**PROJECT DOCUMENT**

**Virtual School - Human Development**

**Substantive Revision**

**March 2011**

In the framework of the Regional Project “Fostering Human Development in Latina America and the Caribbean” and the Regional Programme Document for Latin America and the Caribbean, 2008-2011:

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| --- | --- |
| **Focus Area 1:** | Poverty and inequality reduction, and achievement of the Millennium Development Goals |
| **Key Result Area:** | 2. Promoting inclusive growth and human development |
| **Outcome:** | 2.1. Strengthened capacities of national institutions to integrate social and economic policies for the reduction of poverty and inequality. |
| **Output:** | 2.1.2. Efforts coordinated through regional and sub regional forums for experience sharing and policy dialogue on inclusive growth |
| **Indicative Activity:** | 1.1. Regional Initiatives on Human Development: VIRTUAL SCHOOL |
| **Executing Entity:** | UNDP |
| **Implementing Agency:** | UNDP |

Total resources required 2009-2011: $2,000,000

1. Resources allocated in Nov-2009: $

* ACCD: $ 287.770
* VALENC: $ 97,180
* Own resources: $ 78,008
* Spain TF-AECID: $ 240.152 (\*)

(\*) Parallel funding under another Project

1. Additional resources required 2010-2011:

$ 1,296,890

Regional Programme Period: 2009 - 2011

Programme Component: Poverty and inequality reduction, and achievement of MDGs (RPD)

Project Title: Fostering Human Development in Latin America and the Caribbean

**Sub-Project/Expected Output: Virtual School - Human Development**

Atlas Award ID: 00057072

Atlas Project ID: 00072457

Start date: November 25, 2009

End Date: December 31, 2011

Management Arrangements: Regional DEX

The overall objectives of the sub-project ***Virtual School – Human Development*** are to capacitate political, civil and social leaders to improve their capacity for policy design, implementation, monitoring and evaluation on a HD perspective.

The Regional Project “Fostering Human Development in Latina America and the Caribbean” has been agreed by Governments of El Salvador, Uruguay, Honduras and UNDP as executing agency.

# Situation Analysis

As described on the “Fostering Human Development in Latina America and the Caribbean” Project Document (PRODOC), the reality of the LAC region demands dissemination knowledge and enhancing national capacities for the assessment, monitoring and design of development strategies and public policies for human poverty and inequality reduction. In particular, the challenge of reducing inequalities and enhancing equity in LAC has to be at the centre of the HD agenda for the region, as only through a development process that is based on the human development approach can the region grow in more equal, inclusive, balanced and sustained way[[1]](#footnote-1).

From the commitment by UNDP/RBLAC to fostering Human Development and poverty reduction in the region different initiatives are to be launched in the region according to its mandate, strengths and regional reality. This document covers **training initiatives launched trough the *Virtual School for Latina America and the Caribbean*.** Training activities seek to develop capacities in HD among key actors, advocating HD-centred work, knowledge and policy-making and are implemented in close collaboration with all UNDP Country Offices.

# Strategy

*Virtual School – Human Development* as part of the Regional Project “*Fostering Human Development in Latin America and the Caribbean”* will contribute to the expected results of RBLAC in the focus area of *“Poverty and inequality reduction, and achievement of Millennium Development Goals”,* through the outcome of *“Strengthened capacities of national institutions to integrate social and economic policies for the reduction of poverty and inequality”.*

The project activities will be part of the following strategic components: 1) increase and update the offer of virtual courses to include new conceptual developments and to adapt the training methodologies to a different targeted students profile; 2) provide support to COs and regional UN initiatives by training its counterparts on a HD perspective; 3) provide conceptual, pedagogical and technical support and assistance to national and local counterparts and COs to design and implement e-learning initiatives on a HD perspective. The fourth component (4) is created to gather all project management investments needed to support School’s activities.

Virtual School’s initiatives will be implemented within a framework of cooperation with RBLAC’s natural counterparts, such as local and national governments, COs and CSOs, bilateral donors, Universities and think tank, the private sector and other UN agencies, mainly UNOPS.

Due their expertise and acknowledgement the following are Virtual School’ special partners for research purpose: Universitat Oberta de Catalunya (UOC, Spain), Universidad Pedagógica Nacional (Colombia), Corporación Universitaria Minuto de Dios (Colombia), Universidad del Rosario (Colombia), Universidad de los Andes (Colombia), Tecnológico de Monterrey (México), Facultad Latinoamericana de Ciencias Sociales - FLACSO (Argentina), Centro de investigaciones y Estudios Superiores en Antropología Social (CIESA, México), Democracy for Development (D4D, Kosovo) and Idea International. The Virtual School is constantly interested in establishing new partners and academic alliances.

The Virtual School has established a wide variety of partners and relationships, these partnerships work hand in hand with VS to improve their own training projects through ICT tools and their Virtual School platform.

# Results and Resources Framework

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| --- | --- | --- | --- | --- |
| **Intended Outcome as stated in the Regional Programme Document Results and Resource Framework (as stated in the DEX Regional Project):**   * OUTCOME 2.1. - Strengthened capacities of national institutions to integrate social and economic policies for the reduction of poverty and inequality * OUTPUT 2.1.2. - Efforts coordinated through regional and sub regional forums for experience sharing and policy dialogue on inclusive growth * INDICATIVE ACTIVITY: 1.1. Regional Initiatives on Human Development: VIRTUAL SCHOOL   Baseline: 2. Limited national capacities on HD approach in LAC | | | | |
| **Outcome indicators as stated in the Regional Programme Document Results and Resources Framework, including baseline and targets:** 1) Number of national development strategies including provisions for the integration of economic and social policy for social cohesion  Baseline: Limited capacity of national and sub-national institutions to integrate social and economic policies for the reduction of poverty and inequality  Target: 3 national development strategies include provisions for the integration of economic and social policy for social cohesion | | | | |
| **Partnership Strategy:** Governments, INDESA, United Nations entities (mainly UNOPS), Universities, COs, CSOs, AECID, F. Carolina, ACCD, Valencia, European Commission, other bilateral donors, private sector. | | | | |
| **Project title and ID (ATLAS Award ID):** Fostering Human Development in Latin America and Caribbean; Virtual School - Human Development (Atlas Award ID: 00057072; Atlas Project ID: 00072457) | | | | |
| **INDICATIVE ACTIVITIES** | **INDICATORS AND TARGETS** | **INDICATIVE SUB-ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS |
| **Output 1. Development of new courses** | Indicators: Regular surveys about students’ expectations are carried out resulting in improved results for the Virtual School in 2009.  Targets: Regular surveys about student’s expectations are implemented at the end of every course. | 1.1.Deisgn of virtual courses  1.2. Updating of courses, contextual adaptations and methodology upgrades.  1.3. E-learning researches:  1.3.1.”Proyecto E-Incluye”, which has the Universidad Oberta de Catalunya (UOC) as an associate partner.  1.3.2. Pedagogical Innovation Project in collaboration with Universidad Pedagógica Nacional(Colombia)  1.4. Thematic researches:  1.4.1. *Horizontal and social accountability in justice and security sector: an analysis of cases in Latin America, Eastern Europe and Africa*. This research will be implemented in collaboration with Universidad de los Andes (Colombia), Centro de Investigaciones y Estudios Superiores en Antropología Social – CIESAS (México), Democracy for Development -D4D (Kosovo) and IDEA International in 2011. | *VS (RBLAC)* | 71200 - International consultants - $ 42.486 USD  71300 - Local consultants - $ 28.679 USD  71600 – Travel - $ 14.000 USD  72800 - Information technology equipment - $ 10.000 USD  74200 - audio visual and printing production costs -  $ 16.000 USD  75100 - Facilities and administration - $ 4.721 USD |
| **Output 2**  **Strategic partners training by on-line and face-to-face courses** | Indicators: The number of VS students as national government technicians in the region is growing.  Targets: The annual evaluation report on Virtual School’s performance shows that the number of students from national counterparts is increasing. | 2.1. Course offered in joint collaboration with UNDP COs and their counterparts, other UN Agencies and LAC academia. | *VS (RBLAC)* | 71200 - International consultants - $ 123.900 USD  71300 - Local consultants - $ 54.600 USD  72100 - Contractual services companies - $ 22.693 USD  72400 - communications and audio visual equipment  $ 37.402 USD  75100 - Facilities and administration - $ 1.834 USD |
| **Output 3**  **Support and assistance provided to design and implement e-learning initiatives on a HD perspective** | Indicators: The number of assisted national institutions that promote training on a HD perspective is growing.  Target: The annual plan of assisted organization shows a HD perspective on their learning initiatives. | 3.1. Design methodologies for assistance  3.2. Assistance provided to COs and their counterparts such as Instituto de Estudios del Ministerio Público de la Procuraduría General de la Nación (Colombia), SASIKU (Ecuador), Presidencia de Uruguay and Fundación Bavaria (Colombia). | *VS (RBLAC)* | 71200 - International consultants - $ 12.000 USD  71300 - Local consultants - $ 18.667 USD  71600 - Travel -$ 53.872 USD  72100 - Contractual services companies - $ 7.000 USD  72800 - Information technology equipment $ 10.000USD  74500 - Miscellaneous expenses - $ 10.000 USD  75100 - Facilities and administration - $ 7.808 USD |
| **Output 4**  **Project management** |  |  | *VS (RBLAC)*  *UNOPS* | 71100 - $ 448.350 USD  71300 - Local consultants - $ 144.000  71400 Contractual services - individuals - $ 397.452 USD  71600 - Travel - $ 8.000 USD  72800 - Information technology equipment $ 3.289 USD  73100 – Rent - $ 162.434 USD  74500 - Miscellaneous expenses - $ 109.839 USD  75100 - Facilities and administration -$ 10.822 USD |

# Annual Work Plan

**Year:** 2009 (25/11/09 - 31/12/09)

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| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **TIMEFRAME** | | | | **RESPONSIBLE PARTY** | **PARTNER** | **PLANNED BUDGET** | | |
| Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount |
| Output 1  Development of new courses | 1.1.Deisgn of virtual courses |  |  |  | X | RBLAC | AGENCIA CATALANA  GENERALITAT VALENCIANA  OTHER AGENCIES | Agencia Catalana | 71200  75100 | 4.500  315 |
| Generalitat Valenciana | 71600  72800  74200  75100 | 4.000  10.000  2.000  1.120 |
| 30000/00313 | 71300 | 4.778 |
| 1.2. Updating of courses, contextual adaptations and methodology upgrades. |  |  |  |  |  |  |  |  |  |
| 1.3. E-learning researches |  |  |  |  |  |  |  |  |  |
| Output 2  Strategic partners training by on-line and face-to-face courses | 2.1. Course offered in joint collaboration with UNDP COs and their counterparts, other UN Agencies and LAC academia. |  |  |  |  |  |  |  |  |  |
| Output 3  Support and assistance provided to design and implement e-learning initiatives on a HD perspective | 3.1. Design methodologies for assistance |  |  |  |  |  |  |  |  |  |
| 3.2. Assistance provided to COs and their counterparts |  |  |  | X | RBLAC | AGENCIA CATALANA | Agencia Catalana | 71600  72800  74500  75100 | 6.756 2.500 1.000 718 |
| Output 4  Project management |  |  |  |  | X | RBLAC | AGENCIA CATALANA  GENERALITAT VALENCIANA | Agencia Catalana | 71400  74500  75100 | 11.180  16.331  1.926 |
| Generalitat Valenciana | 71400  75100 | 6.579  461 |
| 30000/00313 | 71400  74500  73100 | 7.554  2.777  32.000 |
| TOTAL |  |  |  |  |  |  |  |  |  | 116.494 USD |

**Year:** 2010

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **TIMEFRAME** | | | | **RESPONSIBLE PARTY** | **PARTNER** | **PLANNED BUDGET** | | |
| **Q1** | **Q2** | **Q3** | **Q4** | **Funding Source** | **Budget Description** | **Amount** |
| Output 1  Development of new courses | 1.1.Deisgn of virtual courses | X | X | X | X | RBLAC | AGENCIA CATALANA  GENERALITAT VALENCIANA  COs | Agencia Catalana | 71200  71300  75100 | 4.500  7.436  836 |
| Generalitat Valenciana | 71200  71300  71600  74200  75100 | 8.000  3.000  10.000  14.000  2.450 |
| 30000/00313 | 71300 | 13.466 |
| 1.2. Updating of courses, contextual adaptations and methodology upgrades. | To mobilize | 71200 | 15.000 |
| 1.3. E-learning researches |  |  |  |
| Output 2  Strategic partners training by on-line and face-to-face courses | 2.1. Course offered in joint collaboration with UNDP COs and their counterparts, other UN Agencies and LAC academia. | X | X | X | X | RBLAC | AGENCIA CATALANA  GENERALITAT VALENCIANA  COs | Agencia Catalana | 71200  72100  72400  75100 | 4.500  450  1.002  417 |
| Generalitat Valenciana | 71200  71300  72100  72400  75100 | 6.000  6.000  4.243  4.000  1.417 |
| 30000/00313  (to movilize) | 71200  71300  72100  72400 | 56.700  24.300  9.000  16.200 |
| Output 3  Support and assistance to national and local counterparts and Cos to design and implement e-learning initiatives on a HD perspective | 3.1. Design methodologies for assistance | X | X | X | X | RBLAC | AGENCIA CATALANA  COs | Agencia Catalana | 71300 | 8.000 |
| 3.2. Assistance provided to COs and their counterparts | Agencia Catalana | 71200  71300  71600  72100  72800  74500  75100 | 12.000  10.667  47.116  7.000  7.500  9.000  7.090 |
| Output 4  Project management |  | X | X | X | X | RBLAC  UNOPS | AGENCIA CATALANA  GENERALITAT VALENCIANA | 30000/00313 | 74500  72800  71600 | 6.145  3.289  8.000 |
| Generalitat Valenciana | 71400  74500  75100 | 11.000  2.000  910 |
| Agencia Catalana | 71400  74500  75100 | 93.320  14.186  7.525 |
| 30000/00313  (to movilize) | 71400  74500 | 90.000  34.200 |
| TRAC  (to be confirmed) | 71100  71300  71400  73100 | 224.175  72.000  43.910  65.217 |
| TOTAL |  |  |  |  |  |  |  |  |  | 997.167 USD |

# Management Arrangements

The Virtual School as part of the RBLAC Project *Fostering Human Development in Latin America and the Caribbean* will be managed as part of a portfolio of projects in *Promotion of MDGs, Social Cohesion and Human Development* within the Regional Practice Team on MDG’s and Human Development.

The Virtual School’s activities are directly executed by RBLAC under the responsibility of the **Virtual School Coordinator**. A **Virtual School’s** **Academic Director** is responsible for the academic supervision of courses contents and all research activities carried out under the framework of the Virtual School. The Virtual School technical team is based in Bogota (Colombia) and counts on its network of academics and professors spread all over the region and abroad to attain its objective. Project activities are implemented by the UNDP **Regional Service Centre in Panama**. The support of **UNOPS** may be required as well as the support of **UNDP Country Office in Colombia**.

Virtual School’s Strategic Direction will be provided by the **Virtual School’s Board**. The Board is chaired by the Regional Director with the support of the **Regional Practice Team Leader** (the Chief Economist of RBLAC). The **Cluster Programme Manager** supports the project’s activities from the Headquarters.

Annual work plans will be prepared by the Virtual School Coordinator and approved by the **Virtual School’s Board.** The Board will i) define School’s priorities on a yearly bases concerning new courses to be design and/or COs to be supported; ii) discuss the Schools’ implementation outcomes and outputs, and provide feedback and technical advice on the activities carried out; iii) review the School’s work plan for the following year; iv) support the resource mobilization strategy.

The Virtual School’s Board will be consisting of:

* Cluster Leader
* Two recognized regional experts par thematic area (from research institutes, policy institutes, academia or thing tanks or civil society)
* One UNDP advisor from another Bureau (HDRO, BDP, etc)
* One UNDP regional or national project coordinator
* An e-learning expert

Until 2009 the Virtual School has been offering courses on two UNDP Thematic Areas (HD and DG). The Board has consisted of 11 experts and advisors (the Cluster Leader of each one of these two Clusters; 4 experts for each thematic area; and an e-learning expert). The Board may be growing accordingly with the inclusion of courses and activities related to other Thematic Areas.

Meetings will be held during the first trimester of each year starting in 2010 with the location of the meeting to be determined; the meeting could be held online.

The Virtual School’s Board will be responsible for making management decisions when guidance is required by the Virtual School’s Coordinator, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. The Board will adopt decisions on development results guidelines, best value money, fairness, integrity, transparency and effective international competition in agreement. In case a consensus cannot be reached with the Board the final decision shall rest with the Virtual School’s Coordinator.

The Virtual School’s Board will play a critical role in UNDP commissioned project evaluations, by providing quality assurance of the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made by request from the Virtual School’s Coordinator and at the following decision points.

The Virtual School’s Board will be consulted by the Virtual School’s Coordinator for decisions when his tolerance (normally in terms of time and budget) has been exceeded (flexibility). Based on the approved annual work plan (AWP), the Board may review and approve project half-yearly plans when required and may authorize any major deviation from these agreed half-yearly plans. It is the authority that signs off the completion of each half-yearly plan as well as authorizes the start of the next half-yearly plan (budget, roles and responsibilities, etc).

Project Assurance will support the Virtual School’s Board in carrying out an appropriate project management and will ensure appropriate project management milestones are managed and completed. Project Assurance will be independent of the Virtual School’s Coordinator; therefore, the Board cannot delegate any of its assurance responsibilities to the Virtual School’s Coordinator. The **Programme Manager of the RBLAC Cluster on Poverty** will hold the Project Assurance role.

The **Virtual School’s Coordinator** 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 Virtual School’s Board. The Coordinator is responsible for day-to-day management and decision-making for the project. The Coordinator’s prime responsibility is to ensure that the project produces the results (outputs) specified in the project document. The Implementing Partner appoints the Virtual School’s Coordinator.

The **Project Support** role provides project administration, management and technical support to the Virtual School’s Coordinator as required by the needs of the individual project or the Coordinator. This support will be provided by the UNDP Regional Service Centre in Panamá. Nevertheless and because to run a School needs many administrative and financial support, a pull of administrative and financial associates will remain into the Virtual School based in Bogotá. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The total resources required for the project activities for the period 2009-2011 are $2,000,000. It is assumed that the Project will have assured resources for 2009 and 2010 as follows: ACCD ($ 287.770), Generalitat of Valencia ($ 97,180), Spain Trast Fund- AECID ($ 240.152), and School’s own resources ($ 78,008). This would mean an overall “unfunded” situation of $ 1,296,890. Active resource mobilization from other sources of funds is expected to finance the additional resources required.

# Monitoring Framework And Evaluation

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

Within the annual cycle

* On a quarterly basis, a **quality assessment** shall record progress towards the completion of key results, based on quality criteria and methods captured in the Virtual School’s Quality Management table.
* An **Issue Log** shall be activated in Atlas and updated by the Virtual School’s Coordinator to facilitate tracking and resolution of potential problems or requests for change.
* Based on the initial risk analysis submitted, a **risk log** shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
* Based on the above information recorded in Atlas, a **Project Progress Reports** (PPR) shall be submitted by the Virtual School’s Coordinator to the Virtual School’s Board through Project Assurance, using the standard report format available in the Executive Snapshot.
* A **project Lesson-learned log** shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
* A **Monitoring Schedule Plan** shall be activated in Atlas and updated to track key management actions/events

Annually

* **Annual Review Report**. An Annual Review Report shall be prepared by the Virtual School’s Coordinator and shared with the Academic Director, the Regional Practice Team Leader and the Virtual School’s Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
* **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Virtual School’s Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
* **Final external evaluation** will be prepared to assess the progress achieved. Cost will be allocated as needed for the evaluation.

# Risk

The complex political status in some countries could introduce difficulties in the implementation of training activities or e-learning assistance because of the sensibility of the issues. This may represent a challenge to the need to make the scope of the project as broad as possible to include the countries in the region. For instance, the experience has demonstrated that in a pre-elections context is very difficult to carry out activities to train political actors; in some countries national law may restrict the possibility to capacitate civil servants using public funds even though this could automatically improve the implementation of public policies on a HD perspective.

There are potential difficulties with accessing relevant information and databases that would be very useful for professors and students.

The main risk for this project is the digital gap that still remains in the region and that may hinder some key actors to be trained through virtual courses.

# Legal Context

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

This project will be executed by the agency UNDP (“Executing Agency”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Executing Agency does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective internal, competition that of UNDP shall apply.

The responsibility for the safety and security of the Executing Agency and its personnel and property, and of UNDP’s property in the Executing Agency’s custody, rests with the Executing Agency. The Executing Agency shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the executing agency’s security, and the full implementation of the security plan when necessary. Failure to maintain and implement and appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Executing Agency agrees to undertake all responsible efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm> . This provision must be in all sub-contracts or sub-agreements entered into this Project Document.

This project also forms part of an overall programmatic framework under which several separate associated country level activities would be implemented. When assistance and support services are provided form this project to the associated country level activities, this document shall be the “Project Document” instrument referred to in (a) the respective signed SBAAs for the specific countries, or (ii) in the Supplemental Provisions attached to the Project document in cases where the recipient country has not signed an SAA with UNDP.

Additional clauses in case cost-sharing funds are received from other donors/governments:

The value of the payment, if made in a currency other the United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

All financial accounts and statements shall be expressed in United States dollars.

If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

If the payments are not received in accordance with the payment schedule, or if the additional financing is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

Any interest income attributable to the contribution shall be credited to a UNDP Account and shall be utilized in accordance with established UNDP procedures.

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

The contribution shall be charged:

1. 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices.
2. Direct cost for implementation support services (ISS) provided by UNDP and/or and executing entity/implementing partner.

Ownership of equipment, supplies and other properties financed from the contribution shall rest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

1. Regional Programme Document for Latin America and the Caribbean 2008-2011 [↑](#footnote-ref-1)