

**PROJECT DOCUMENT**



**Project Title:** Sustainable Island Solutions in Science, Technology, Energy and Mathematics' (SISSTEM) in support of the Aruba Sustainable Energy Roadmap 2020

**Project Number:**

**Implementing Partner:** UNDP

**Start Date:** July 2019 **End Date:** June 2022

**PAC Meeting Date:** April 4<sup>th</sup> 2019

**Brief Description**

Aruba has embarked on implementing sustainable development as a key pillar of its overall economic development strategy through reducing its dependence on the tourism industry and its use of fossil fuels. In so doing, the Government of Aruba (GoA) has identified the need to enhance its human resource capacity in higher education in Science, Technology, Engineering and Mathematics (STEM) and has endorsed the establishment of a group of programmes for Sustainable Island Solutions through Science, Technology, Engineering and Mathematics (SISSTEM) at the University of Aruba (UoA). The key objective of the project is that the UoA will be able to deliver tertiary level educational programmes as well as a research offer with particular focus on the STEM subjects. The SISSTEM Project will result in an increase in the number of persons with expertise and technical skills for innovative, sustainable development in Aruba, in the Caribbean as well as in other Small Island Developing States (SIDS). The United Nations Development Programme (UNDP) has been selected as the implementing partner for the new faculty expansion which will secure and make available physical facilities to house the new Bachelor STEM Programme, a Master's Programme in Sustainability and a new Research Institute.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

SP Output 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted to address conservation, sustainable use and equitable benefit sharing of natural resources in line with international conventions and national legislation.

Indicative Output(s) with gender marker<sup>2</sup>: 1  
SISSTEM Faculty constructed and equipped.

<b>Total resources required:</b>	USD 8,311,780 (Euro: 7,300,000)	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	
	<b>European Union</b>	USD 8,311,780
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by (signatures):

Government	UNDP	Implementing Partner
Print Name: <i>[Signature]</i>	Print Name: SHARFA AL-ABDULLAH	Print Name:
Date: 05 JULI 2019	Date: 05 JULY, 2019	Date:

<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 equality)



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## I. DEVELOPMENT CHALLENGE

Aruba has identified the need for increased numbers of skilled professionals to work on sustainability issues that are specific to small islands. The public and the private sector have expressed a demand for more professionals who are trained in the STEM subjects and possess the expertise to develop and implement projects related to innovative biotechnologies, renewable resources, adaptation and mitigation to climate change, among other areas.<sup>2</sup> Currently, there is no education offering in science and technology at the UA for graduates of secondary education. This gap means that students who seek to pursue a career in these sectors are required to access higher education abroad. They often choose educational offers outside the Caribbean and most do not return to the region. Consequently, this limits the available expertise on the job market in areas that would contribute to sustainable growth in small island-states.

The main objective of the economic policy (Hunto pa Aruba, 2017) of the GoA for the period 2017-2021 is to improve the investment climate in Aruba and to stimulate an innovative, competitive and diversified economy. The economic policy is being implemented as part of a circular economy that stimulates sustainable development on a structural basis. This objective is being pursued by stimulating economic growth, diversifying the economy, creating a sustainable primary sector and reinforcing, implementing and introducing policies in the labour market and the enhancement of production.

Within this context, the GoA is collaborating with the UA and private sector stakeholders to establish a triple helix platform, the SISSTEM Faculty, that will enable Aruba to link local and international parties to enable resource sharing in higher education, scientific research and contextualized application locally, regionally and internationally. This has been made possible as Aruba has received an allocation under the 11th European Development Fund (EDF) of EUR 13.05 million to promote green growth and higher education.

As a Programme of the UA, SISSTEM will lay a focus on sustainability as a general discipline and as key to generating and maintaining a sustainable society in Aruba. At the core of the Faculty are the STEM subjects, which will be connected to social awareness programmes in an interdisciplinary and applied approach. The SISSTEM will embody sustainability policies at the academic level, supporting resilience in small island states while also educating a workforce that has the skill and capacity to make these policies a reality. Aided by its research centers and laboratories, SISSTEM will provide the skills and disciplines relevant to sustainable development, with a focus on sustainable energies, sustainable technology and engineering, as well as informatics and data sciences.

Research and public and private sector pilots will study sustainable solutions and ways to duplicate and scale these, thereby linking academic education and research with Government policy objectives and private sector needs. This Faculty would also function as a hub enabling businesses, institutes, governments and NGOs to share experiences, knowledge and resources in innovative ways, thereby helping the country establish itself as an example for renewable initiatives that can be replicated in other small island states.

The on-going strengthening of primary and secondary education in Aruba supported by the 10th EDF has resulted in an increased demand for tertiary level education. The challenge for Aruba is that once students go abroad, few usually return as job opportunities in Aruba have not been in great supply in

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<sup>2</sup> According to 2003 and 2007 reports of the Aruban Bureau of Statistics on the composition of the labour market, more than 11 percent of the male and female labour force consisted of technicians and associate professionals. However, the most pronounced growth of the labour market occurs in sectors that demanded relatively high skilled labour. The increased employment of managers, professionals and technicians since 1991, accounted for 4786 persons (36 percent) according to the Centraal Bureau voor de Statistiek (CBS 2003/2013 and CBS 2007).

the STEM areas thus resulting in 'brain drain' and invariably economic loss for Aruba. The establishment of the STEM programmes at the UA will reduce the 'brain drain' as new technologies are introduced, industries emerge and business opportunities expand thus creating jobs for graduates. Specifically, practical solutions to increase energy efficiency as well as changing the culture towards greater conservation will stimulate development of research and education/teaching in sustainability at the UA, and would address these issues and propose pragmatic solutions for individuals, schools, industries and government and for developing an energy conservation culture and 'green' jobs.

The GoA has endorsed the project and is championing the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). A multisector National Commission to advance SDG implementation has been established and is working in close collaboration with the UNDP, the Economic Commission for Latin America and the Caribbean (ECLAC) and the UA.

The establishment of the SISSTEM Faculty has been identified as an important element in advancing on multiple SDGs in Aruba, but also exemplarily as a small island state in the Caribbean. This intervention is relevant for the 2030 Agenda and contributes to the progressive achievement of several SDGs, including SDG 17 – Revitalizing the global partnership for sustainable development, particularly the targets relating to Technology, Capacity Building, and Multi-Stakeholder Partnerships. It also promotes progress towards; SDG- Gender Equality in SDG 7 – Affordable and Clean Energy; SDG 11 – Sustainable Cities and Communities; and SDG 4 – Quality Education. These goals also overlap with the SIDS Accelerated Modalities of Action (SAMOA) Pathway, which specifies sustainable development priorities that are specific to the needs of the Small Island States.<sup>3</sup>

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## **II. THEORY OF CHANGE/STRATEGY**

In order to stimulate sustainable development and broaden its economic base, UNDP has been selected as one of the implementing partners for the SISSTEM Faculty Development Project. Based on the organisation's solid knowledge of Aruba and small island-states in the Caribbean and vast experience in implementing large and medium-sized funded infrastructure projects in the region, UNDP is seen as a strategic partner for this project.

In pursuit of its economic policy, Aruba has identified the need for human resources capacity building, i.e. to secure more skilled professionals to work in sustainability-related areas that are specific to small island states. Both the public and the private sector have stressed that there is a considerable demand for this type of skillset and along with a need for more professionals trained in STEM-related subjects. These individuals would possess the expertise to develop and implement projects related to areas such as innovative biotechnologies, renewable resources, adaptation and climate change mitigation. The development of an Information and Communications Technology (ICT) platform will support building this required capacity by providing online teaching support systems, including possibilities for remote learning. This project will advance the development of an innovative, competitive and diversified economy by creating a renewable resources industry.

According to the EDF Action Document, the overall objective is "to increase the number of people with expertise and technical skills for innovative sustainable development available in Aruba and able to work on STEM related projects in the Caribbean small island-states." The proposal for the SISSTEM Faculty is expected to address this by establishing an enhanced national offering of tertiary level education in STEM which can be connected to the Aruban economy more directly and in real time and

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<sup>3</sup> Sustained and sustainable, inclusive and equitable economic growth with decent work for all; Sustainable energy; Water and Sanitation; Gender Equality and Women's Empowerment; Education; Partnerships; Capacity Building; Technology.

allowing for the tailoring of STEM programmes to the SIDS context thereby strengthening the ability of graduates to qualify for and pursue careers on island.

It is expected that the SISSTEM Faculty will enhance Aruba's industrial competitiveness by increasing the availability of key skill sets for innovation and technological progress. By making available educational, teaching and research options in STEM subjects, the project will increase the skills base in Aruba. The development of an ICT platform will support teaching by providing online teaching support systems, including possibilities for remote learning.

In addition, the objective of the GoA's current sustainable development policy, is the development of a sustainable 'green' economy through reduction of Aruba's dependence on: (i) the tourism industry and (ii) the use of fossil fuels. It is expected that the new Faculty will facilitate the capacity for Aruba to develop a sustainable and green economy such as a renewable resources industry which would become another economic base for Aruba, in addition to tourism. The national strategy is aligned with the rationale for the 11th EDF support which is to help build educational and research capacity that would enable Aruba to become a regional hub for sustainable development.

The current university infrastructure is considered insufficient to accommodate the new STEM programmes. As of November 2018, the UA operates with two locations, namely the main UA campus housed in the old La Salle University, as well as the Annex location in APEX Building, where about 800 m<sup>2</sup> of space are leased on a commercial basis at a price of US\$20,000/month. The Annex building houses two large classrooms, a board room and administrative offices. In the last three years, the overall number of students attending UA was between 700 and 800 per year. Classes are held from 8 a.m. to 10 p.m. in various shifts in order to accommodate the faculty programmes.

The primary UNDP inputs for the project are financial management and the human resource capacities to initiate, manage and provide oversight to the actions to address the challenge of insufficient space for the new STEM programmes according to EU standards. The assumptions and risks associated with achieving these outcomes are outlined further in the document.

The project design entails support to the faculty set-up of the programmes including research facilities and laboratories that comply with the European Qualifications Framework for Universities of this nature. This includes:

- i. Renovation and refurbishment of the Maria Convent in Aruba currently owned by the Government of Aruba. This includes architectural protections; construction of multi-functional classrooms for between 25 to 50 students and office space for 25 staff;
- ii. Establishing prefabricated laboratories next to Maria Convent for 1 chemistry lab, 1 physics lab, 1 biosciences lab and 1 technology lab equipped for at least 10 students and 1 instructor;
- iii. Equipping and furnishing of these labs, offices, classrooms and an ICT platform for e learning. This includes specialized equipment for the proposed Bachelor's programme in Bio-environmental science, Informatics and Data Science and Technology and Engineering, and corresponding furnishings as well as furniture for offices and classrooms, and a research, dissemination and repository system consisting of 40 computers, server capacity and software.

Sustainability has been set as the goal for upkeep, use/exploitation and maintenance of the buildings/facilities including reference to the efficient use of resources like energy for electric supply, illumination and thermal/cooling needs, water as well as sewage and waste management. A high standard for sustainability will be incorporated into the terms of reference for the final detailed design as well as in the process of selection of qualified, experienced and certified engineering/architecture consultant. The same will be clearly requested in the tender documents for the construction works and installation. All goods/equipment will be also tendered with the objective to procure sustainable products

with the highest rating standard. The objective is to achieve green and blue standards of self-sustaining facilities once all phases are completed.

Addressing persisting gender inequalities in STEM subjects has been given attention in the development of this programme and will result in a gender balanced marketing, recruitment and enrolment strategy for the SISSTEM Faculty. This will further stimulate interest in STEM subjects among girls and women and create more opportunities for them to study and pursue careers in STEM areas.

Effective coordination and collaboration of key stakeholders is imperative for the success of this project. Among those identified thus far are the University of Leuven which is responsible for the development of the academic component of the Project; the Ministry of Finance, Economic Affairs and Culture, the Monuments Bureau and the Department of Public Works.

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

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

The immediate objective of the proposed interventions is to secure and make available physical facilities for the SISSTEM Faculty, which will house a new STEM Programme at the Bachelor level, a Master's Programme in Sustainability, and a Research Institute. The Faculty set-up is to comply with the European Qualifications Framework including blended learning, distance teaching and digital access points.

Fulfilling the infrastructural needs of the SISSTEM Faculty is a crucial step in establishing these programmes and fulfilling the national need for skills in these areas as described in the previous section. The results of these actions are expected to be as follows:

- Increased capacity for the University of Aruba to accommodate staff and students
- An expanded offer in terms of appropriate facilities for Science, Technology, Mathematics and Engineering disciplines
- An enhanced ability to attract non-nationals through the establishment of distance learning facilities
- An increased educational and research capacity to engage in south-south and north-south institutional exchanges and therefore enable Aruba to become a hub for sustainable development
- Strengthened ability to achieve gender balance in STEM subjects

This project links to the UNDP Strategic Plan Output 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted to address conservation, sustainable use and equitable benefit sharing of natural resources in line with international conventions and national legislation.

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

The resources required for this project include materials, equipment and furnishings for the establishment, refurbishment and outfitting of the buildings and in-kind contributions of office space from the GoA.

A pre-feasibility assessment of the resources necessary has been carried out and concluded that the conditions for successful completion of the project are sufficient. In addition, UNDP has been selected as the implementing partner for this project. As indicated by Centrale Accountantsdienst (CAD), the UA appears to have insufficient financial management and procurement capacity to manage the establishment of the SISSTEM Faculty. UNDP is a pillar assessed international organization considered to have the necessary expertise, capacity and strategic arrangements with the donor to manage the resource and provide project assurance to the process. Therefore, UNDP will support the UA in the implementation of the program by carrying out specific management activities.

The UNDP Project team (UNDP Aruba Project Office and relevant staff of UNDP TTCO) will carry out various tasks including technical assistance, administration and management. The tasks to be undertaken by staff assigned to the project are directly attributable to the implementation of the action. These costs will be detailed in the project budget.

### ***Partnerships***

The crucial partnerships for this project are with the donor, the UA and the GoA. The space identified for the infrastructural work is currently owned by the Catholic Archdiocese, but the GoA has indicated its commitment to transfer this property to the UA. The UA is autonomous, and at the moment is primarily financed by a yearly grant by the GoA.

All decision related to the infrastructure works will be overseen by the Project Board for this component of the SISSTEM project, which will consist of the major stakeholders including the following:

- EU Delegation Representative - Guyana
- University of Aruba
- Department of Economic Affairs, Commerce and Industry (DEHZI)
- Monuments Bureau of Aruba
- Department of Public Works
- UNDP Trinidad and Tobago Country Office

## ***Risks and Assumptions***

The feasibility of this project has been informed by a prefeasibility study carried out in November/December 2018. Some risks were identified and are detailed in the risk log along with their mitigation measures.

Potentially adverse impacts relate mainly to the designation of the Maria Convent as a building of historical importance. Therefore, refurbishments is to be done in coordination and collaboration with the Monuments Bureau of Aruba and the Department of Public Works. National standards will be included in tender documents and specification manuals. Both departments will be part of the technical team and will review the tender documents and specification manuals to ensure that these procedures and standards are included.

Some important assumptions are as follows:

- The Maria Convent and Chapel will be fully accessible to the UA and the necessary parties for all activities to be carried out as required

The Monuments Bureau has assured that during the construction phase the contractor becomes in charge of, and responsible for, the Maria Convent according to bidding and contracting regulations in use in Aruba. The contractor is therefore de facto provided with access to the building. During the design phase the architect can be given access to the Convent through the project manager who will be provided with a set of keys for the Convent.

Access to the Convent location during the construction phase will either be from the back of the property or from the side which housed the former Frère Boniface. The former will require collaboration with the nuns who use this area as an access point while the latter will require permission from the Minister of Infrastructure and the Department of Public Works.

- An engineer will be assigned by the GoA that can provide objective oversight to the design and construction elements of the project

The Monuments Bureau has indicated there is a Ministerial decision that they guide the project and that they will utilize their engineer to provide this oversight. They are of the view that the permitting process is straightforward since what would be required is a Monuments permit. The utilities permits would have to be handled through the sub contractors who are hired. However the Monuments Bureau can assist in facilitating access to these permits.

- The political will to ensure the continuation of the projects remains robust
- Cost control measures can account for all major unforeseen market fluctuations
- Bureaucratic processes can be navigated in a timely fashion

A strong local (Aruban) currency vs the Euro fluctuations may result in increased prices when construction industry inputs and equipment for labs, furnishings, etc. need to be concentrated on the group of EU eligible supply markets. Eventual waivers may be requested in due course from the EU to broaden the markets that could be sourced to allow for value for money and timelines in execution and delivery. In addition, the construction sector (private and public) in Aruba is and has been buying on this market. The recommendation of the feasibility study is that during the detailed design phase an assessment of local market conditions for supplies be made and a determination for the selection of possible suppliers be made to ensure minimization of risks of cost overruns and time delays.

## ***Stakeholder Engagement***



Major beneficiaries are to be included as standing members of the Project Board. Additional relevant stakeholders will be invited to attend Project Board meetings as required. In addition, regular consultations will be held to ensure that concerns related to the project can be raised and addressed in a timely fashion.

### ***South-South and Triangular Cooperation***

The physical capacities being built for the SISSTEM faculty are required to adhere to European Standards but be relevant for the region. It is therefore expected that the experiences of other regional higher education institutions will be explored in establishing the spaces necessary to accommodate the academic and teaching programs. The University of the West Indies, St Augustine Campus has already been engaged.

### ***Knowledge***

As part of this project a communications and visibility plan were developed to ensure that appropriate visibility is given to the project and that the project's objectives and progress are accurately communicated in Aruba and abroad (with due attention to geographical, gender, age, and linguistic representation of audiences). Target audiences are as follows:

- End Beneficiaries, with the objective of being informed of the main objectives, progress and outcomes of the project
- Opinion Leaders (media, key influencing people in the communities, parliamentarians, CSOs), with the objective of being informed of the context, result areas and activities for the project,
- Key Stakeholders (national and international), to be informed of key results and the successes and best practices emanating from the project; and
- Development community and donors with the intention of highlighting key achievements of the project

UNDP will ensure that communications and visibility are integrated in the project's activities. As per the Joint Visibility Guidelines for EC-UN Actions in the Field, a Communication and Visibility Plan specific for this operation will be developed and form Annex 6 to the EU-UNDP agreement. It will detail the agreed visibility & communication strategy, objectives, activities and financial resources allocated to these. UNDP will monitor and report on the implementation of the plan under its regular reporting requirements foreseen in the Contribution Agreement.

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

The SISSTEM Faculty project's objective is to fulfil space requirements for a key development initiative within the existing UA. Therefore, at the end of the project the faculty will be handed over to the UA and will become an integral part of this institution. Once handed over, the sustainability of the Faculty will be dependent on that of the UA which is a national institution supported by the GoA. In addition, it is expected that this new Faculty would assist in enabling the UA to mobilise funds through additional student enrolment, revenues from third party funded research, quality control services, professional training programs and consultancies.

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## **IV. PROJECT MANAGEMENT**

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

UNDP will carry out cost-efficient, transparent and timely procurement of infrastructure components as required. All procurement activities (tender dossiers preparation, tendering and monitoring) will be directly implemented by UNDP Aruba Project Office for this project in full consultation with the Project Board. Coordination with other initiatives will be pursued where relevant and as needed.

UNDP's Procurement and Financial Rules and Regulations will be utilised during project implementation. UNDP will maintain control and monitoring over the procurement and financial management of the project.

Gender equality requirements will be introduced within tender documents for supervisors and others, including technical women staffing requirements.

### ***Project Management***

The project will be implemented by UNDP following the Direct Project Management (DIM) modality. The project will be located in Aruba and an office space along with associated services is expected to be established at the University of Aruba. Supervisory, financial and operational support will be provided by the UNDP Office in Trinidad and Tobago.

**Intended Outcome as stated in the MSDP Programme Results and Resources Framework:** Policies and programmes for climate change resilience, disaster risk reduction and universal access to clean and sustainable energy.

**Outcome indicators as stated in the Country Programme Document Results and Resources Framework, including baseline and targets:**

**Applicable Output(s) from the UNDP Strategic Plan- The main outputs of the Programme are:**  
 SP Output 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted to address conservation, sustainable use and equitable benefit sharing of natural resources in line with international conventions and national legislation

**Project title and Atlas Project Number:**

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
<b>Output 1</b> Effective and Efficient Management of the Project	1.1 Recruitment of Project Manager	UA and UNDP CO	0	2019	1			1	Procurement Reports following contracting of PM
	1.2 Successful establishment of Aruba Project Office (APO)	UA and UNDP CO	0	2019	1			1	Procurement Reports following contracting of Project Assistant and Consultant Engineer
<b>Output 2</b> Maria Convent Building Complex renovated/refurbished and two (2) pre-fabricated buildings established to house the new SISSTEM Faculty at the University of Aruba.	2.1 # of approved engineering and architectural designs developed for SISSTEM Faculty	UA, UNDP CO and UNDP APO	0	2019	3			3	Final Approved Designs
	2.2 # of buildings renovated and retrofitted to accommodate SISSTEM Faculty comprising: 4 Classrooms, 2 Laboratories (Physics and Technical), 12 Offices, 1 Library, 5 Study rooms, 2 Meeting rooms, 1 Student Lounge and 4 Restrooms and 2 Pantries.	UA, UNDP CO and UNDP APO	0	2019			1	1	Aruba Project Office Reports.

	2.3 # of prefabricated buildings constructed; in adherence to European standards for Universities of this nature, to accommodate SISSTEM Faculty (comprising Chemistry and Bio-Science labs)	UA, UNDP CO and UNDP APO	0	2019	0	2		2	Aruba Project Office Reports
	2.4 # of prefabricated buildings outfitted to accommodate Chemistry and Bio-Science labs	UA, UNDP CO and UNDP APO	0	2019	0	2		2	Aruba Project Office Reports
<b>Output 3</b> Visibility and Awareness Raising	3.1 # of Visibility and Awareness Raising measures developed	UNDP/EU	0	2019	2	3	3	8	UNDP/EU
	3.1 # of Visibility and Awareness Raising measures implemented	UNDP/EU	0	2019	2	3	3	8	UNDP/EU

## V. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	To monitor the attainment of targets as specified in the Results and Resources Framework (RRF) and to identify and treat with issues that arise, that hinder the attainment of these targets. 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.	Project progress reports will be generated by the project manager and submitted to UNDP (acting as Project Assurance) to be presented to the Project Board. The report will consist of progress data showing the activities achieved as per the annual workplan, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.  Slower than expected progress will be addressed by project management.	UA/ UNDP/ EU/ Gov't of Aruba	
<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 Standards.	Quarterly	Development of a risk log to monitor and manage risks. The risk log will be actively maintained by the Project Manager. Risks are identified by project management and actions taken to manage or mitigate the identified risks are formulated. The risk log is to be presented to the Project Board at each scheduled Project Board meeting.	UA/ UNDP/ EU/ Gov't of Aruba	

<b>Learn</b>	To collect and document knowledge, good practices and lessons learned. These will be derived from the actual project, as well as actively sourced from other similar projects. This knowledge will be integrated back into the project to improve project implementation as well as future project iterations.	At least bi-annually	Relevant lessons learned will be captured by the Aruba Project Office and documented in a Lessons Learned Log. The Lessons Learned Log will be updated quarterly and will be used to inform management decisions.	UA/ UNDP/ EU/ Gov't of Aruba	
<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.	Bi-annually	Areas of strength and weakness as identified by the UNDP Quality Assessment will be reviewed by Project Manager (with assistance from the Aruba Project Office) and used to inform the Project Board who will take decisions to improve project performance.	UA/ UNDP/ EU/ Gov't of Aruba	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Bi-annually	Performance data, risks, lessons and quality will be discussed by the Project Board and used to make course corrections if necessary.	UA/ UNDP/ EU/ Gov't of Aruba	
<b>Project Status Reports</b>	To supply the donor with regular updates on project progress. This will also assist in establishing strong lines of communication and reduce the possibility of miscommunication between the counterparts.	Quarterly	Quarterly project status updates (using an agreed reporting template) to be prepared by the Project Manager and reviewed by UNDP in their role as Project Assurance. These quarterly updates will then be submitted to the donor to inform on project, progress and expenditure.	UNDP/EU	

<p><b>Project Quality Assurance Site Visit Reports</b></p>	<p>UNDP acting as quality assurance will conduct site visits to Aruba to assess project progress and meet with key stakeholders. The findings from these site visits will be used to inform the Project Board of any issues negatively affecting project implementation as well as to identify possible risks.</p>	<p>Annually</p>	<p>Site visit reports will be developed by the responsible UNDP Programme Officer to be submitted to the Project Board and to the donor.</p>	<p>UNDP</p>	
<p><b>Final Project Report</b></p>	<p>Preparation of a final project report that examines the extent to which the project has accomplished its objectives</p>	<p>At the end of the project (final report)</p>	<p>A final project report will be prepared by the Project Manager and presented to the Project Board and key stakeholders. Report will consist of project progress data and show the results achieved against pre-defined targets at the output level; the annual project quality rating summary; a complete risk log with mitigating measures taken, and any evaluation or review reports prepared over the duration of the project.</p>	<p>UA/UNDP/EU/Gov't of Aruba</p>	
<p><b>Project Review (Project Board)</b></p>	<p>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 and timelines for activities 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.</p>	<p>Quarterly</p>	<p>Any quality concerns or slower than expected progress should be discussed by the Project Board to identify underlying cause(s). Management actions to address the identified issues will be determined and agreed.</p>	<p>UA/UNDP/EU/Gov't of Aruba</p>	

## Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	MSDF Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	UA/UNDP	SP Output 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted to address conservation, sustainable use and equitable benefit sharing of natural resources in line with international conventions and national legislation.	Policies and programmes for climate change resilience, disaster risk reduction and universal access to clean and sustainable energy	Q2/2010 (TBC)	UA/UNDP	US\$19,000/Project Budget
Final Evaluation (at completion of the project)	UA/UNDP	SP Output 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted to address conservation, sustainable use and equitable benefit sharing of natural resources in line with international conventions and national legislation.	Policies and programmes for climate change resilience, disaster risk reduction and universal access to clean and sustainable energy	Q4/2011 (TBC)	UA/UNDP	US\$19,000/Project Budget

## Audit Plan

Description	Planned Completion Date	Key Stakeholders	Cost and Source of Funding
Project Audit	Risk-based with a schedule with UNDP policies & procedures	UA/UNDP	US\$7,600/Project Budget

## VI. MULTI-YEAR WORK PLAN <sup>45</sup>

### SISSTEM PROJECT'S MULTI YEAR BUDGET (USD)

<sup>44</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>45</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.



Exchange rate as at 1 May 2019: 1 EURO = 1.115 USD

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)		
		Y1	Y2	Y3		Funding Source	Budget Description	Total Amount
<b>Output 1: Effective and Efficient Management of the Project (see Annex 4 for detailed breakdown of project office costs)</b> <i>Gender Marker:</i>	1.1 Activity Establishment of UNDP Project Office in Aruba - One off costs	25,320	0	0	UNDP	EDF	One off costs	25,320
	1.2 Activity Establishment of UNDP Project Office in Aruba - Personnel	305,611	308,655	308,655	UNDP	EDF	Personnel	922,921
	1.3 Activity Establishment of UNDP Project Office in Aruba - General Operating Costs	7,081	3,011	3,013	UNDP	EDP	General Operating Costs	13,105
	<b>Sub-Total Output 1</b>	<b>338,012</b>	<b>311,666</b>	<b>311,668</b>				<b>961,346</b>
<b>Output 2: Maria Convent Building Complex renovated/refurbished and two (2) pre-fabricated buildings established to house the new SISSTEM Facility at the University of Aruba : 4 Classrooms (200 m2), 2 Laboratories (Physics and Technical) (200 m2), 12 Offices (open space) (360 m2), 1 Library (150 m2), 5 Study rooms (120 m2), 2 Meeting rooms (70 m2), 1 Student Lounge (50 m2) and 4 Restrooms and 2 Pantries (100 m2).</b> <i>Gender Marker:</i>	2.1 Activity Undertake preparatory Work: Design, detailed engineering and architectural designs; tender documents for renovation; and adaptation works for Maria Convent, Modular labs, Technical installations and infrastructure.	298,685	0	0	UoA and UNDP	EDF	Consulting Firm	298,685
	2.2 Activity Implementation of Works: Refurbishment, adaptation and renovation of the Maria Convent, Technical installations, infrastructure	919,515	919,515	919,515	UoA and UNDP	EDF	Civil Works (Construction Firm)	2,758,545
	2.3 Activity Procurement of furnishings, ICT platform, utilities and facilities, research tools	741,908	741,908	741,908	UoA and UNDP	EDF	Goods and Supplies	2,225,724
	2.4 Activity Supervision of Works: Supervision during renovation and adaptation of Maria Convent technical installation, infrastructure	52,200	52,200	52,200	UoA and UNDP	EDF	Civil Works	156,600

	2.5 Activity: Contingency on infrastructural works (20%)	402,461	342,724	342,724	UoA and UNDP	EDF	Contingency	1,087,909
	<b>Sub-Total for Output 2</b>	<b>2,414,769</b>	<b>2,056,347</b>	<b>2,056,347</b>				<b>5,577,463</b>
<b>Output 3: Visibility and Awareness Raising Gender Marker:</b>	3.1 Activity: Visibility/completion ceremonies are organized for each completed project phase in agreement with the EU and project stakeholders (including organisation and venue logistics, equipment's rental, participants' transportation, translation and catering)	3,320	3,940	3,920	UNDP	EDF	Events	10,761
	3.2 Activity: Issuance of a press release at the launch and completion of the work and its dissemination through media, UNDP and EU websites and social media	980	0	980	UNDP	EDF	Communications	1,960
	3.3 Activity: Production and dissemination of project updates through websites and social media of implementing partners and EU	294	294	294	UNDP	EDF	Publications	882
	3.4 Activity: Production and dissemination of factsheets, leaflets, brochure at similar during project's events' and through the websites of all implementing partners	2,451	2,451	2,451	UNDP	EDF	Publications	7,352
	3.5 Activity: Collection of high-resolution images for use throughout the life of the project	980	980	0	UNDP	EDF	Publications	1,960
	3.6 Activity: Ad-hoc social media campaigns and/or events are organized to mark important international Days that are relevant to the project activities. Social media campaigns can include graphic design costs/writers/editors' costs for the production of: stories/web articles/interviews/infographics etc.	1,960	2,253	2,253	UNDP	EDF	Publications	5,467

	<b>Sub-Total for Output 3</b>	<b>10,586</b>	<b>8,919</b>	<b>9,899</b>				<b>29,404</b>
MONITORING AND EVALUATION (M&E)	Monitoring Visits to project	17,054	14,212	17,054	UNDP	EDF	Travel costs	48,320
	Mid Term Project Evaluation	0	14,701	0	UNDP	EDF	Consultant	14,701
	End of Project Evaluation	0	0	18,621	UNDP	EDF	Consultant	18,621
	Audit	0	0	7,300	UNDP	EDF	Auditor	7,300
	<b>Sub-Total (M&amp;E)</b>	<b>17,054</b>	<b>28,913</b>	<b>42,829</b>				<b>88,796</b>
<b>PROJECT TOTAL</b>		<b>2,780,421</b>	<b>2,405,845</b>	<b>2,420,743</b>				<b>7,607,009</b>
<b>General Management Support (7%)</b>		<b>194,629</b>	<b>168,409</b>	<b>169,452</b>				<b>532,491</b>
<b>GRAND TOTAL</b>								<b>8,742,000</b>

## SISSTEM PROJECT'S MULTI YEAR BUDGET (EUR)

Exchange rate as at 1 May 2019: 1 EURO = 1.115 USD

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (EUR)			RESPONSIBLE PARTY	PLANNED BUDGET (EUR)		
		Y1	Y2	Y3		Funding Source	Budget Description	Total Amount
Output 1: Effective and Efficient Management of the Project (see Annex 4 for detailed breakdown of project office costs) <i>Gender Marker:</i>	1.1 Activity Establishment of UNDP Project Office in Aruba - One off costs	22,709	0	0	UNDP	EDF	One off costs	22,709
	1.2 Activity Establishment of UNDP Project Office in Aruba - Personnel	274,091	276,821	276,821	UNDP	EDF	Personnel	827,732
	1.3 Activity Establishment of UNDP Project Office in Aruba - General Operating Costs	6,351	2,700	2,702	UNDP	EDP	General Operating Costs	11,753
	<b>Sub-Total Output 1</b>	<b>303,150</b>	<b>279,521</b>	<b>279,523</b>				<b>862,194</b>

<b>Output 2: Maria Convent Building Complex</b> renovated/refurbished and two (2) pre-fabricated buildings established to house the new SISSTEM Facility at the University of Aruba : 4 Classrooms (200 m2), 2 Laboratories (Physics and Technical) (200 m2), 12 Offices (open space) (360 m2), 1 Library (150 m2), 5 Study rooms (120 m2), 2 Meeting rooms (70 m2), 1 Student Lounge (50 m2) and 4 Restrooms and 2 Pantries (100 m2). <i>Gender Marker:</i>	<b>2.1 Activity</b> Undertake preparatory Work: Design, detailed engineering and architectural designs; tender documents for renovation; and adaptation works for Maria Convent, Modular labs, Technical installations and infrastructure.	267,879	0	0	UoA and UNDP	EDF	Consulting Firm	267,879
	<b>2.2 Activity</b> Implementation of Works: Refurbishment, adaptation and renovation of the Maria Convent, Technical installations, infrastructure	824,677	824,677	824,677	UoA and UNDP	EDF	Civil Works (Construction Firm)	2,474,031
	<b>2.3 Activity</b> Procurement of furnishings, ICT platform, utilities and facilities, research tools	665,388	665,388	665,388	UoA and UNDP	EDF	Goods and Supplies	1,996,165
	<b>2.4 Activity</b> Supervision of Works: Supervision during renovation and adaptation of Maria Convent technical installation, infrastructure	46,816	46,816	46,816	UoA and UNDP	EDF	Civil Works	140,448
	<b>2.5 Activity:</b> Contingency on infrastructural works (20%)	360,952	307,376	307,376	UoA and UNDP	EDF	Contingency	975,703
	<b>Sub-Total for Output 2</b>	<b>2,165,712</b>	<b>1,844,257</b>	<b>1,844,257</b>				<b>5,854,227</b>
<b>Output 3: Visibility and Awareness Raising</b> <i>Gender Marker:</i>	<b>3.1 Activity:</b> Visibility/completion ceremonies are organized for each completed project phase in agreement with the EU and project stakeholders (including organisation and venue logistics, equipment's rental, participants' transportation, translation and catering)	3,516	2,637	3,516	UNDP	EDF	Event	9,668
	<b>3.2 Activity:</b> Issuance of a press release at the launch and completion of the work and its dissemination through media, UNDP and EU websites and social media	879	0	879	UNDP	EDF	Communications	1,758

		3.3 Activity: Production and dissemination of project updates through websites and social media of implementing partners and EU	264	264	264	UNDP	EDF	Publications	791
		3.4 Activity: Production and dissemination of factsheets, leaflets, brochure at similar during project's events' and through the websites of all implementing partners	2,198	2,198	2,198	UNDP	EDF	Publications	6,595
		3.5 Activity: Collection of high-resolution images for use throughout the life of the project.	879	879	0	UNDP	EDF	Publications	1,758
		3.6 Activity: Ad-hoc social media campaigns and/or events are organized to mark important international Days that are relevant to the project activities. Social media campaigns can include graphic design costs/writers/editors' costs for the production of: stories/web articles/interviews/infographics etc.	1,758	2,021	2,021	UNDP	EDF	Publications	5,799
		<b>Sub-Total for Output 3</b>	<b>9,494</b>	<b>7,999</b>	<b>8,878</b>				<b>26,371</b>
<b>MONITORING AND EVALUATION (M&amp;E)</b>		Monitoring Visits to project	15,295	12,746	15,295	UNDP	EDF	Travel costs	43,336
		Mid Term Project Evaluation	0	13,185	0	UNDP	EDF	Consultant	13,185
		End of Project Evaluation	0	0	16,700	UNDP	EDF	Consultant	16,700
		Audit	0	0	6,547	UNDP	EDF	Auditor	6,547
		<b>Sub-Total (M&amp;E)</b>	<b>15,295</b>	<b>25,931</b>	<b>38,412</b>				<b>79,638</b>
<b>PROJECT TOTAL</b>			<b>2,493,651</b>	<b>2,157,709</b>	<b>2,171,070</b>				<b>6,822,430</b>
<b>General Management Support (7%)</b>			<b>174,555</b>	<b>151,039</b>	<b>151,975</b>				<b>477,570</b>
									<b>3,000,000</b>





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## VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The management arrangements of the project are governed by the UNDP rules and regulations. These are specifically designed to take into account the requirements of this project and have been successfully applied by the UNDP Trinidad and Tobago Country Office in all of its partnership projects in the region thus far.

A coordinating mechanism will be established which will comprise of a Project Board composed of representatives of the Government of Aruba, representative of the Territorial Authorising Officer (TAO), the University of Aruba, the EU Delegation in Guyana and UNDP. The role of the Project Board is to provide strategic guidance to the project to ensure completion of project goals and to co-ordinate with the project manager to ensure tasks are completed in an appropriate sequence. They will also provide advisory services to the project.

In addition to the above, a dedicated UNDP Aruba Project Office (APO) will be established at the start-up of the programme. The APO is envisaged as a unit which will support the design and implementation of the STEM infrastructure project in Aruba, contributing to bringing coherence and streamlining any infrastructure actions financed by the EDF. Under the overall responsibility of the UNDP Office in Trinidad and Tobago the APO Unit will be structured as follows: Project Manager, Consultant Engineer and Project Assistant.

The GoA has indicated that in light of the fact that the larger project includes the development of the academic programme content by the University of Leuven that they wish to also have UNDP participate in the broader Programme Steering Committee which will include the EU, UNDP, KUL, UA and the TAO Office

Based on the priorities identified by the APO and Project Steering Group through participatory, broad and inclusive consultations with key stakeholders, as well as based on the master planning and pre-feasibility studies, detailed project designs will be prepared for selected projects. Final decisions on project designs, procurement and infrastructural works will remain the prerogative of UNDP.

The roles and responsibilities of the parties are listed below:

The Project Board is the group responsible for making management decisions for a project by consensus and when guidance is required by the Project Manager, including recommendations for approval of project plans and revisions.

In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In cases where a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.

In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and

budget) have been exceeded (flexibility). Based on the approved multi-year or annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. Representative of other stakeholders can be included in the Board as appropriate. The objective is to create a mechanism for effective project management. This group contains four roles:

i. Project Director (also called Executive): individual representing the project ownership to chair the group. Typically held by Government Cooperating Agency and/or UNDP.

ii. Development Partners (also called Supplier): individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the project. Typically includes Implementing Partners, UNDP, donors.

iii. Beneficiary Representative: individuals or groups of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often CSO representative(s) can fulfil this role.

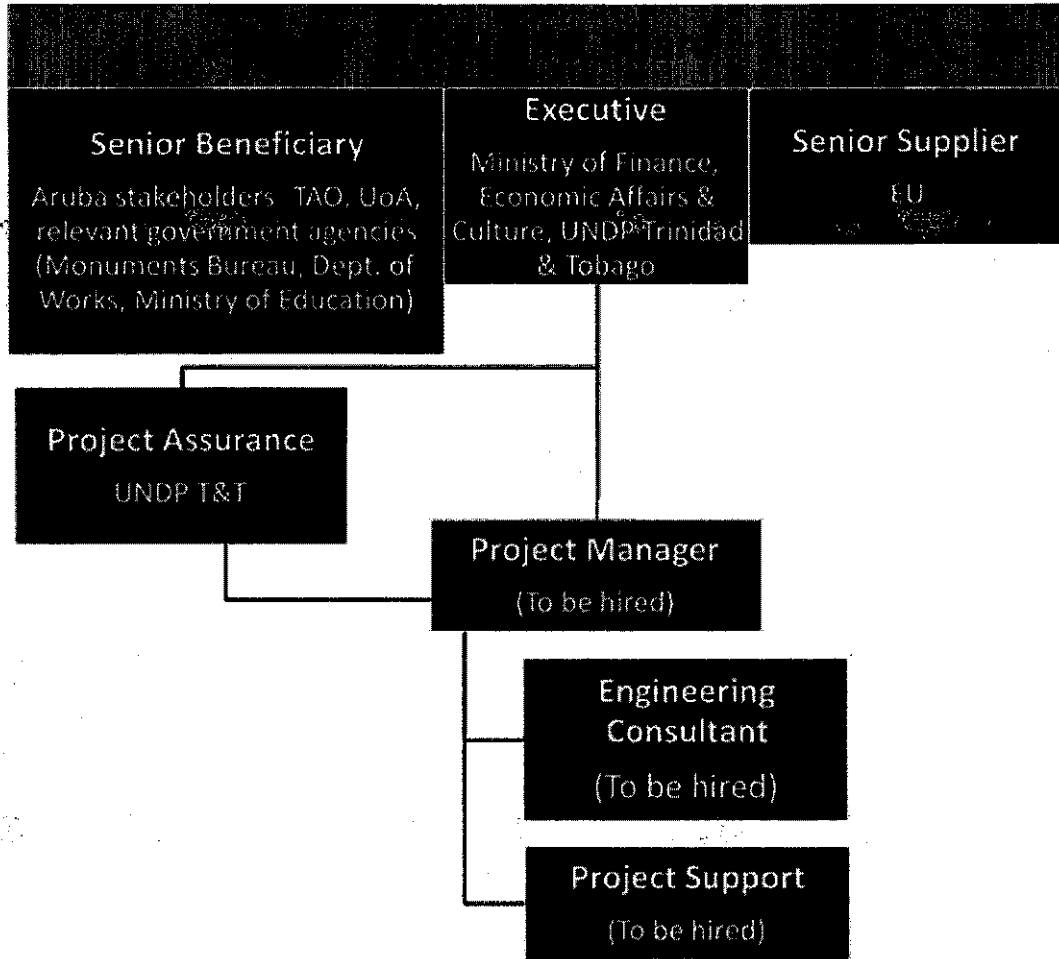
iv. Project Assurance: Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project 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, or M&E Officer, typically holds the Project Assurance role on behalf of UNDP.

- Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner 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 (outputs) specified in the project document-, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Manager. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

- Project Support: 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. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The proposed project management arrangements are illustrated below:





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## VIII. LEGAL CONTEXT

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

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures.

General responsibilities of the Government, UNDP and the executing agency.

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of (Aruba), the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency,

assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.

3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.

5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.

6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.

7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager a/ who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

a/ May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.

6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.

8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.

10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

#### Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.

3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:

(a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;

(b) Be immune from national service obligations;

(c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;

(d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;

(e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

(a) The salaries or wages earned by such personnel in the execution of the project;

(b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;

(c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and

(d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.

6. The Government shall ensure:

(a) prompt clearance of experts and other persons performing services in respect of this project;  
And

(b) the prompt release from customs of:

(i) equipment, materials and supplies required in connection with this project; and

(ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities,

privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

#### Suspension or termination of assistance

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.
2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.
3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.

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## **IX. 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>6</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.

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<sup>6</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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 *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:

- 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. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

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.



**X. ANNEXES**

**Annex 1. Social and Environmental Screening Procedure**

**Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability**

<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach.</i>
Not applicable
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment.</i>
By enhancing opportunities for women in STEM. During project implementation through its recruitment policies
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability.</i>
Aruba's national environmental standards will be adhered to during project execution

**Part B. Identifying and Managing Social and Environmental Risks**

<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance</i>	<i>Comments</i>	<i>Description of assessment and management measures as</i>

		(Low, Moderate, High)		reflected in the project design. If ESEA or SESA is required, note that the assessment should identify all potential hazards and risks.
Risk 1: Potentially adversely impact on the Maria Convent which has historical and cultural value	I = 3 P = 2	Low	The Maria Convent is a building of historical importance to Aruba and as part of this project will require renovation and refurbishment	Renovation and refurbishment to be done in coordination and collaboration with the Monuments Bureau of Aruba. There are national standards that have to be included in tender documents and specification manuals. Both departments will be part of the technical team and would review the tender documents and specification manuals to ensure that these procedures and standards are included.
Risk 2	I = P =			
Risk 3:	I = P =			
Risk 4:	I = P =			
[add additional rows as needed]				
	Select one (see <u>SESP</u> for guidance)			Comments
		Low Risk	<input type="checkbox"/>	Low risk
		Moderate Risk	<input type="checkbox"/>	

	<b>High Risk</b>	<input type="checkbox"/>	
	<b>Check all that apply</b>		<b>Comments</b>
	<b>Principle 1: Human Rights</b>	<input type="checkbox"/>	
	<b>Principle 2: Gender Equality and Women's Empowerment</b>	<input type="checkbox"/>	
	<b>1. Biodiversity Conservation and Natural Resource Management</b>	<input type="checkbox"/>	
	<b>2. Climate Change Mitigation and Adaptation</b>	<input type="checkbox"/>	
	<b>3. Community Health, Safety and Working Conditions</b>	<input type="checkbox"/>	
	<b>4. Cultural Heritage</b>	<input checked="" type="checkbox"/>	Minor possible impact
	<b>5. Displacement and Resettlement</b>	<input type="checkbox"/>	
	<b>6. Indigenous Peoples</b>	<input type="checkbox"/>	
	<b>7. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>	

### Final Sign Off

<b>Signature</b>	<b>Date</b>	<b>Description</b>
<b>QA Assessor</b>		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
<b>QA Approver</b>		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
<b>PAC Chair</b>		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No

<p>4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?</p> <p><i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i></p>	No
<p><b>Principle 3: Environmental Sustainability</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</p>	
<p><b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b></p>	
<p>1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?</p> <p><i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i></p>	No
<p>1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</p>	No
<p>1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)</p>	No
<p>1.4 Would Project activities pose risks to endangered species?</p>	No
<p>1.5 Would the Project pose a risk of introducing invasive alien species?</p>	No
<p>1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?</p>	No
<p>1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?</p>	No
<p>1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water?</p> <p><i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i></p>	No

1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	<p>Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i></p>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	<p>Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?</p> <p><i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i></p>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No

3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Yes
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	Yes
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		

6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	<p>Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?</p> <p><i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i></p>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No



<p><b>7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?</b></p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	<p><b>No</b></p>
<p><b>7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?</b></p>	<p><b>No</b></p>
<p><b>7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?</b></p>	<p><b>No</b></p>

Annex 2. Risk Analysis

SISSTEM RISK LOG

	Inability for refurbishment and reconstruction of the Maria Convent (MC) classified as historic	Operational	P = 3 I = 4	Works coordinated in collaboration with Monuments Bureau.	Project Manager					
	Restrictions in access to Maria Convent site	Operational	P= 3 I= 4	Confirmation of full access to be provided by Monuments Bureau and other relevant bodies prior to project initiation	UoA					
	Unforeseen or rising cost during project implementation	Operational	P= 2 I=3	Accurate cost and process monitoring/control measures to be implemented.	Project Manager/ Engineer					

	Project financing in a Small Island State: additional expenses due to Aruba's geographical position.			Operational	P=3 I=2	In the procurement procedures the geographical considerations and the consequences of the EU procurement processes need to be taken into account. Eventual waivers may be requested from the EU to access additional markets and secure value for money	UNDP			
	Change of Ministry/ Department/JoA key officials/ authorities		Political	P=3 I=3	Regular written records of progress of project. Suggest alternates for key partners.	Chair Project Board				
	Delay in Delegation Processing of approval requests		Operational	P=2 I=4	Regular follow up with Delegation	Project Manager				

	Availability of right inputs for infrastructural works on Maria Convent		Operational	P=2 I=4	National experts/historic team from Monument Bureau and Ministry of Public Works ready with assistance and guidance	Project Manager			
	Modification of detailed designs by Contractor during construction implementation		Operational	P=3 I=3	Project Engineering team prompt reaction to review/discuss/accept (or not). Contract addendum/modification as needed	Engineer			
	Regulatory requirements / bureaucracy		Operational	P=4 I=3	UNDP Participation re permits, final design solutions, TD	Project Manager			

## Annex 3. Project Board Terms of Reference and Terms of Reference for Key Management Positions

### SISSTEM FACULTY PROJECT DRAFT TERMS OF REFERENCE FOR THE PROJECT BOARD

#### 1. CONTEXT

The SISSTEM Faculty Project makes a provision for creation of a Project Board (PB). The PB is a structure designed to facilitate the management of the project from its inception to its conclusion. The roles and responsibilities of the structure bring together the various interests and technical skills involved in, and required by, the project, to represent the interest of the project.

#### 2. OBJECTIVES

The PB is the group of key individuals responsible for making management decisions by consensus for the project and when guidance is required by the Project Manager (PM). To ensure full accountability, the PB is in place to make decisions in accordance to standards that shall ensure best value for money, fairness, integrity, transparency and effective international competition.

It provides overall guidance for effective implementation of the project through approval or revision of annual workplans (AWP) and budgets, as well as through monitoring and evaluation of progress made and assumes the overall ownership of the project, therefore becomes the highest body for decision-making. The objectives of the TOR for the PB are:

- a) To provide overall guidelines and operational procedures of the PB;
- b) To stipulate the overall responsibilities of the individual members of the PB; and
- c) To provide criteria for representation of members in the project.

#### 3. ROLES

Several key roles have been identified in the PB as follows:

- a. **Project director** (also called executive): Represents project interests and chairs the group. In this case, it is the representative of the Government of Aruba and the UNDP.
- b. **Development partners** (also called supplier): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. In this case, the EU.
- c. **Beneficiary representatives**: Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries.
- d. **Project assurance**: Project assurance is the responsibility of each PB member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. Project assurance has to be independent of the project manager. In this case, a UNDP Programme Officer.

All members must designate alternates to attend if they are not available. Additional representatives may be invited to meetings as temporary participants, advisors or observers as required. Additional members can be added to the PB as appropriate and following invitation from the Chair.

#### **4. OPERATIONS**

Meetings should be held at least once a quarter. (It should be noted that the PB can meet as often as required to advance project implementation). Specific meeting dates for subsequent meetings, as well as additional meetings, will be decided at each PB meeting with confirmation of dates being provided at least two weeks in advance of meetings, except for extraordinary circumstances that require an emergency meeting. All meeting documents will be circulated at least one week in advance of the meeting to facilitate review and feedback.

The PB members who contribute to decision making shall decide for each subsequent meeting the participation of members with an advisory role.

The PB may approve the establishment of technical sub committees, which can provide support to the project manager in achieving specific outcomes of the project.

PB meetings will be made based on the quorum (50%+1). Minutes of PB meetings will recorded by the Government of Aruba.

#### **5. RESPONSIBILITIES**

The PB members are required to:

- Provide overall guidance and direction to the project
- Make decisions on major project changes
- Address project issues as raised by the Project Manager and any Technical Sub Committee created
- Review and appraise detailed Project Plan and Annual Work Plans
- Provide approval to move to different phases of the project
- Provide guidance and agree on possible counter measures/management actions to address specific risks
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
- Oversee project implementation and suggest course corrections if necessary
- Provide comments to project team on progress of the implementation
- Provide guidance on conflict resolution related to any conflict occurring within implementation

Provide ad-hoc direction and advice for exceptional situations.

## TERMS OF REFERENCE

<b>Title:</b>	<b>Project Manager</b>
<b>Duty Station:</b>	<b>Aruba</b>
<b>Type of Contract:</b>	<b>Fixed Term Appointment</b>
<b>Post Level:</b>	<b>TBD</b>
<b>Languages Required:</b>	<b>English</b>
<b>Expected Duration:</b>	<b>Three years</b>

### **Project Background**

Aruba has embarked on implementing a sustainable development strategy as a key pillar of its overall development by reducing its dependence on the tourism industry, as well as, its use of fossil fuels and is pursuing initiatives to facilitate a 'green' knowledge economy driven by innovation. In so doing, the Government of Aruba (GoA) has identified the need to enhance its human resource capacity in higher education in Science, Technology, Engineering and Mathematics (STEM) and has endorsed the establishment of a group of programmes for Sustainable Island Solutions through Science, Technology, Engineering and Mathematics (SISSTEM) at the University of Aruba (UA).

The key objective of the project is that the UA will be able to deliver tertiary level educational programmes (Bachelor's and Master's Level) as well as a research offer with particular focus on the STEM subjects. The SISSTEM Project will result in an increase in the number of persons with expertise and technical skills for innovative, sustainable development in Aruba, in the Caribbean, as well as, in other Small Island Developing States (SIDS). UNDP has been selected as the implementing partner for the new faculty expansion which will secure and make available physical facilities to house the new Bachelor STEM Programme, a Master's Programme in Sustainability and a new Research Institute.

The SISSTEM Faculty Expansion Project will include refurbishment of the Maria Convent in Aruba to accommodate multifunctional classrooms for 25 to 50 students and office space for 25 staff members, as well as, construction of laboratories (one Chemistry lab, one Physics lab, one Biosciences lab and one ICT lab) as well as procuring furniture and equipment for all classrooms, offices and laboratories.

### **Duties and Responsibilities**

The Project Manager will represent UNDP's Trinidad and Tobago Country Office and serve as the Head of UNDP's SISSTEM Faculty Expansion Project Team in Aruba. He/She will be responsible for the overall execution of the Project. The Project Manager will ensure the effective and efficient day to day management of the project under the overall guidance of the Project Board. The Project Manager will report to UNDP TTCO's Assistant Resident Representative or her designate. The Project Manager will be responsible for the overall implementation of all project activities including project inception activities, project planning and reporting, project implementation, monitoring and management of risks, managing stakeholder relationships, supporting project reviews and audits and conducting project closure activities.

Responsibilities of the Project Manager include, but are not limited to, the following:

1. Assumption of direct responsibility for managing the project by ensuring that:
  - a. A comprehensive project implementation plan inclusive of the project's critical path is prepared and approved by the Project Board;
  - b. Development of Terms of Reference for procurement of all goods and services for the project;
  - c. Mobilisation of all contractors and suppliers supervision of all work in accordance with letters of agreement or contracts.

- d. Overseeing daily project implementation and identification and management of risks and taking corrective action where necessary with the approval of the Project Board or TTCO; and
  - e. Management of key stakeholders throughout project implementation process.
2. Assumption of direct responsibility of managing the project budget by ensuring that:
    - a. project funds are disbursed properly;
    - b. expenditure is in accordance with the project document and project work plans;
    - c. accounting records and supporting documents are kept in order and financial reports are prepared;
    - d. financial operations are transparent; and
    - e. compliance with financial procedures/regulations.
  3. Preparation of all project reports as required. These will include progress reports, mission reports, quarterly reports, annual reports, maintenance of a risk log, lessons learnt log and the final project report.
  4. Engagement and coordination of key stakeholders to ensure effective and efficient management of project.
  5. Supervision of staff and consultants of the UNDP Aruba Project Team.
  6. Ensuring strict application of UNDP's rules and regulations in accordance with the donor requirements.
  7. Responsibility for organizing project board meetings, board papers and minutes and keeping the project board up-to-date on project progress and implementation issues.

### **Competencies**

- i. Commitment to UNDP's mission, vision and values.
- ii. Sensitivity to cultural, gender, religion, race, nationality and age differences.
- iii. Demonstrated ability to function in a team environment and to deal with complex multi-stakeholder relationships.
- iv. Demonstrated experience in critical analysis and thinking, problem solving and strategic planning.

### **Education and Experience**

- i. A Bachelor's degree in project management, civil or structural engineering, management, international development, public policy or any related field. A Master's degree would be considered an asset.
- ii. At least 5 years of extensive experience in project management, planning and implementation.
- iii. Experience with donor funded development projects.
- iv. Substantial experience in managing diverse, multi-disciplinary teams.

### **Duration**

Three years.

**Supervision:** The Project Manager will be supervised by the Assistant Resident Representative (Programme) or her designate.



## TERMS OF REFERENCE

**Title:** Consulting Engineer  
**Duty Station:** Aruba  
**Type of Contract:** Individual Consultant  
**Post Level:**  
**Languages Required:** English  
**Post Level:**  
**Expected Duration:** Three years

### Project Background

Aruba has embarked on implementing a sustainable development strategy as a key pillar of its overall development by reducing its dependence on the tourism industry, as well as, its use of fossil fuels and is pursuing initiatives to facilitate a 'green' knowledge economy driven by innovation. In so doing, the Government of Aruba (GoA) has identified the need to enhance its human resource capacity in higher education in Science, Technology, Engineering and Mathematics (STEM) and has endorsed the establishment of a group of programmes for Sustainable Island Solutions through Science, Technology, Engineering and Mathematics (SISSTEM) at the University of Aruba (UA).

The key objective of the project is that the UA will be able to deliver tertiary level educational programmes (Bachelor's and Master's Level) as well as a research offer with particular focus on the STEM subjects. The SISSTEM Project will result in an increase in the number of persons with expertise and technical skills for innovative, sustainable development in Aruba, in the Caribbean, as well as, in other Small Island Developing States (SIDS). UNDP has been selected as the implementing partner for the new faculty expansion which will secure and make available physical facilities to house the new Bachelor STEM Programme, a Master's Programme in Sustainability and a new Research Institute.

The SISSTEM Faculty Expansion Project will include refurbishment of the Maria Convent in Aruba to accommodate multifunctional classrooms for 25 to 50 students and office space for 25 staff members, as well as, construction of laboratories (one Chemistry lab, one Physics lab, one Biosciences lab and one ICT lab) as well as procuring furniture and equipment for all classrooms, offices and laboratories.

### Duties and Responsibilities

The Consulting Engineer has the responsibility to ensure the effective and efficient day to day implementation of all technical/engineering aspects within the project under the overall guidance and supervision of the Project Manager. He/She will ensure the functioning of all technical aspects related to construction and/or renovation works for the project.

Responsibilities of Consulting Engineer include:

- i. Preparation and updating of project annual and quarterly work plans, and submission of same to the Project Manager for approval.
- ii. Preparation and participation in work planning and progress reporting meetings as required.
- iii. Assistance in the drafting of terms of reference for key inputs (i.e. personnel, sub-contracts, training, and procurement) and submission of same to the Project Manager for clearance and approval, and assistance in the mobilization of such inputs.

- iv. Provision of technical engineering advice to project beneficiaries, revision of technical reports and monitoring of technical activities carried out by responsible parties.
- v. Supervision of technical/engineering staff and any local or international short-term consultants working on the project.
- vi. Monitoring engineering and construction methods and quality control, certification of that the quality of work conforms to the European standards for Universities of this nature.
- vii. Ensuring the timely submission of work plans, reports, outputs and other deliverables to the Project Manager for review and evaluation, as appropriate.
- viii. Provision of necessary technical support to project manager, including risk management, cost control, scheduling, monitoring and reporting.
- ix. Provision of support and guidance to project staff and experts working on the Project.
- x. Provision of support to the Project Management in preparation for Project Board Meetings and all reporting requirements.

### **Competencies**

- i. Strong analytical skills, oral and written communication and team building skills.
- ii. Commitment to UNDP's mission, vision and values.
- iii. Sensitivity to cultural, gender, religion, race, nationality and age differences.
- iv. Demonstrated ability to function in a team environment and to deal with complex multi-stakeholder environment.
- v. Ability to focus on impact and result for client and responds positively to critical feedback.
- vi. Excellent time management and organizational skills with the ability to handle multiple tasks.
- vii. Capacity to work under tight deadlines, manage stress and adapt to rapidly evolving situations.

### **Education and Experience**

- i. Must possess university degree in Civil Engineering or equivalent and be a registered engineer with a reputable Engineers Board or equivalent. A Master's Degree will be an asset.
- ii. A minimum of 10 years practical post-qualification experience.
- viii. Must have extensive experience in design works, contract administration, contractor management, cost management and public works. Experience with reconstruction of historic buildings and facilities would be an asset,
- ix. Must have recent experience (last 3 years) as a resident engineer on at least one construction project of comparable magnitude.
- x. The Consulting Engineer must demonstrate knowledge of FIDIC, particularly Design and Build FIDIC EPC/Turnkey based contracts.
- xi. Previous experience in historic rehabilitation projects in the Caribbean will be an asset.

### **Duration**

Three years.

**Supervision** Consulting Engineer will be supervised by the Project Manager.

ANNEX 4				
SISSTEM FACULTY EXPANSION: BUDEGTARY DETAILS FOR OUTPUT 1 - USD (UNDP PROJECT OFFICE IN ARUBA AND DIRCET SUPPORT UNDP TRINIDAD AND TOBAGO OFFICE)				
DESCRIPTION	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	TOTAL Budget (USD)
<b>One off costs:</b>				
Leasing of Project Vehicle	\$20,000	\$0	\$0	\$20,000
2 Laptops (bought in Trinidad & shipping costs)	\$2,500	\$0	\$0	\$2,500
Mobile phones	\$600	\$0	\$0	\$600
Satellite Phone (Trinidad)	\$2,220	\$0	\$0	\$2,220
<b>Sub Total one-off costs</b>	<b>\$25,320</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,320</b>
<b>Recurrent Costs:</b>				
<i>Personnel</i>				
Project Manager (Full time)	\$202,000	\$202,000	\$202,000	\$606,000
Local Engineer (Part time: 1 week per month )	\$16,293	\$16,293	\$16,293	\$48,879
Programme Support based in Aruba (Full time)	\$40,000	\$40,000	\$40,000	\$120,000
<i>Programme Support based in Trinidad and Tobago (Direct Project Costs)*:</i>				
Assistant Resident Representative (10%)	\$11,062	\$14,749	\$14,749	\$40,560
Programme Officer (15%)	\$11,026	\$14,701	\$14,701	\$40,429
Programme Assistant (25%)	\$5,881	\$5,881	\$5,881	\$17,642
Operations Manager (6%)	\$4,411	\$5,881	\$5,881	\$16,172
Procurement Associate (15%)	\$10,768	\$3,589	\$0	\$14,357
HR Associate (3%)	\$2,153	\$2,871	\$2,871	\$7,895
Finance Assistant (3%)	\$1,588	\$2,117	\$2,117	\$5,823
ICT Assistant 2%	\$429	\$573	\$573	\$1,575
Total Programme Support based in Trinidad and Tobago (Total Direct Project Costs):	\$47,317	\$50,362	\$46,773	\$144,453
<b>Sub Total Personnel</b>	<b>\$305,610</b>	<b>\$308,655</b>	<b>\$308,655</b>	<b>\$922,921</b>
<b>General Operating Costs:</b>				
Fuel for Vehicle	\$1,333	\$1,333	\$1,334	\$4,000
Email & Office 365 (3 Users)	\$495	\$495	\$495	\$1,485
Ink Cartridges (Bought in Aruba)	\$833	\$833	\$834	\$2,500
Stationery	\$100	\$100	\$100	\$300
Postpaid mobile phone Plan (3 Users)	\$4,320	\$250	\$250	\$4,820
<b>Sub Total General Operating Costs</b>	<b>\$7,081</b>	<b>\$3,011</b>	<b>\$3,013</b>	<b>\$13,105</b>
<b>Sub Total Recurrent Costs</b>	<b>\$312,691</b>	<b>\$311,666</b>	<b>\$311,668</b>	<b>\$936,026</b>
* Note: The percentages represent the portion of time to be spent by the specified personnel on the project. The actual budgetary amounts are the indicated percentages of UNDP's pro forma costs for the personnel identified.				

SISSTEM FACULTY EXPANSION: BUDEGTARY DETAILS FOR OUTPUT 1 - EUR (UNDP PROJECT OFFICE IN ARUBA AND DIRCET SUPPORT UNDP TRINIDAD AND TOBAGO OFFICE)				
DESCRIPTION	Year 1 (EUR)	Year 2 (EUR)	Year 3 (EUR)	TOTAL Budget (EUR)
<b>One off costs:</b>				
Leasing of Project Vehicle	€ 17,937	€ 0	€ 0	€ 17,937
2 Laptops (bought in Trinidad & shipping costs)	€ 2,242	€ 0	€ 0	€ 2,242
Mobile phones	€ 538	€ 0	€ 0	€ 538
Satellite Phone (Trinidad)	€ 1,991	€ 0	€ 0	€ 1,991
<b>Sub Total one-off costs</b>	<b>€ 22,709</b>	<b>€ 0</b>	<b>€ 0</b>	<b>€ 22,709</b>
<b>Recurrent Costs:</b>				
<i>Personnel</i>				
Project Manager (Full time)	€ 181,166	€ 181,166	€ 181,166	€ 543,498
Local Engineer (Part time: 1 week per month )	€ 14,613	€ 14,613	€ 14,613	€ 43,838
Programme Support based in Aruba (Full time)	€ 35,874	€ 35,874	€ 35,874	€ 107,623
<i>Programme Support based in Trinidad and Tobago (Direct Project Costs)*:</i>				
Assistant Resident Representative (10%)	€ 9,921	€ 13,228	€ 13,228	€ 36,377
Programme Officer (15%)	€ 9,889	€ 13,185	€ 13,185	€ 36,259
Programme Assistant (25%)	€ 5,274	€ 5,274	€ 5,274	€ 15,822
Operations Manager (6%)	€ 3,956	€ 5,274	€ 5,274	€ 14,504
Procurement Associate (15%)	€ 9,657	€ 3,219	€ 0	€ 12,876
HR Associate (3%)	€ 1,931	€ 2,575	€ 2,575	€ 7,081
Finance Assistant (3%)	€ 1,424	€ 1,899	€ 1,899	€ 5,222
ICT Assistant 2%)	€ 385	€ 514	€ 514	€ 1,413
Total Programme Support based in Trinidad and Tobago (Total Direct Project Costs):	€ 42,437	€ 45,168	€ 41,949	€ 129,554
<b>Sub Total Personnel</b>	<b>€ 274,090</b>	<b>€ 276,821</b>	<b>€ 276,821</b>	<b>€ 827,732</b>
<b>General Operating Costs:</b>				
Fuel for Vehicle	€ 1,196	€ 1,196	€ 1,196	€ 3,587
Email & Office 365 (3 Users)	€ 444	€ 444	€ 444	€ 1,332
Ink Cartridges (Bought in Aruba)	€ 747	€ 747	€ 748	€ 2,242
Stationery	€ 90	€ 90	€ 90	€ 269
Postpaid mobile phone Plan (3 Users)	€ 3,874	€ 224	€ 224	€ 4,323
<b>Sub Total General Operating Costs</b>	<b>€ 6,351</b>	<b>€ 2,700</b>	<b>€ 2,702</b>	<b>€ 11,753</b>
<b>Sub Total Recurrent Costs</b>	<b>€ 280,441</b>	<b>€ 279,521</b>	<b>€ 279,523</b>	<b>€ 839,485</b>
* Note: The percentages represent the portion of time to be spent by the specified personnel on the project. The actual budgetary amounts are the indicated percentages of UNDP's pro forma costs for the personnel identified.				