Department of Disaster Management
  - Central Statistical Office
  - Deputy Governor's Office
  - Project Support Services Unit
  - Statutory Bodies
  - Recovery Development Agency
  - Private sector

- NGOs and Civil Society
- Other relevant stakeholders as necessary

Particularly relevant for UNDP will be the continuous regular communication and guidance from the International Affairs Secretariat as the UNDP's focal point within the Premier's Office.

### ***South-South and Triangular Cooperation (SSC/TrC)***

- As described above, one of the main objectives of this project is to promote the BVI's active participation and engagement as a key player in the Caribbean. To do so, exchanges and collaboration with other nations of the region will be sought as part of the output 2. BVI participation in regional and sub regional initiatives is boosted through the promotion of the work done by the BVI in the region through South-South and Triangular cooperation mechanisms, participation of BVI representatives in regional for a and, elaboration and publication of Lessons learnt document on BVI experience and good practices.

### ***Knowledge***

- Elaboration through consultative processes, publication and dissemination of knowledge products are at the core of this project.
- Blue Economy Roadmap will be finalized, published and presented.
- Credit worthiness study elaborated for internal discussion with relevant institutions.
- DRR technical assistance and recommendations will be captured in necessary documents and websites.
- Others as needed.
- UNDP team will work with communications specialists in Barbados and national partners to develop a communication strategy that will enhance the visibility of all products for knowledge and lessons learned generated by the project so others can benefit.

### ***Sustainability and Scaling Up***

- The first year of the project will establish the foundations for a long-term collaboration between the BVI and the United Nations through the United Nations Development Programme.

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## **V. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)**

### ***Cost Efficiency and Effectiveness***

- Projects costs have been defined according to proforma costs and close collaboration with national partners. Management Team on the ground will be minimal but sufficient to lead the implementation of all necessary activities. Additional support will be provided from Barbados Multi-Country Office, including technical advice and operational assistance. UNDP Office in the BVI will also have access to UNDP Global network of experts in Panama, New York and other regions of the world.
- GoVI in-kind contribution will reduce financial demands to cover office and transport costs.
- After a couple of years of intermittent presence, having UNDP staff on the ground on permanent basis is the most efficient mechanisms to achieve expected results successfully.
- Other initiatives that this project will serve to trigger can follow a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects benefiting from economies of scale.

### ***Project Management***

The project will be managed by the Head of UNDP Office in the VI (NoB). S/he will be supported by and Administrative Assistant (SC3). Moreover, the UNDP team will be complemented with a programme officer (seconded from Government therefore no additional direct cost in personnel) and summer student intern. The team will be hosted by the GoVI in its premises.

## VI. RESULTS FRAMEWORK<sup>2</sup>

### **Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:**

MSDF priority: An inclusive, equitable and prosperous Caribbean.

### **Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:**

- Outcome 1.1: Access to equitable social protection systems, quality services and sustainable economic opportunities improved.
- Outcome 1.4: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.

### **Applicable Output(s) from the UNDP Strategic Plan:**

- Output 7.3. National development plans to address poverty and inequality are sustainable and risk resilient.
- Output 7.4. Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing.
- Output 7.5 South-South and Triangular cooperation partnerships established and/or strengthened for development solutions.
- Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements.

**Project title and Atlas Project Number:** Enhancing British Virgin Islands local capacities to promote resilience and greater regional presence in Caribbean.

<sup>2</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS		
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...		FINAL	
Outcome: supporting national and local institutions for the timely and effective implementation of the National Sustainable Development Plan 2020-2030 in the Virgin Islands.												
<b>Output 1</b> National capacities on Blue Economy, Procurement, Access to Finance and Disaster Risk Reduction and Resilience enhanced	1.1 Data-informed development and investment plans that incorporate integrated solutions to diversify economy and reduce disaster risks and enable climate change adaptation and mitigation (SP 1.2.4): Blue Economy Roadmap finalized, published and presented.	GoVI	0	2109	1	N/A	N/A	N/A	N/A	N/A	1	Report and publications
<b>Output 2</b> VI participation in regional and sub regional initiatives is boosted.	2.1 Number of south and triangular cooperation mechanisms in which VI is actively engaged. 2.2 Number of presentations of VI priorities and work in regional fora	GoVI GoVI	2 2	2109 2109	4 4	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	1 1	Report and publications Report and publications

<sup>3</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

## VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.		
<b>Monitor and Manage Risk</b>	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.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
<b>Learn</b>	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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	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.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
<b>Project Report</b>	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.	Annually, and at the end of the project (final report)			
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess	At least once in 2020 and in 2021	Any quality concerns or slower than expected progress should be		

	<p>the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. 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 and to socialize project results and lessons learned with relevant audiences.</p>		<p>discussed by the project board and management actions agreed to address the issues identified.</p>		
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**Evaluation Plan<sup>4</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding

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<sup>4</sup> Optional, if needed

**VIII. MULTI-YEAR WORK PLAN** <sup>56</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET				
		Y1	Y2	Y3	Y4		Amount	Cash			In kind
								GoVI	UNDP	GoVI	
Output 1: National capacities on Blue Economy, Procurement, Access to Finance and Disaster Risk Reduction and Resilience enhanced	Act 1.1.1. Strategic advice, technical support and implementation capacity enhanced at national and local level for the timely and efficient implementation of the National Sustainable Development Plan.					UNDP	39,000	0	20,000	0	19,000
		<b>Sub-Total for Output 1</b>						<b>0</b>	<b>20,000</b>	<b>-</b>	<b>19,000</b>
Output 2: VI participation in regional and sub regional initiatives is boosted.	2.1 Promotion of the work done by the BVI in the region.	X				UNDP + GoVI	11,000		5,000		6,000
		<b>Sub-Total for Output 2</b>						<b>111,111</b>	<b>0</b>	<b>5,000</b>	<b>6,000</b>
Output 3: Project Office and staffing	3.1. National Coordinator and support personnel 3.2. Project office: rent and operational costs (phones, internet, equipment, transportation, etc)	X				UNDP + GoVI	25,000			25,000	0
		<b>Sub-Total for Output 3</b>						<b>111,111</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>
<b>TOTAL</b>							<b>120,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>19,000</b>
<b>General Management costs (8%)</b>							<b>8,888.88</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total direct costs</b>							<b>111,111</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>19,000</b>
<b>In kind contribution</b>							<b>0</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>

<sup>5</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>6</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



**Budget by funding sources and kind.**

<b>GoVI</b>	<b>UNDP</b>	<b>In kind contributions UNDP + GoVI</b>	<b>Total project Budget</b>
240,519	25,000	48,000 <ul style="list-style-type: none"> <li>• UNDP: 24,000</li> <li>• GoVI: 24,000</li> </ul>	313,519

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## **IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

The project will be governed by a multi-stakeholder board (Project Board) to review performance based on monitoring and evaluation, and address implementation issues to ensure quality delivery of results. The Project Board will meet, at least, at the beginning and the end of the project. Adhoc meetings can be organized as frequently as needed. The purposes are to:

- a. Provide overall guidance and direction and agree on adjustments within provided tolerance levels (see Manage Change);
- b. Assess the achievement of results in the context of the national results/outcomes;
- c. Assess the quality of programming against the quality criteria for UNDP programming;
- d. Assess risks to the programme or project, and agree on management actions and resources to address them effectively; and
- e. Identify and address operational issues of programme and project implementation, including those that could lead to revisions of the project if required.

Assurance is the responsibility of each board member. The assurance role supports respective board members in carrying out oversight and monitoring functions. This role ensures appropriate management milestones are managed and completed.

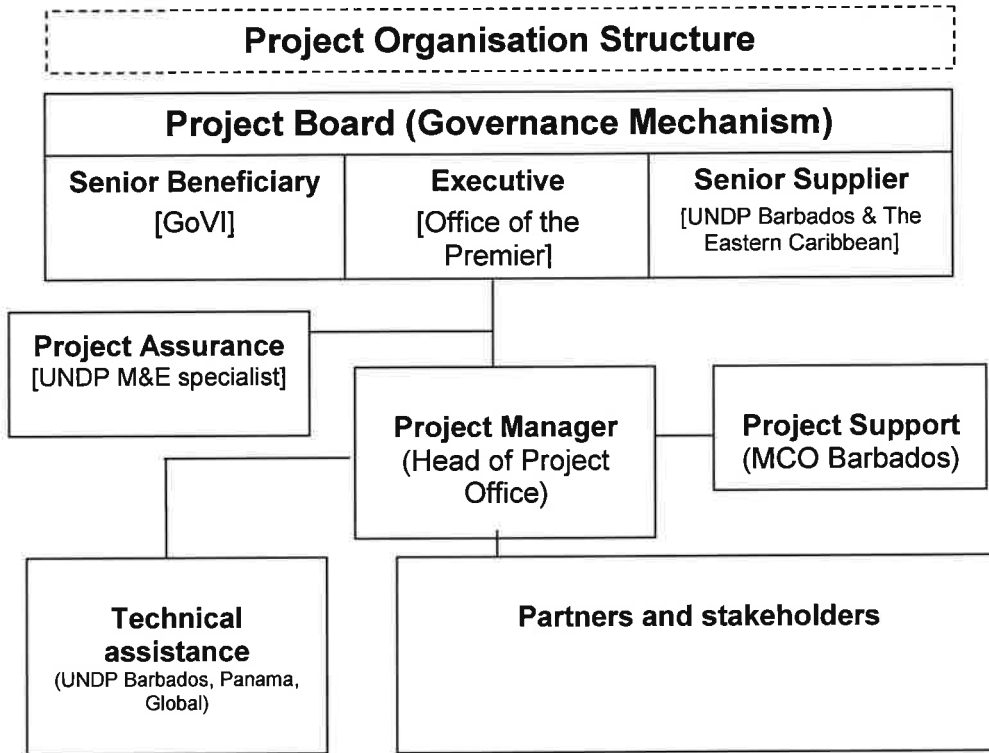
An annual review meeting should take place at the time of year most effective for reviewing results and making decisions. It should verify that the recommendations of the previous review were appropriately followed up and make recommendations to overcome any new issues or seize opportunities identified. Recommendations also support the preparation of inputs into the UNDP Results-Oriented Analysis Report and other reporting required by stakeholders/donors. Changes that could adversely impact the achievement of already approved results or that could result in a (re)allocation of earmarked resources are considered amendments that must be submitted to the regional bureau for review.

The project board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. It reviews evidence on project performance based on monitoring, evaluation and reporting, including progress reports and the combined delivery report. The project quality assurance report and donor should be discussed with the board, along with management actions to improve quality. Board decisions are made in accordance with standards to ensure management for development results: best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the board, a final decision shall rest with the UNDP programme manager, the Resident Representative or staff member with delegated authority as the programme manager.

The project board is consulted when a project manager's tolerances (normally in terms of time and budget) have been exceeded. There is a tolerance for failure, as long as it: (a) results in timely course correction that improves the design of the project, and (b) leads to explicit learning that is shared within UNDP and among external partners. The board authorizes any major deviation from the approved multi-year workplan and decides on project changes through appropriate revisions. It ensures that required resources are committed, arbitrates any conflicts in the project, and negotiates any issues between the project and external bodies. In addition, it approves the appointment and responsibilities of the project manager and any delegation of project assurance responsibilities. Potential members of the project board are reviewed and recommended for approval during the project appraisal committee meeting. Representatives of other stakeholders can be included on the board as appropriate.

The Project Manager will 1) ensure effective project management by maintaining the delivery of appropriate technical, operational, financial and administrative outputs, while tracking the project

progress through monitoring, evaluation and reporting; 2) maintain collaborative working relationships among key project partners and donors, through effective communication, consultation and reporting, and; 3) align the project with UN values and UNDP priorities.



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## X. LEGAL CONTEXT

### Option b. Where the country has NOT signed the Standard Basic Assistance Agreement (SBAA)

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”.

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

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## XI. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>7</sup> [UNDP funds received pursuant to the Project Document]<sup>8</sup> 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 this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

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<sup>7</sup> To be used where UNDP is the Implementing Partner

<sup>8</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- i. 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;
  - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. 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 responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.
  - i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

**Special Clauses.** In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 5% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
  - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
  10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

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## **XII. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant.  
*(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
- 3. Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- 5. Project Board Terms of Reference and TORs of key management positions**

