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United Nations Development Programme

Country: TRINIDAD & TOBAGO

PROJECT DOCUMENT

Project Title: Capacity Development for improved management of Multilateral Environmental Agreements for Global Environmental Benefits.

UN- MSDF Outcome 4: A sustainable and resilient Caribbean: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.

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

UNDP Strategic Plan Area of Work: Sustainable Development Pathways

UNDP Strategic Plan Output 1.3 and 1.4: (1.3) Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste; **(1.4)** Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented

UNDP Country Programme Document(CPD) Outcome #3: Increased environmental sustainability to achieve sustainable development through environmental management, compliance with international treaties, adaptation to climate change, and improvement in capacity for policy and strategy development

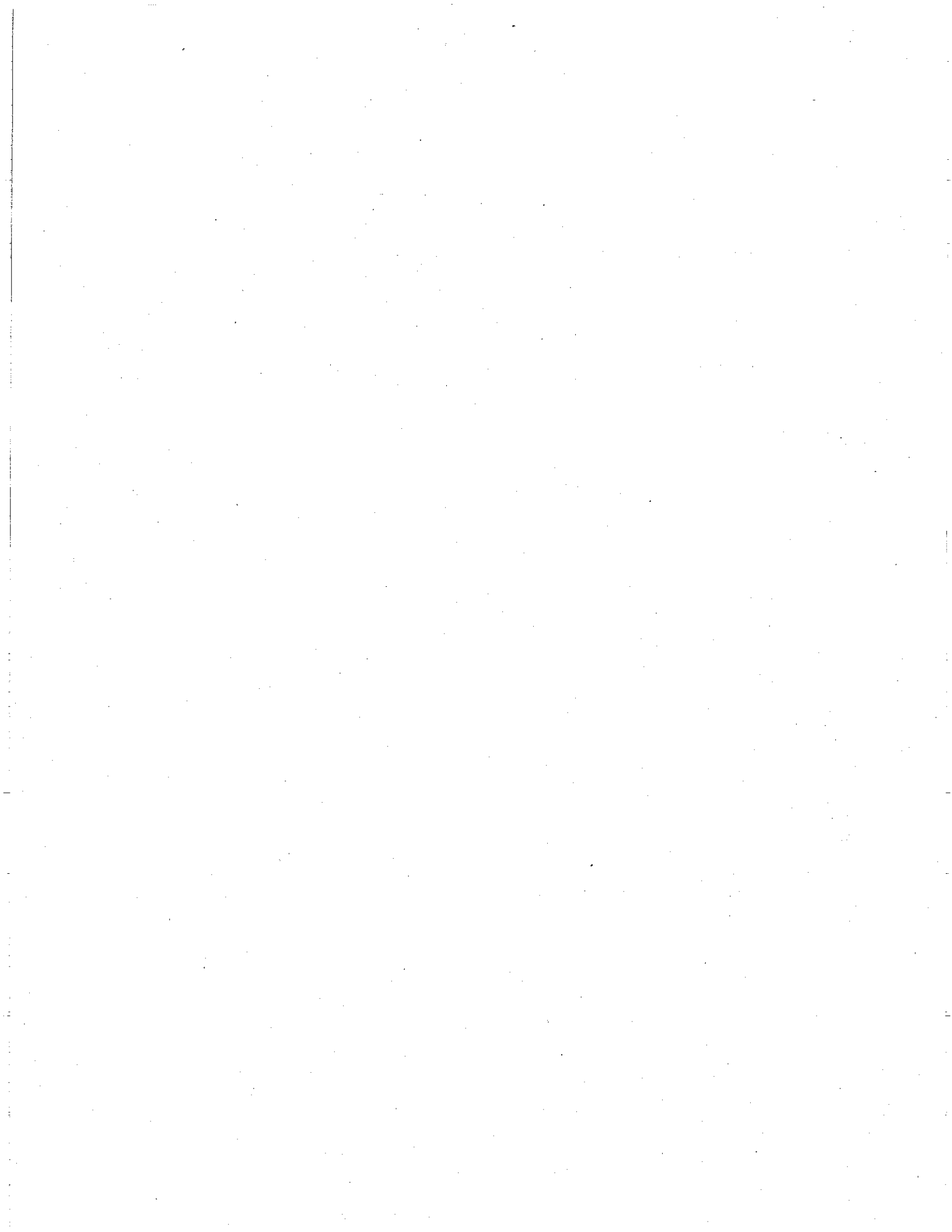
CPD Output: Development of sustainable strategic and policy framework for Sustainable Land Management and for CO2 and POPS reduction

Executing Entity/Implementing Partner: Ministry of Planning and Development (MPD)

Implementing Entity/Responsible Partners: Ministry of Planning and Development (MPD), United Nations Development Programme (UNDP)

Brief Description:

This project is in line with the Cross Cutting Capacity Development (CCCD) Programme Objectives CD4, which calls for countries to strengthen capacities for management and implementation of convention guidelines. It is also aligned with the second, third and fourth objectives of the GEF-6 CCCD strategy that are (b) strengthening consultative and management structures and mechanisms; (c) integrate Multilateral Environmental Agreements (MEAs) provisions within national policy, legislative, and regulatory frameworks; and (d) pilot innovative economic and financial tools for convention implementation. It is a response to the GEF-funded National Capacity Self-Assessment (NCSA) project, which has been conducted in Trinidad and Tobago since 2004 and other assessments. The project is well aligned with the National Environmental Policy (NEP) that sets objectives to balance economic growth with environmentally sound practices and also with the National Spatial Development Strategy (NSDS) that calls for the need to improve environmental legislation and policies as well as the need to improve collaboration and coordination among agencies. Through a learning-by-doing process, this project will implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and, by extension, contribute to global environmental benefits. The GEF grant will enable stakeholders in Trinidad and Tobago to build their own capacities to better manage global environmental priorities and issues based on Trinidad and Tobago's particular priorities and needs. The project will address key capacity development needs related to the implementation of MEAs, seeking to strengthen synergies to achieve maximum profitability, by re-structuring organizational relationships, strengthening partnerships, relationships and commitments, and improved coordination and collaboration. The project will also strengthen the capacity of the Green Fund Executing Unit (GFEU) and of the CSOs seeking to improve the effectiveness of this unique national environmental funding mechanism. The first outcome, of this project will focus on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into the existing environmental management framework in Trinidad and Tobago. Under the second outcome, project resources will be used to support activities to better align projects funded by the GFTT with the implementation of MEAs obligations in Trinidad and Tobago; hence contributing to national environmental benefits and by extension to global environmental benefits.



Programme Period:	2017-2020
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Project ID:	00092135
PIMS #	5372
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End Date	August 31, 2020
Management Arrangements	support to NIM
PAC Meeting Date	July 10th 2015

Total resources required	USD 2,407,800
Total allocated resources:	
o GEF	USD 1,207,800
In kind:	
o Government In-kind	USD 1,150,000
o UNDP In-kind	USD 50,000

Agreed by:

**The Honourable Camille Robinson – Regis,
Minister of Planning and Development**

Camille R Robinson-Regis 11/07/2017

Minister of Planning and Date/Month/Year
Development

Agreed by:

**Mr. Richard Blewitt,
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R. Blewitt 11/07/2017

Resident Representative, Date/Month/Year
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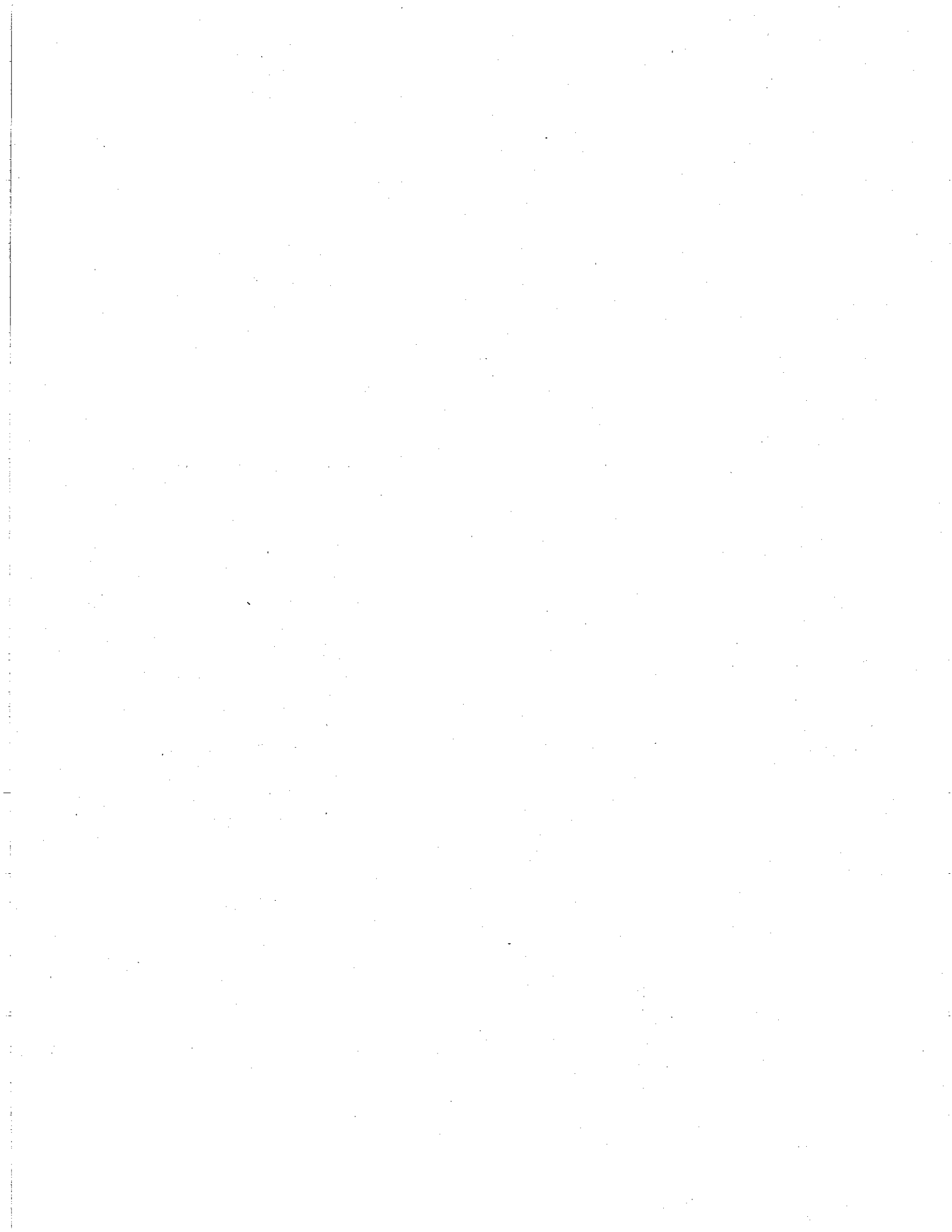


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Acronyms and Abbreviations

APR	Annual Project Report
AWP	Annual Work Plan
BCRC	Basel Convention Regional Center
CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community
CBO	Community Based Organization
CCA	Common Country Assessment
CCCCC	Caribbean Community Climate Change Center
CCCD	Cross Cutting Capacity Development
CDM	Clean Development Mechanism
CITES	Convention on International Trade in Endangered Species
CNIRD	Caribbean Network for Integrated Rural Development
CO	Country Office
COP	Conference of Parties
COPE	Council of Presidents of the Environment
CPAP	Country Programme Action Plan
CRFM	Caribbean Regional Fisheries Mechanism
CSO	Civil Society Organization
CYEN	Caribbean Youth Environment Network
DOA	Delegation of Authority
DPC	Direct Project Cost
DSA	Daily Subsistence Allowance
EEG	Environment and Energy Group
EMA	Environmental Management Authority
ERIC	Environmental Research Institute Charlotteville
ESA	Environmentally Sensitive Area
ESS	Environmentally Sensitive Species
FFOS	Fishermen and Friends of the Sea
GDP	Gross Domestic Product
GEF	Global Environment Facility
GFAC	Green Fund Advisory Committee
GFTT	Green Fund of Trinidad and Tobago
GFEU	Green Fund Executing Unit
GII	Gender Inequality Index
GoRTT	Government of the Republic of Trinidad and Tobago
HCFC	Hydro-chlorofluorocarbon
HDI	Human Development Index
IGA	Inter-Governmental Agreement
IHDI	Inequality-adjusted Human Development Index
IA	Implementing Agency
IMA	Institute of Marine Affairs
IPCC	Intergovernmental Panel on Climate Change
LNG	Liquefied Natural Gas
M&E	Monitoring and Evaluation
MCCC	Ministerial Committee of Climate Change
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
MEAU	Multilateral Environmental Agreement Unit
MPD	Ministry of Planning and Development
NAP	National Action Plan

NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Self-Assessment
NEP	National Environmental Policy
NFP	National Focal Point
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NMVOC	Non-Methane Volatile Organic Compounds
NPD	National Project Director
NRWP	National Reforestation & Watershed Rehabilitation Programme
NSDS	National Spatial Development Strategy
NWP	National Wildlife Policy
ODPM	Office of Disaster Preparedness and Management
ODS	Ozone Depleting Substance
PA	Protected Area
PAC	Project Appraisal Committee
PB	Project Board
PDLB	Planning and Development of Land Bill
PIR	Project Implementation Review
PMU	Project Management Unit
POP	Persistent Organic Pollutant
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PTSC	Public Transport Service Corporation
RCU	Regional Coordination Unit
RTA	Regional Technical Advisor
SAICM	Strategic Approach to Integrated Chemicals Management
SBAA	Standard Basic Assistance Agreement
SBC	Secretariat of the Basel Convention
SDG	Sustainable Development Goal
SESP	Social and Environmental Screening Procedures
SIDS	Small Island Developing States
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
TAC	Technical Advisory Committee
THA	Tobago House of Assembly
TNA	Training Needs Analysis
TRAC	Target for Resource Assignment from the Core
TTD	Trinidad and Tobago Dollar
UN	United Nations
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNCLOS	United Nations Convention on the Law of the Sea
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
UPL	Universal Pricelist
USD	United States Dollar
WASA	Water and Sewerage Authority

PART I - PROJECT

A Project Summary

A.1 Project Rationale

1. Development and environmental management in Trinidad and Tobago is led by a set of key policies that includes the Government's Policy: "*Restoring Growth, Diversity and Confidence to the Economy*", outlining the government's development planning strategy to meet its commitment to the people of Trinidad and Tobago. It seeks to diversify and deepen the production base, to move the economy up the value chain and to improve competitiveness, to have a secure and safe nation, to expand citizen's capacity, and to reduce socio-economic and regional inequalities. The key objectives of the economic policies include; macroeconomic stability strong institutions and investor confidence; sustainable growth and diversification; and job creation and promotion. However, the environmental sector is recognized as the underpinning force for a profitable industry to stimulate the creation of new jobs, wealth and growth. The Government therefore, aims to foster the efficient use of resources by introducing alternative energy technologies such as solar and wind, support recycling efforts and encourage private sector investment in areas such as low carbon technologies to create jobs within local communities and reduce the country's carbon footprint. The strategy sets clear priorities for the Ministry of Planning and Development that are related to the management of the environment.

2. Another important key document is the "*National Spatial Development Strategy (NSDS) for Trinidad and Tobago*". This planning framework governs the physical development in Trinidad and Tobago for the period 2013-2023. It has 12 objectives grouped under 3 themes: Strong and Resilient Communities; Sustainable Prosperity; and Sustainable Infrastructure, including 5 objectives that are related to the management of the environment and natural resources: (i) Using our natural resources sustainably; (ii) Meeting the challenges of climate change; (iii) Moving towards sustainable transport; (iv) Generating and using energy sustainably; and (v) Managing waste safely and efficiently.

3. For Tobago, the Tobago House of Assembly (THA) published in 2012 the Comprehensive Economic Development Plan (CEDP 2.0 - 2013-2017) to guide the social and economic development in Tobago. The goal of this plan is to transform and diversify the Tobago economy such that it is better able to adjust to rapid changes in the national and international economies by producing products and services in which it can retain a competitive edge. It is structured into 8 Strategic Priority Areas including one on environmental sustainability (Priority Area VIII). Under this priority, the goal is "*to strengthen environmental capacity and performance, consistent with a resilient Tobago that is clean green safe and serene and meets the standards of a green Tobago economy*". It aims at managing the Tobago environment through legislative reform and building institutional capacity and improving waste management and actively addressing climate change and disaster management.

4. Finally, Trinidad and Tobago developed a "*National Environmental Policy (NEP)*" in 2006 that has 7 environmental policy objectives. The policy is guided by a set of principles that include the respect and care for the community of life; keep within the country's carrying capacity; empower communities to care for their own environments; polluter pays principle; and precautionary principle. Then, the NEP is detailed thematically covering the following themes: (i) Conservation of Natural Resources; (ii) Pollution, Hazardous and Toxic Substances; (iii) Assessment of Impacts, Public Information and Environmental Education; and (iv) Financial and Economic Instrument. The National Environmental Policy is currently under revision in 2017.

5. Trinidad and Tobago has been conducting a NCSA to assess capacity issues, capacity needs and capacity priorities in the environmental area; particularly its capacity development needs to address the national requirements obligated with the ratification of MEAs by Trinidad and Tobago. The process started in December 2004 with an extensive study to review the environment and its related management framework in Trinidad and Tobago. In 2011, national consultations were conducted using a scorecard approach. The results indicate that rankings of the country's implementation of the Rio Conventions were poor, with some division between a poor and fair scoring particularly with regards to the current legislation and policy framework, institutional capacity and primary obligations. No 'good' ranking was given on any

aspect of the country's implementation of the Rio Conventions. Appropriate communication between focal points and stakeholders was unanimously ranked as poor along with stakeholder awareness and involvement, indicating a strong correlation among these three criteria. It is a concern that needs to be addressed in order to improve the implementation of MEAs in Trinidad and Tobago.

6. These findings were also confirmed through other assessments. The regional report on the achievement of the MDGs in the Caribbean community (2004) found that reliability of data was also a major issue. Though MEAs are not specifically mentioned in the NEP, this policy sets seven objectives to balance economic growth with environmentally sound practices. Some of these objectives confirm the need to address some issues identified through the NCSA process such as (i) change of attitudes and practices of citizens with a view to reducing the polluting practices of the public; (ii) empower stakeholders, including communities, to care for their own environments by providing opportunities to share in managing their local resources and the right to participate in decision-making; (iii) promote the integration of the principles of environmental sustainable development into all national policies and programmes. Under the National Spatial Development Strategy (NSDS) for Trinidad and Tobago, environment is a key pillar of this sustainable development planning framework. It recognizes the need to improve data collection, dissemination and monitoring, the need to improve the legislation and policies, the need to develop educational instruments, and the need to improve collaboration and coordination among agencies, including the planning authorities and cross-agency arrangements.

7. The analysis conducted for the formulation of this project indicates that there is a clear set of capacity barriers hampering the implementation of MEAs in Trinidad and Tobago. Furthermore, these critical issues related to MEAs, their obligations and their implementation in Trinidad and Tobago can be categorized into three categories: (i) those related to the capacity of individuals involved in implementing MEAs with the need to increase their skills and knowledge; (ii) those related to the organizations involved in implementing MEAs with the need to improve their structures, coordination and collaboration mechanisms and procedures; and (iii) those related to the enabling environment for implementing MEAs with the need to develop effective supporting policy, legal, institutional and financial frameworks. Within this context, the project will address some of those critical issues.

8. This project is particularly in line with the GEF-5 CCCD Strategy Objective four (4), which calls for countries to strengthen capacities to implement and manage global convention guidelines. Projects under this framework focus on improving the synergistic implementation of the three Rio Conventions. In this particular case, the project is particularly aligned with Results Framework outcome #4.1 - improving cross-institutional coordination and strengthening capacities to employ an integrated approach to implementing shared provisions of the three Rio Conventions; and with outcome #4.3 - strengthening sustainable financing mechanisms in support of the global environment. The project is also aligned with several objectives of the GEF-6 CCCD strategy. It will contribute to (i) strengthening consultative and management structures and mechanisms; (ii) integrate MEAs' provisions within national policy, legislative, and regulatory frameworks; and (iii) pilot innovative economic and financial tools for convention implementation.

A.2 Project Strategy

9. The expected achievements of this project are a set of improved capacities to meet and sustain MEAs objectives in Trinidad and Tobago through improving national coordination, collaboration, environmental information sharing and an enabling environment, including environmental funding mechanisms. This project makes the assumption that by addressing coordination issues, by providing a strengthened institutional framework – including an effective funding mechanism - and a better enabling environment, the environmental governance framework in Trinidad and Tobago will be equipped with a more holistic understanding of global environmental objectives and solutions to implement MEAs obligations. The project will contribute directly to enhancing the institutional, individual and systematic capacities around key national institutions mandated to fund and manage the environment in Trinidad and Tobago. It will improve access by decision-makers to accurate and updated information on the natural resources/environment of the country; hence contributing to more informed decisions on the protection and conservation of the environment in Trinidad and Tobago.

10. Every effort will be made to incorporate gender issues in the implementation of this project. Roles of men and women to participate in activities of the project will be equally assigned based on merit and without any discrimination. The project will take steps to ensure that women account for 50% of all training and capacity building in the project. Moreover, the monitoring of the project will be conducted with gender segregated indicators and gender segregated data will be collected; ensuring long-term gender benefits.

11. The goal of this project is to strengthen the ability of the Government of the Republic Trinidad and Tobago (GoRTT) to create, leverage and maintain synergies for the national implementation of MEAs and strengthen integrated approaches to environmental management, including meeting MEAs guidance and national reporting requirements. The proposed project will address crosscutting capacity needs identified through the NCSA process and other assessments with a focus on facilitating the implementation of MEAs in Trinidad and Tobago, including a better alignment of the Green Fund of Trinidad and Tobago (GFTT) with the implementation of MEAs obligations in Trinidad and Tobago.

12. The project's objective is ***to implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits***. The GEF grant will enable stakeholders in Trinidad and Tobago to build their own capacities to better manage global environmental priorities and issues based on Trinidad and Tobago's particular priorities and needs. The project will address key capacity development needs related to the implementation of MEAs, seeking to strengthen synergies to achieve maximum profitability, by restructuring organizational relationships, strengthening partnerships, relationships and commitments, and improved coordination and collaboration. The project will also strengthen the capacity of the Green Fund Executing Unit (GFEU) and of the CSOs to improve the effectiveness of this unique national environmental funding mechanism. This objective will be achieved through two expected outcomes as outlined at Annex 3:

1. ***The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns:*** Under the first outcome, the project will focus on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into the existing environmental management framework in Trinidad and Tobago. The project will support the development of capacities of decision-makers to interpret and agree on how best to govern the environment in Trinidad and Tobago that not only meets national priorities, but also global environmental obligations. This outcome will focus on the processes to facilitate these decisions and strengthen the instruments available to decision-makers and policy-makers in order to provide an adequate enabling environment for improving the implementation of MEAs in Trinidad and Tobago. Activities supported by the project under this outcome will also include strengthening the process to engage, coordinate and collaborate with non-governmental stakeholders, such as NGOs, CSOs, private sector and academia; using and strengthening existing coordination mechanisms such as the MCCC or the MEA/Climate Change Focal Points network.
2. ***The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago:*** Under this second outcome, project resources will be used to support activities to better align projects funded by the GFTT with the implementation of MEAs obligations in Trinidad and Tobago; hence contributing to national environmental benefits and by extension to global environmental benefits. The project will seek to increase the effectiveness of this unique national environmental funding mechanism by unleashing its funding potential. Activities supported by the project will strengthen the technical capacity of the Green Fund Executing Unit (GFEU) and the capacity of CSOs to access project funding from the GFTT. This support will include capacity development activities by increasing the quality of project proposals submitted by CSOs to the fund and by building awareness and training of GFEU staff to increase their understanding of MEAs and how to better align applications with the implementation of MEAs in Trinidad and Tobago.

13. The project will take a collaborative and adaptive management approach to implementation, which calls for stakeholders to take a proactive role in the mainstreaming exercises, as well as to help identify and

solve unexpected implementation barriers and challenges. By taking an adaptive collaborative approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

A.3 Key Indicators, Assumptions, and Risks

14. At Annex 1 five (5) sets of indicators were identified to measure progress against the objective and outcomes and includes the summary results of the capacity development scorecard. The sets of indicators are designed to measure progress on the development of capacities at the objective level, and the alignment of the institutional framework and of the legislative and policy frameworks with the objectives and obligations of the Rio Conventions. For each set of indicators, a baseline was set as well as a target at the end of the project

15. The review of risks at Annex 2 to the project indicates that these risks are manageable through the project's learn-by-doing approach. This proposed project is a direct response to national priorities identified through the NCSA process and other assessments; as a result, there is a good national ownership and willingness to succeed, hence the overall risks that key stakeholders will not participate in the project or political will not be displayed are low.

B Country Ownership

B.1 Country Eligibility

16. Trinidad and Tobago is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Trinidad and Tobago ratified the United Nations Convention on Biological Diversity (UNCBD) on August 1, 1996, the United Nations Framework Convention on Climate Change (UNFCCC) on June 24, 1994, and it acceded to the United Nations Convention to Combat Desertification and Drought (UNCCD) on June 8, 2000. Trinidad and Tobago also ratified important protocols under the Rio Conventions in later years, namely:

- The Cartagena Protocol on Biological Safety was acceded to on October 5, 2000 and it entered into force on September 11, 2003 to protect biodiversity from the potential risks posed by genetically modified organisms that are the product of biotechnology.
- The Kyoto Protocol was ratified on January 28, 1999, participating with developed countries to reduce greenhouse gas emission, through hosting the Clean Development Mechanism (CDM).
- The Paris Agreement was signed on April 16, 2016 committing along with all other signatories to prevent the increase in the global average temperature to well below two (2) degrees Celsius above pre-industrial levels and pursue efforts to limit the temperature increase to one point five (1.5) degrees Celsius above pre-industrial levels, recognizing that this would significantly reduce the risks and impacts of climate change.

17. Other global conventions signed or ratified by the Republic of Trinidad and Tobago and related to the environment include:

- Basel Convention, acceded on February 18, 1994 and signed the amendment on the control of transboundary movements of hazardous wastes and their disposal on October 25, 2004;
- Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), acceded on April 18, 1984;
- Ramsar, entered into force on April 21, 1993;
- Specially Protected Areas and Wildlife (SPAW), ratified on August 10, 1999;
- Montreal Protocol, ratified on August 28, 1989;
- Rotterdam Convention, ratified on December 16, 2009;
- Stockholm Convention, ratified on December 13, 2002;
- Vienna Convention, ratified on August 28, 1989;
- World Heritage Convention, ratified on January 1, 2005;

- United Nations Convention on the Law of the Sea (UNCLOS), signed on December 10 1982;
- Convention on Conservation & Management of Straddling Fish Stocks and Highly Migratory Fish Stocks on the High Seas, signed on August 4, 1995;
- International Convention for the Prevention of Pollution from Ships (MARPOL), acceded on June 6, 2000.

18. Trinidad and Tobago is also part of several regional planning frameworks to support its work in managing the environment. It includes:

- Inter-Governmental Agreement (IGA) establishing the Caribbean Regional Fisheries Mechanism (CRFM), entered into force on February 4, 2002;
- Convention for the Protection and Development of the Marine Environment of the Wider Caribbean and its Protocol Concerning Co-operation in Combating Oil Spills in the Wider Caribbean Region, ratified on January 24, 1986.

B.2 Country Drivenness

19. The United Nations Development Assistance Framework (UNDAF) for the Republic of Trinidad and Tobago provides the UN with a tool to enhance direct engagement with national partners on the national development agenda. It is a strategic programme framework that describes the collective response of the UN system to national development priorities. The integrated programming and monitoring framework with country-level contributions enhances UN coherence.

20. Within this context, the project will aim to address some of the key capacity development needs related to the implementation of the Rio conventions and other MEAs in Trinidad and Tobago – including the UN Framework Convention on Climate Change (UNFCCC) and the Paris Agreement- and to strengthen the synergies amongst them to achieve maximum effectiveness, by re-structuring organizational relationships, strengthening partnerships, relationships and commitments, and improved coordination and collaboration. Both education and awareness are important aspects of the present project, which will promote greater empowerment and participation in many aspects of environmental management, sustainable development planning and implementation in the light of the Rio Conventions and other MEAs.

B.2.a National Capacity Self-Assessment

21. The aim of the National Capacity Self-Assessment (NCSA) projects - funded by the GEF - was for countries that are Parties to the UNCBD, UNCCD and UNFCCC, to assess their own capacities and capacity development needs to address the requirements of the three conventions and identify measures to address these needs.

22. As a GEF eligible country, Trinidad and Tobago obtained a UNEP-GEF grant of USD 206,500 to conduct its NCSA in 2004. The goal of the project was to identify, through a country-driven consultative process, the priorities and needs for capacity building to protect the global environment which can work effectively within the existing political, administrative and cultural systems of the country. The NCSA process was to explore linkages among GEF focal areas and with wider environmental concerns and sustainable development at the national level. This capacity building initiative was planned to deliver significant results that would improve the country's record in the discharge of its obligations under selected MEAs. Specific objectives of this NCSA were to:

- Review and confirm priority issues for action within the thematic areas of biodiversity, climate change and desertification/land degradation, respectively;
- Clarify and prioritize related capacity needs within and across the three thematic areas;
- Catalyze targeted and coordinated action and requests for future external funding and assistance; and,
- Link country action to the broader national environmental management and sustainable development framework.

23. An extensive study was conducted in 2004 to review the environment and its related management framework. It included the review of how the conventions were implemented in Trinidad and Tobago; the review of national policies related to the management of the environment; the review of Agencies and their responsibilities; and the review of the national legislation, which was also taken from the State of Environment Report (1999).

24. Part I of the study included - for each particular area listed above - the identification and review of issues, the capacity limitations and the institutional needs for implementation. The result of Part I is an extensive list of issues related to the management of the environment, the capacity constraints and the implementation needs. Part II of this study was an attempt at analyzing these national issues by looking at the concerns and the needs to address these concerns in critical areas such as marine fisheries, forestry, biodiversity, wildlife, tourism, wetlands, and agriculture. This analysis was completed with an attempt at prioritizing these issues and the identification of capacity needs to improve the implementation of MEAs in Trinidad and Tobago.

25. Based on this study, an initial list of capacity needs emerged; there are presented below:

- Need for an Advisory Council on biodiversity and a coordinating body for UNCCD;
- Institutionalize mechanisms for improving the integration and coordination among agencies;
- Integrate environmental issues in key areas such as biodiversity, climate change and land degradation in sectoral policies, including the national environmental policy;
- Develop key policies such as a policy and action plan on environmental education; a national plan for climate change,
- Develop mechanisms to translate policies into programmes;
- Update legislation;
- Resolve conflicts between pieces of legislation;
- Improve environmental enforcement capacity;
- Establish an environmental court;
- Increase human and material resources for environmental monitoring and environmental research;
- Improve capacity of EMA to act as a national environmental information clearing house;
- Develop mechanisms for private sector and community involvement;
- Develop a public awareness strategy and action plan;
- Recognition of the role that needs to be played by CSOs and integration into policy and management as well as raising the capacity of CSOs to implement environmental programmes.

26. In 2005, as a tangible result from the NCSA process, the ministry with the responsibility for the environment established a Multilateral Environmental Agreements Unit (MEAU) through a Cabinet Decision. This unit was mandated to coordinate and oversee the implementation of MEAs in Trinidad and Tobago, including monitoring and reporting.

27. In 2008 the project was reorganized through a Cabinet Decision with the establishment of a Technical Advisory Committee (TAC) to oversee the completion of the NCSA¹.

28. Further consultations took place in 2011 with a methodology that used a scorecard approach with 6 criteria: Criterion 1 - Information Dissemination and Gathering; Criterion 2 - Legislative and Policy Framework; Criterion 3 - Institutional Framework; Criterion 4 - Implementation of the Programme of Work (UNCBD); Criterion 4 - Implementation of the Programme of Work (UNCCD); Criterion 5 - Degree of Stakeholder Awareness; and Criterion 6 - Degree of Stakeholder Involvement.

¹ The NCSA project is on-going. There is a remaining budget that is proposed to be used to update the assessment conducted in 2003-2004, particularly in areas related to this project. This update will provide the necessary assessments that are needed for this CCCD project, in order to allocate the project resources where it is most needed.

29. Key findings of these consultations were published in a report². Overall, the rankings given to the country's implementation of the Rio Conventions were poor, with some division between a poor and fair³ scoring particularly with regards to the current legislation and policy framework, institutional capacity and primary obligations. Interestingly, Tobagonian participants ranked the country's current legislation and policy framework and institutional capacity as being fair unlike their Trinidadian counterparts, who were evenly divided between a poor and fair ranking and unanimously ranked institutional capacity as poor. No 'good' ranking was given on any aspect of the country's implementation of the Rio Conventions.

30. Appropriate communication between focal points and stakeholders was unanimously ranked as poor along with stakeholder awareness and involvement, indicating a strong correlation among these three criteria and a concern to address in order to improve the implementation of MEAs in Trinidad and Tobago. Implementation of programmes of work was ranked as poor in all but one summary, and is most likely to be impacted by stakeholder awareness.

31. Furthermore, the analysis of these results indicated that there is no effective information exchange between government agencies. As a result, there are gaps and duplications with respect to the implementation of MEAs. On the policy level, MEAs – and their implementation - are not explicitly integrated or mainstreamed. Within relevant government agencies there are no appointed positions to specifically look after the various programmes of implementation, i.e. there is no job specification for this or position in the organizational structure.

32. It is apparent that stakeholders are unaware of the positions of National Focal Points (NFPs) in government agencies and likewise do not have positions within their own organizations that deal specifically with MEAs. There is uncertainty of the awareness on the part of NGOs/CBOs on what exactly are the MEAs obligations and which agencies are the designated authorities for the various implementation programmes. Overall, there is limited communication and information exchange between government agencies and CSOs and by extension there is minimal participation of local NGOs/CBOs at MEA meetings.

33. From this consultations exercise, recommendations were made to address the key issues identified through the process. They include:

- *Information Dissemination and Gathering*: Address the issue of timely communication – to get the information to and from the stakeholders. Information sharing should be stakeholder driven. Methods to gather information should be innovative. Information should be updated, disseminated, catalogued and shared regularly among stakeholders;
- *Legislative and Policy Framework*: Address the policy and legislative gaps on matters related to the MEAs;
- *Institutional Framework*: Address the institutional gaps of the MEAU, particularly in the legal and educational/awareness areas. Improve the coordination/communication between government agencies and Civil Society Organizations (CSOs);
- *Implementation of the Programmes of Work*: These programmes should be better coordinated and reported, including progress reports integrated in national communications/reports sent to Conventions;
- *Stakeholder Involvement*: Increase stakeholder participation in the implementation of MEAs;
- *Stakeholder Awareness*: Develop outreach programme to facilitate greater stakeholder awareness.

34. This project will address some of these key issues. It will provide resources to develop adequate training programmes and implement a robust multi-stakeholder participatory approach in environmental decision-making and governance processes; particularly on matters related to the implementation of environmental obligations contained in the Rio Conventions and other MEAs.

² Government of Trinidad and Tobago, August 2011, *National Consultations on NCSA Project on the Implementation of the Rio Trio Conventions*.

³ Poor – little or no work done on Criteria based on your knowledge; Fair – Some work being done on Criteria but may or may not be effective;

35. This project will also aim at improving the alignment of the Green Fund of Trinidad and Tobago (GFTT) with the implementation of MEA obligations through funding of environmental projects, which will enhance national and global environmental benefits. The project will provide resources to strengthen the capacity of the Green Fund Executing Unit (GFEU) to improve the alignment of this unique national environmental funding mechanism with the implementation of MEAs obligations.

36. The project will also support activities to strengthen capacities of CSOs through targeted training, focusing on their capacity to understand and implement MEAs in Trinidad and Tobago, as well as their capacity to effectively identify, develop and implement local and national projects that support the implementation of MEAs in Trinidad and Tobago, which will be funded mainly by the GFTT. The GEF grant will enable the government of Trinidad and Tobago to develop capacities to better manage and implement global environmental priorities in Trinidad and Tobago.

B.2.b Sustainable Development Context

37. As described in the UN Common Country Assessment 2012-2016 (CCA) that was published in February 2011, Trinidad and Tobago is a twin-island unitary state situated at the southernmost base of the Caribbean Archipelago at about 590 kilometers (km) from the coast of Venezuela. Trinidad covers 4,827 km² and Tobago 301 km². They became independent from Britain in 1962 and became a republican parliamentary democracy in 1976. The country remains a member of the British Commonwealth.

38. Government comprises three independent arms – the Legislature, the Executive, and the Judiciary. Legislative power resides in the bicameral Parliament - the House of Representatives comprised of elected members and the Senate comprised of appointed members. Executive authority lies with the Prime Minister and the Cabinet. The Judiciary is a full system of domestic and appellate courts headed by a Chief Justice. Final appellate power rests with the Judicial Committee of the Privy Council in the UK. Tobago is administered separately by the Tobago House of Assembly (THA), which was established in 1980.

39. The 2000 national census indicated that the population of Trinidad and Tobago was 1.3 million. It is estimated that currently, the population now stands at approximately 1.33 million. The majority of the population is of primarily African (37.5%) and East Indian origin (40%) and a further 20.5% was identified as mixed origin in 2000 national census. Roman Catholicism accounted for 26% of the populations practicing religion. Pentecostalism accounted for 6.8%. Anglicans were 7.8% and Baptists 7.2%. Hindus and Muslims continued to account for 22.6% and 5.8% respectively of the population.

40. The country's population growth rate has slowed in the last few decades, and is less than 1% annually. The crude birth rate declined from 21 to 15 live births per 1,000 between 1990 and 2008. Total life expectancy at birth rose slightly since 1968; in 2010 male/female life expectancy was recorded at 66.4/73.5.

41. Over the past decades there have been shifts in the age structure of the population that are expected to continue. The 0-19 age group was 43.6% in 1990 and is anticipated to decline to 27% by 2015 and further to 26.7% by 2020. The 20-59 age group has been growing steadily from 40% in 1990 to a projected level of 61% in 2010. It is expected to decrease slightly by 2020. The 60+ age group grew from 8% of the population in 1990 to 9.3% in 2005. This group is expected to see the most growth reaching to 12.2% by 2010 and almost doubling to 15% by 2020.

42. In 2009, Trinidad and Tobago's GDP was approximately USD 21.2 billion, primarily accruing from its oil and gas reserves. The natural gas and petrochemical sector accounted for over 40% of GDP, about 90% of exports and 60% of government revenue in 2006. This sector employed an estimated 5% of the work force in 2009, while the Agriculture, Manufacturing and Service sectors contributed approximately 1%, 19% and 40% respectively to GDP while employing 4%, 7% and 63% respectively of the workforce. The currency, the Trinidad and Tobago Dollar (TTD), has hovered around the level of TTD 6.2: USD 1 since 1998, fluctuating only mildly. Tobago's economy is driven by tourism and public service employment. Employment in tourism was estimated at 14,000 in 2009, or 47.6% of total employment on the island.

43. According to the CCA 2011-2016, while the country experienced over 15 years consecutive growth up to 2007, and grew faster than most other countries in Latin America and the Caribbean, the global economic downturn affected the country more than the rest of the region. Growth was recorded at -3% in 2009 as a result of the global financial crisis, the reduction in energy prices, weaker demand for other exports, and the collapse of CL Financial, a large financial conglomerate. According to the National Budget 2011, unemployment levels rose to 6.7% in the first quarter of 2010. Inflation surged, as well as food prices. However, growth was anticipated to be recorded at 2.5% by the end of 2010 and to increase in subsequent years.

44. Trinidad and Tobago ranked 64 on the 2013 Human Development Index (HDI)⁴ with a value of 0.766 putting the country in the *High Human Development* category. It has a value of 0.662 on the 2013 Inequality-adjusted Human Development Index (IHDI). According to the Multidimensional Poverty Index (MPI), 1.7% of the population is “*multidimensional poor adjusted by the intensity of the deprivations*” and 0.2% of the population is in “*severe poverty*”. With a value of 0.321 it ranks 56 on the Gender Inequality Index (GII). According to the World Bank 20% of the population was living below the national poverty line in 1992. This percentage has dropped to about 17% as per the 2005 national survey of living conditions. While trends show a reduction in poverty indicators, there is also evidence of highly concentrated “pockets of poverty” which reveal continuing inequity.

45. The current government was elected with its platform “*Let’s do this together- Restoring Growth, Diversity and Confidence to the Economy*”. The economic development goals outlined include:

- Macroeconomic stability, strong institutions and investor confidence;
- Sustainable growth and diversification;
- Job creation and promotion of social justice.

46. On this basis, the government in its first national budget (2015) with the theme “Restoring Confidence and Rebuilding Trust: Let’s do this together” it’s commitment to the environment noted that natural resources must be conserved for the current and future generations. The imperative to conserve land and sea areas, wildlife and marine species, and green public spaces places was articulated. It was noted that the government intends to partner with various stakeholders to promote environmental awareness throughout the nation, particularly among young people, especially in rural communities. It was also articulated that legislation relating to the preservation and the enhancement of the environment, in particular initiatives for the reduction of the carbon footprint in Trinidad and Tobago would be brought to Parliament.

47. As a Small Island Developing State (SIDS), Trinidad and Tobago is highly vulnerable to natural disasters (tropical storms, earthquakes, floods and droughts) as well as climate change and sea level rise. Sustainable Development Goal 13 which advises urgent action to combat climate change and its impacts has a target to promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and Small Island Developing States, including focusing on women, youth and local and marginalized communities.

48. From a sectoral perspective, environmental degradation remains a major issue for Trinidad and Tobago. As a result of heavy industry and vehicular traffic, the country rests within the global top 10 on carbon emissions per capita. In addition, the country experiences critical environmental problems such as flooding, widespread pollution of its waterways and coastal areas, illegal dumping, deforestation, excessive soil erosion, fisheries and wildlife depletion. These problems are mostly attributed to poor land use practices and an inadequate legal and institutional framework for water resources and coastal zone management.

Biodiversity

⁴ UNDP, *Human Development Report 2014 – Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience*.

49. Trinidad and Tobago boasts a rich biota relative to its size. The country's rich biodiversity is directly attributable (though not exclusively) to its geological history and location to the South American continent. The past and fairly recent "land bridge" to the South American continent, and proximity to the Orinoco River Delta and outflow, is attributed to the existence of relic continental species and relatively easy of colonization of mainland species into Trinidad and Tobago. Additionally, topographical features and associated microclimate variability (rainfall and temperature), as well as other factors such as varying soil types, and human activities all influence the country's biodiversity.
50. There are a number of natural ecosystems found in the country, including forest ecosystems; inland freshwater systems (rivers and streams); coastal and marine ecosystems (coral reefs, mangrove swamps, seagrass beds and open ocean); savannas; karst landforms (including caves); and man-made/induced systems (secondary forests, agricultural lands and freshwater dams). The biodiversity of Trinidad and Tobago plays an important role in many of the ecosystem services that support human well-being – directly such as through the provision of freshwater, forest products and fisheries and indirectly, such as through a number of biophysical processes and amenities.
51. Trinidad and Tobago has eight main indigenous types of forest, and approximately 175 families and 2,500 species of plants. They provide a wide range of habitats, which support more than 400 species of birds, over 100 species of mammals, 93 species of reptiles, 30 species of amphibians and numerous species of insects and butterflies. In an effort to maintain the country's biodiversity, there are 13 Wildlife Sanctuaries and 35 legally gazetted forest reserves in Trinidad and Tobago, with some 127,500 hectares proclaimed forest reserve and an additional 11,650 hectares managed as such. In addition, in more recent times, the Environmental Management Act of 2000 has allowed for the designation of one Environmentally Sensitive Area (ESA) and three Environmentally Sensitive Species (ESS). Moreover, the coastal and marine areas of the two islands contain a rich biological diversity. The country also possesses several types of ecosystems that are of global importance and these include the Nariva Swamp, Caroni Swamp and Buccoo Reef.
52. According to the "*Fourth National Report on Trinidad and Tobago to the Convention on Biological Diversity*", rapid economic growth on account of the oil and gas industry in Trinidad and Tobago has driven changes in demographics and land use/land cover especially (though not exclusively) in western Trinidad and in south-western Tobago. Additionally, pollution of inland freshwater systems and coastal regions on account of land use activities (principally housing/urbanisation, agriculture, industrialization and quarrying) has negatively impacted freshwater aquatic biota and coastal ecosystems. These impacts have been exacerbated by lack of effective governance and implementation of laws/policies, as well as by other stressors such as overharvesting, climate change and alien invasive species. On account of these changes, there have been significant modifications especially in the country's forests and coastal systems. Loss of ecosystem integrity has had some very direct and severe consequences, the most pressing include:
- Greater severity of flooding in recent years in areas most modified by human activities. These also coincide with areas of highest urban and residential development;
 - Lower quantities and quality of water from inland water sources for human consumption;
 - Loss of suitable habitats for wildlife, resulting in reductions in the abundance and distribution of species on both islands, as well as a higher vulnerability of certain species to endangerment and extirpation;
 - Economic losses in tourism and fisheries in Tobago associated with coral reef degradation;
 - Higher fish prices due to depleted marine stocks.

Climate Change Vulnerability

53. As a SIDS, Trinidad and Tobago faces a serious threat from the impacts of climate change. Higher temperatures, rises in sea level and increased rainfall and storm activity threaten lives, property and livelihoods. According to the UN CCA 2012-2016, the country's contribution to total emissions is relatively small. However, it remains relatively larger than those of other Caribbean countries. Greenhouse gas inventories conducted for the period 1990-2008 using the *Revised IPCC Guidelines*

for *National Greenhouse Gas Inventories*, which examined the emissions of CO₂, CH₄, N₂O, NO_x and NMVOCs indicate that the energy, transportation, power generation and industrial sectors account for the bulk of emissions in Trinidad and Tobago.

54. As per the *UN CCA 2012-2016 for Trinidad and Tobago* report, the focus is now needed on both mitigation and adaptation. So far, though, greater efforts in the Caribbean have focused mainly on adaptation. Mitigation should focus on transitioning Caribbean countries to low-carbon based economies structured on well-defined national energy policies. The promotion of energy-efficiency and use of alternatives to fossil fuels need to become regional and national priorities.
55. In this regard, a key sector of the economy that is directly related to the impacts of climate change is the energy sector. Oil and gas account for 45% of the country's GDP and 90% of exports. It is the fifth largest exporter in the world of liquefied natural gas (LNG), supplying up to 60% of the US domestic needs. The country, therefore, needs the oil and gas to fuel its economy. However, the government has also committed to the promotion of renewable energy resources as necessary to the energy security and sustainable development of the country, and particularly as a response to the threats of climate change. As part of this drive towards renewable energy the government has indicated that it intends to: create an enabling environment; promote energy efficiency and conservation; build capacity and create awareness; and establish the appropriate institutional arrangements. It also intends to undertake assessments of areas that are vulnerable to the impacts of natural disasters, with emphasis on disasters related to climate change in an effort to mitigate and prepare for them.
56. From 2010 to 2013, the government – in partnership with UNDP – committed to the development of a national CO₂ reduction strategy and implementation framework through technical analysis, capacity development and knowledge sharing.

Land Degradation

57. Trinidad and Tobago, with a total land area of 512,800 hectares, has an estimated total arable land area of 75,000 hectares with an additional 47,000 hectares under permanent crops, while 11,000 hectares are under permanent pasture. Natural forest cover is about 248,000 hectares of which 77 per cent is State-owned. Built development accounts for about 15 per cent of the country's total land area. Described as a water-rich country, Trinidad and Tobago has a large network of rivers, with the largest hydrometric area being the Caroni, which produces a significant proportion of the national potable water supply. North and Central Trinidad are endowed with aquifers, which are responsible for a large proportion of the country's groundwater yields.
58. Most of the land degradation witnessed in Trinidad and Tobago is caused by human action. According to the NAP 2006-2010, tackling the problems and issues of land degradation require a mix of solutions which targets both the underlying and direct causes of land degradation. Land degradation in Trinidad and Tobago lowers the actual and productive potential of land resources, reduces vegetative cover, and adversely affects soils, water quality and availability, biodiversity and coastal and marine environments. It said that if left unchecked, land degradation can lead to irreversible loss of land resources on which socio-economic development of the country depends.
59. In Trinidad and Tobago, the main types of land degradation are deforestation, accelerated soil erosion, declining soil fertility, coastal erosion, soil and water pollution/ contamination, and an increased incidence of flooding.
60. There has been extensive deforestation in critical watersheds, associated with annual forest fires, logging, the practice of slash and burn agriculture, construction (site clearance and preparation), squatting, quarrying, gas and oil exploitation. Deforestation significantly lowers water table and causes siltation in watercourses, increased flooding and reduced perennial stream flow. Deforestation also reduces natural vegetation thus reducing available habitat and threatening the existence of certain flora and fauna.
61. From hillsides to floodplains, the rise in soil erosion is evident throughout Trinidad and Tobago; though mapped data on the status of soil erosion is much outdated. Soil erosion reduces soil productivity and

adversely affects the environment. The major consequential environmental issue is the high sediment loads in river systems and waterways, which considerably reduce the capacity of the systems to carry runoff water.

62. On the south coast, like the west coast, coastal erosion is seen as consequential to the activities of the oil and gas companies. From Manzanilla on the south-east coast to Moruga, there has been erosion over the years, particularly during the last 20 to 30 years. Headlands have been eroded at the rate of roughly one metre per year and individual and family property has been lost in some places.
63. The problem of flash and acute flooding has become a widespread annual occurrence in Trinidad and Tobago. Increasingly, new affected areas are being added to the list of traditional flood prone areas. Among those areas most severely affected are Caroni, the flood plains of the Carapo River, along the Eastern Main Road, downtown Port of Spain, Penal, Barrackpore and South Oropouche. Like elsewhere, there is a strong correlation between unsustainable land use and land management practices and flooding. The chief causes of floodings are those, which reduce vegetative cover and reduce the capacity of waterways.
64. Pollution derives from agricultural, domestic and industrial sources and its evidence shows up in the country's river systems. From agricultural pollution (sugar industry) being the main source in the first half of the twentieth century, in more recent times, there is evidence of a buildup of industrial pollution pressures associated with industrial activities, ranging from the petrochemical industry to light manufacturing. Domestic wastewater management has been a serious and chronic problem. Apart from causing land degradation, discharged wastewater finds its way into the fresh water and marine environments where it can have negative public health effects.
65. In line with the SDGs to ensure environmental sustainability, the current administration has pledged to implement environmental initiatives in its *Manifesto* which include:
 - Put environmental considerations at the heart of development so as to guide Government decisions;
 - Develop climate change adaptation and mitigation strategies to safeguard those most affected;
 - Reconnect people with nature by increasing the acreage of green space and enhancing the physical amenities to promote the enjoyment, cultural and spiritual enrichment of all citizens;
 - Promote energy efficiency and renewable energy sources including wind and solar as the means to increase energy security and reduce our reliance on fossil fuels to power the economy;
 - Award financial incentives to ventures that create jobs and businesses in green financial products, renewable green energy and improved resource efficiency;
 - Increase research and development training programmes in state of the art technologies in energy including small-scale energy systems for application in rural communities, homes, schools and other institutions in the country;
 - Establish a clear action plan for waste management that promotes local recycling;
 - Integrate all interventions involving the environment and natural resources within social, economic and land use policies cognizant of the international conventions to which Trinidad and Tobago is a signatory;
 - Establish incentives for households and businesses to conserve water to contribute to the enhancement of natural resources;
 - Assist farmers to implement sustainable agricultural practices through training programmes on the impacts of climate change on agriculture and soil management;
 - Halt deforestation as a means to protect biological diversity, wildlife and habitats from destruction;
 - Develop and implement a flood resilience policy to protect against the risk of flooding and the spread of diseases;
 - Intensify environmental awareness programmes among children and youth to promote an understanding of the central role of the environment in securing the future and environment.

66. One of the fundamental challenges expressed by researchers, policy and programme makers is the absence of accessible recent data and statistical analysis in most areas. It is a widespread occurrence that has an adverse effect on government planning departments, civil society organizations, development partners and other stakeholders. The government has recognized the limited capacity to collect and disseminate data and the need to modernize data management information systems.

B.2.c Policy and Legislative Context

67. Development and environmental management in Trinidad and Tobago is led by a set of key policies and strategies, supported by Laws. It includes the following key policies:

National Spatial Development Strategy (NSDS) for Trinidad and Tobago

68. This strategy is a planning framework to govern physical development in Trinidad and Tobago for the period 2013-2023 and working towards a vision of progress to be achieved within 20 years (2033). It has 12 objectives grouped under 3 themes: Strong and Resilient Communities; Sustainable Prosperity; and Sustainable Infrastructure. Worth noting in these objectives, there are 5 objectives that are related to the management of the environment and natural resources; they include:

- ***Using our natural resources sustainably:*** To recognize the value of natural resources (including land, air and sea) and to ensure that they are used in sustainable ways, differentiating appropriately between those that are renewable as opposed to finite.
- ***Meeting the challenges of climate change:*** To adapt the ways in which we live, build, travel, and communicate so as to maximize resilience to the effects and impacts of climate change and to reduce contributions to factors that are adding to it.
- ***Moving towards sustainable transport:*** To coordinate the use and development of land and the provision of transport infrastructure so as to reduce traffic congestion and promote more efficient, less wasteful and less polluting modes of travel.
- ***Generating and using energy sustainably:*** To reduce social and economic reliance on non-renewable energy sources and to promote and facilitate the development of more sustainable and environment-friendly alternatives.
- ***Managing waste safely and efficiently:*** To manage the generation, treatment and disposal of both solid and liquid waste in ways that safeguard human health and protect the environment.

69. Under each of these objectives, a policy framework was formulated to set the sustainable development strategy of Trinidad and Tobago for the period 2013-2023, including the need to improve the related enabling environment such as legislation, sectoral policies, institutional strengthening, education/awareness, etc. These policies related to the above objectives include:

- Policy 13: Sustainable use of natural resources
- Policy 14: Landscape management
- Policy 15: A coordinated approach to water resources and water quality
- Policy 16: Coastal and marine resource considerations
- Policy 17: Air quality
- Policy 18: Sustainable mineral use
- Policy 19: Sustainable energy extraction
- Policy 20: Managing Hazard Risks
- Policy 21: Prioritizing Sustainable Transport
- Policy 23: Energy efficiency
- Policy 24: Waste management

Comprehensive Economic Development Plan (CEDP 2.0)

70. The *CEDP 2.0: Redoubling the Effort (2013-2017)* was published by the Tobago House of Assembly (THA) in 2012 to guide the social and economic development in Tobago. It follows the “*Comprehensive Economic Development Plan for Tobago 2006-2010*”. The goal of this plan is to

transform and diversify the Tobago economy such that it is better able to adjust to rapid changes in the national and international economies by producing products and services in which it can retain a competitive edge. It is structured into 8 Strategic Priority Areas: (i) Branding Tobago; (ii) Good Governance and Institutional Reform; (iii) Business Development and Entrepreneurship; (iv) Human Capital Development; (v) Social Development and Resilience; (vi) Improved Infrastructure and Utilities; (vii) Enhanced Safety and Security; and (viii) Environmental Sustainability.

71. Under the last strategic priority (viii), the goal is to strengthen environmental capacity and performance, consistent with a resilient Tobago that is Clean Green Safe and Serene and meets the standards of a green Tobago economy. It aims at managing the Tobago environment through legislative reform and building institutional capacity and improving waste management and actively addressing climate change and disaster management. Under this priority, the plan has 4 expected outcomes:

- Environment and climate change mainstreamed into Tobago development framework;
- The physical planning and development control framework for Tobago strengthened;
- Solid waste management system effectively integrated and Tobago's capacity strengthened in managing solid waste and reducing environmental and health hazards;
- Tobago's communities, households and residents better prepared for disasters.

National Environmental Policy (NEP)

72. Section 18(1) of the Environmental Management Act, 2000 requires the Board of Directors of the Environmental Management Authority (EMA) to prepare and submit to the Minister recommendations for a comprehensive National Environmental Policy (NEP). A first NEP was laid in Parliament on September 2, 1998. The current NEP was finalized in 2005 and laid in Parliament on April 7, 2006.

73. The NEP has 7 objectives that are:

- Prevent, reduce or where possible recycle all forms of pollution to ensure adequate protection of the environment and consequently the health and well-being of humans;
- Conserve the vitality and diversity of the natural environment through the conservation of ecological systems and the biodiversity within;
- Develop within the carrying capacity (the assimilative capacity of the environment) of the country through national physical development and planning; and the sustainable use of renewable resources and the conservation of non-renewable resources;
- Change attitudes and practices of citizens with a view to reducing the polluting practices of the public;
- Ensure that all industries install a certified Environmental Management System;
- Empower stakeholders, including communities, to care for their own environments by providing opportunities to share in managing their local resources and the right to participate in decision-making.
- Promote the integration of the principles of environmental sustainable development into all national policies and programmes.

74. The policy is guided by a set of principles that include the respect and care for the community of life; keep within the country's carrying capacity; empower communities to care for their own environments; polluter pays principle; and precautionary principle.

75. Then, the NEP is detailed thematically covering the following themes: (i) Conservation of Natural Resources; (ii) Pollution, Hazardous and Toxic Substances; (iii) Assessment of Impacts, Public Information and Environmental Education; and (iv) Financial and Economic Instrument.

76. Under the environmental education section of NEP, it was recognized that "*real progress in environmental management will not be made without educating people and raising public awareness of the purpose for changing attitudes towards the environment and natural resources*". Furthermore, the policy states that government policy is that public authorities holding information on the environment must make it available to anyone requesting it, subject to certain exclusions. It also states

that environmental education initiatives throughout the country will be introduced in schools and also for decision makers in the public and private sectors.

Other Policies related to the management of the environment

77. In addition to these key policies in Trinidad and Tobago, the government also developed/formulated national sectoral strategies and plans; it includes:

- a. *National Climate Change Policy*: This policy was endorsed by the government in July 2011. It was developed after comparisons were made of climate change policies for similar countries and also in the context of the Caribbean Community Climate Change Centre (CCCCC) established by the CARICOM governments. It provides policy guidance for the development of an appropriate administrative and legislative framework, in harmony with other sectoral policies, for the pursuance of a low-carbon development path for Trinidad and Tobago through suitable and relevant strategies and actions to address climate change, including sectoral and cross-sectoral adaptation and mitigation measures. Its implementation seeks to fulfill the commitments of Trinidad and Tobago to the UNFCCC and the Kyoto Protocol.
- b. *National Forest Policy (February 2011)*: The policy sets three mutually-reinforcing objectives: (i) Optimize the contribution of forest resources to livelihoods; cultural and spiritual/religious use, while ensuring sustainable use of forests, including extraction of timber and wildlife; (ii) Protect native genetic, species and ecosystem diversity; and (iii) Maintain and enhance the natural productivity of forest ecosystems and ecological processes (watershed functions, etc.) to provide important ecosystem services.
- c. *National Protected Areas Policy (2011)*: This policy sets three mutually reinforcing objectives: (i) Conserve the country's natural heritage, genetic, species, ecosystem diversity and functionality, evolutionary and ecosystem processes and biogeochemical cycles; (ii) Conserve the country's cultural, spiritual/religious and historical heritage; and (iii) Optimize the contribution of PAs to sustainable livelihoods and human well-being, including opportunities for resource mobilization, education and recreation.
- d. *National Wildlife Policy (2013)*: The scope of the NWP is to provide guidance on the sustainable management of undomesticated animals and plants found in Trinidad and Tobago, whether introduced, resident or migratory, their parts or derivatives thereof, and their habitats.
- e. *National Policy and Programmes on Wetland Conservation for Trinidad and Tobago (2001)*: This policy was developed, in part, to fulfill obligations under the Ramsar Convention on Wetlands.
- f. *Water Pollution Management Programme (2005)*
- g. *National Action Programme to Combat Land Degradation in Trinidad and Tobago: 2006-2020 (Draft)*
- h. *Biodiversity Strategy and Action Plan for Trinidad and Tobago (2001)*
- i. *National Biosafety Framework for Trinidad and Tobago (Draft – 2010)*
- j. *Strategy for Reduction of Carbon emissions in Trinidad and Tobago – 2040 (Draft)*

Brief Overview of the Legislative Framework

78. Regarding legislation related to the management of the environment, Trinidad and Tobago is equipped with an environmental legislative framework that includes three main pieces of legislation:

79. *Environmental Management Act (No. 3 of 2000)*: This Law repealed and re-enacted the Environmental Management Act of 1995 and it was interpreted as altering some sections of the Constitution of the country. The objects of this Law are to:

- a. Promote and encourage among all persons a better understanding and appreciation of the environment;

- b. Encourage the integration of environmental concerns into private and public decisions;
 - c. Ensure the establishment of an integrated environmental management system to determine priorities and facilitates co-ordination among governmental entities to effectively harmonize activities designed to protect, enhance and conserve the environment;
 - d. Develop and effectively implement written laws, policies and other programmes for and in relation to the conservation and wise use of the environment, the Government's international obligations and in the same time allowing the Government's commitment to achieve economic growth in accordance with sound environmental practices
80. It is a comprehensive Law to legislate the management of the environment in Trinidad and Tobago. It contains 9 Parts; the main ones are presented below:
- a. Under Part II the Law establishes the Environmental Management Authority (EMA) to be governed by a Board of Directors and managed by a Managing Director nominated by the Board.
 - b. Part III defines the Functions and Powers of the authority.
 - c. Part IV set the environmental rules and guidance for public participation.
 - d. Part V states that the authority is to conduct its operations in accordance with the NEP.
 - e. Part VI focus on environmental compliance and enforcement.
 - f. Part VII sets an environmental trust fund and environmental finance guidelines.
 - g. Part VIII establishes an Environmental Commission to be a tribunal exercising the jurisdiction including in this Law.
81. MEAs obligations committed by Trinidad and Tobago are not included in the Environmental Management Act.
82. ***Town and Country Planning Act Chap.35:01***: This Act makes provision for the orderly and progressive development of land in both urban and rural areas and to preserve and improve the amenities thereof. The Act also makes provision for the preservation of trees and woodlands.
83. ***Finance Act (No. 5 of 2004)***: This is a Law to amend the Central Tenders Board Ordinance, the Income Tax Act, the Corporation Tax Act, the Petroleum Taxes Act, the Customs Act, the Finance Act, 1987, the Miscellaneous Taxes Act, the Stamp Duty Act, and the Value Added Tax Act. Under Part VI this Law amends the Miscellaneous Taxes to set the Green Fund Levy. As of January 1, 2001, this Law set a tax to be levied at the rate of 0.1% on gross sales of companies carrying on business in Trinidad and Tobago. This levy is to be paid quarterly and is deposited in a specific "green fund". The purpose of this tax – that constitutes the green fund - is to financially assist organizations and community groups that are primarily engaged in activities related to the remediation, reforestation and conservation of the environment.

Other Laws related to the management of the environment and natural resources

- a. Conservation of Wildlife Act, 1958;
- b. Environmentally Sensitive Areas Rules, 2001;
- c. Environmentally Sensitive Species Rules, 2001;
- d. Certificate of Environmental Clearance Rules, 2001;
- e. Fisheries Act, 1916;
- f. Fisheries (Amendment) Act, 1975;
- g. Fisheries Management Bill (Draft, 2011);
- h. Forests Act, 1915;
- i. Forests (Amendment) Act, 1999;
- j. Marine Areas (Preservation and enhancement) Act, 1970;
- k. The Noise Pollution Control Rules, 2001;
- l. The Water Pollution Rules 2001 as amended by the Water Pollution (Amendment) Rules, 2006;
- m. Anti-Dumping and Countervailing Duties (Subsidies) Regulations, 1996;
- n. Chaguaramas Development Authority Act, 1972;
- o. Tourism Development Act, 2000;
- p. Air Pollution Rules, 2013.

- q. *Planning and Facilitation of Development (PAFD) Act (No. 10 of 2014):*

B.2.d Institutional Context

84. The key government ministries and agencies that play a critical role in managing the environment include:
85. The *Ministry of Planning and Development (MPD)*'s major objective is to sustainably manage the nation's natural resources in a manner to ensure that there is a balance between economic and social development while maintaining the integrity of the environment. There are three key relevant Divisions under the Ministry:
- a. *Environmental Policy and Planning Division*: to ensure that there is a balance between government's efforts to increase the pace of socio-economic development and the need to ensure conservation of Trinidad and Tobago's natural resources.
 - b. *Multilateral Environmental Agreements Unit (MEAU)*: to coordinate the implementation of MEAs in Trinidad and Tobago. The focus of this unit is on four areas: Climate Change; Ozone; Biodiversity; and Waste. MEAU provides strategies and advices under the MEA agreements.
 - c. *The Green Fund Executing Unit*: is responsible for administering the Green Fund. The **Green Fund** was instituted in 2000 under the Finance Act 2000, Part VIII of the Miscellaneous Taxes Act was amended by inserting Part XIV- Green Fund Levy. It is capitalized by a tax of 0.3% quarterly on the gross sales or receipts of companies carrying on business in Trinidad and Tobago as indicated in the Budget Statement 2016. The Fund's monies are distributed through applications to the Green Fund Executing Unit and approved by the Minister with the responsibility for the environment. Groups qualifying for funding must be involved in activities focusing on remediation, reforestation, environmental education and public awareness of environmental issues and conservation of the environment. A Green Fund Advisory Committee (GFAC) meets once a month to review project applications and final decisions to fund projects rest with the Minister of MPD. Today, the Green Fund has capitalized a total sum of approximately TTD 3.6 billion and collects approximately TTD 300-400 million annually. To date, a total of approximately TTD 262 million is committed for 19 certified activities out of a total of just over 100 applications submitted. Reports on the Green Fund are submitted quarterly to the Minister of Finance and the Economy and annually to the Parliament.
86. The *Environmental Management Authority (EMA)* is a statutory body established by the Government of Trinidad and Tobago in June 1995 under the Environmental Management Act 1995 which was later repealed and reenacted as the Environmental Management Act Chapter 35:05. It is the national environment authority in Trinidad and Tobago. It is mandated to write and enforce laws and regulations for environmental management, to educate the public about the nation's environmental issues and to control and prevent pollution, as well as conserve natural resources in accordance with the Environmental Management Act. EMA facilitates co-operation among persons and manages the environment in a manner, which fosters participation and promotes consensus, including encouraging the use of appropriate means to avoid or expeditiously resolve disputes through mechanisms for alternative dispute resolution.
87. The *Institute of Marine Affairs (IMA)* is charged with conducting research and development on marine and related resources of Trinidad and Tobago, the Caribbean and adjacent regions. IMA also conducts scientific studies on the multiple uses of the sea and coastal zones, their resources and potential use and to evaluate and promote such studies with a view to minimizing possible conflicts, which may result from such uses. IMA advises on the development and optimum utilization of the marine and coastal resource potential of Trinidad and Tobago by providing information with respect to technical enquiries and questions.
88. The *Basel Convention Regional Center (BCRC)* is a regional office of the Secretariat of the Basel Convention (SBC), whose roles and functions are to support parties to the convention in the Caribbean

Region in the implementation of the provisions and protocols of the Basel Convention. The BCRC-Caribbean is hosted by the GoRTT through MPD in accordance with a Framework Agreement signed between the GoRTT and the SBC in October 2004.

89. The *Tobago House of Assembly (THA)* is a Unicameral Autonomous Legislative body responsible for the island of Tobago within the twin-island nation of Trinidad and Tobago. The original THA - the country's oldest political institution - was a colonial institution created in 1768. Today's THA was established in 1980 to rectify some of the disparities in the relationship between the two islands. The THA comprises two main arms, the legislative arm and the executive arm and 10 divisions. It has 33 areas of responsibility, including the environment, but has limited ability to collect taxes and impose local law or zoning regulations. One division is the *Agriculture, Marine Affairs, Marketing and the Environment* that is sub-divided into four departments, including the *Department of Natural Resources and the Environment*. The department of Marine Affairs and Fisheries has the responsibility for the marine and coastal resources around Tobago.
90. Other state administrative bodies have been involved in the implementation of management programmes, including:
- Office of Disaster Preparedness and Management (ODPM)* was established by Cabinet in January 2005, and is responsible for leading national efforts in protecting public health and safety and providing emergency relief to those affected severely by hazards.
91. Additionally, to ensure a more effective and successful implementation of sustainable development related programmes, the GoRTT has established a few cross sectoral national committees, including:
- a. The *Ministerial Committee of Climate Change (MCCC)* which was established in 2012 at the Ministry of Planning and Development to provide policy oversight to the implementation of the national climate change policy. It has not been convened to date. It is expected to be chaired by the Permanent Secretary of this Ministry.
 - b. The *National Renewable Energy Committee* which was established by Cabinet in November 6, 2008. The task of this committee is to review the energy balance of Trinidad and Tobago, conduct a current state assessment of renewable energy applications and research activities on renewable energy solutions, and make recommendations on incentives to promote the use of renewable energy technologies. It produced a framework for alternative energy and energy efficiency that are currently being implemented by the Ministry of Energy and Energy Industries.
 - c. The *National Wetland Committee* which was established in January 1995 to oversee the drafting of the national wetland policy and guide the integration of wetland conservation and wise use into Trinidad and Tobago's national planning.
92. In addition to government entities, civil society groups and organizations have also an instrumental role and responsibilities in environmental management in Trinidad and Tobago; particularly in enhancing involvement of local communities.
93. There are NGOs intervening in the management and conservation of the environment in Trinidad and Tobago. Some of the key ones include:
- a. Buccoo Reef Trust;
 - b. Caribbean Natural Resources Institute (CANARI);
 - c. Caribbean Network for Integrated Rural Development (CNIRD);
 - d. Caribbean Youth Environment Network (CYEN);
 - e. Council of Presidents of the Environment (COPE);
 - f. Eco - Protectors of Trinidad and Tobago;
 - g. Environmental Research Institute Charlotteville (ERIC);
 - h. Field Naturalist Club;
 - i. Fishermen and Friends of the Sea (FFOS);

- j. Green TnT;
- k. Greenlight Network (plastikeep project);
- l. Manatee Conservation Trust;
- m. Maracas Valley Action Committee;
- n. Nature Seekers Inc.;
- o. Network of NGO's for the Advancement of Women of Trinidad & Tobago;
- p. Papa Bois Conservation;
- q. Protectors of the Environment;
- r. Save Our Sea-turtles (SOS) Tobago;
- s. Sundew Tour-guiding Services;
- t. Sustain T&T;
- u. The Caribbean Youth Environment Network;
- v. The Confederation of Hunters Associations for Conservation, Trinidad and Tobago;
- w. The Cropper Foundation;
- x. The Rose Foundation;
- y. The Trust for Sustainable Livelihoods;
- z. Toco Foundation;
- aa. Trinidad & Tobago Green Building Council;
- bb. Trinidad and Tobago Red Cross Society.

94. On November 24, 2011, the GoRTT agreed to create a "MEA/Climate Change Focal Points Network" composed of Ministries, government agencies, industry and non-governmental organizations. This network of focal points has now 179 members, including 54 NGOs and 24 energy companies. The network communicates through email and also through a blog (<http://eppd-tt.blogspot.com/>). The responsibilities of this network of focal points include:

- a. Liaising with MPD as the National Focal Point in respect of the role and functions of their respective institutions in the context of the national obligations under the various MEA;
- b. Providing advice and inputs into strategies and actions to be taken at the national level in the implementation of obligations under the MEA and climate change;
- c. Providing inputs, data and information to facilitate reporting requirements of Trinidad and Tobago under the MEA;
- d. Providing advice and inputs into work programs of their respective Ministries /agencies in the context of national obligations under the MEA and climate change;
- e. Interfacing with other relevant stakeholders through relevant networking media to enhance co-operation at various levels.

95. Finally, financing for community level projects has also been made accessible through the *GEF Small Grants Programme (GEF/SGP)*. The programme is implemented by UNDP and executed by UNOPS. This program was introduced in Trinidad and Tobago in 1995 and supports NGOs and CBOs in projects related to the GEF focal areas of biodiversity conservation, reduction of climate change and the degradation of the quality of international waters, prevention of land degradation and the elimination of the use of Persistent Organic Pollutants (POPs). Its main objective is environmental conservation and improved livelihoods in communities through financial and technical support.

B.2.e Barriers to Achieving Global Environmental Objectives

96. As described in section B.2.a, Trinidad and Tobago has been conducting a NCSA to assess capacity issues, capacity needs and finally capacity priorities in the environmental area; particularly its capacity development needs to address the national requirements obligated with the ratification of the Rio Conventions by Trinidad and Tobago. The process started in December 2004 with an extensive study to review the environment and its related management framework in Trinidad and Tobago.

97. In 2011, national consultations were conducted using a scorecard approach. The results indicate that rankings of the country's implementation of the Rio Conventions were poor, with some division

between a poor and fair scoring particularly with regards to the current legislation and policy framework, institutional capacity and primary obligations. No 'good' ranking was given on any aspect of the country's implementation of the Rio Conventions. Appropriate communication between focal points and stakeholders was unanimously ranked as poor along with stakeholder awareness and involvement, indicating a strong correlation among these three criteria. It is a concern that needs to be addressed in order to improve the implementation of MEAs in Trinidad and Tobago.

98. Using a set of five criteria, these consultations (workshops) identified the following key issues:

- *Information Dissemination and Gathering:* The needs include:
 - a. Clearing House Mechanism/Interactive Website;
 - b. Formalization of relationships between state agencies and NGOs/CBOs;
 - c. Examination of target audience for information dissemination, and make relevant to the target audiences, and develop interest and awareness, using vertical and lateral linkages with relevant messages;
 - d. Documents relevant to Conventions to be available in a format easily understood by the public.
- *Legislative and Policy Framework:* The needs include:
 - a. Creation of a legislation and policy database to ensure ease of access to information, both by implementing agencies and the public;
 - b. Assessment of the effect of current policy and legislation;
 - c. Implementation of policy and enforcement of legislation (Critical);
 - d. Synergy between actions taken and policy directives.
- *Institutional Framework:* The needs include:
 - a. Institutional strengthening through capacity building and monitoring and evaluation of implemented measures;
 - b. Focal points among all stakeholders (Government, implementing agencies, public and private sectors) stressed, with corresponding establishment of structural arrangements for communication between focal points;
 - c. Economic valuation of the environment.
- *Implementation of the Programmes of Work:* The needs include:
 - a. Inter-agency collaboration on both formal and informal levels;
 - b. National work plan;
 - c. Better law enforcement and implementation;
 - d. Assessment of NGO/CBO activities to determine relevance to the Programmes of Work.
- *Degree of Stakeholder Involvement and Awareness:* The needs include:
 - a. Regular communication with stakeholders to share best practices;
 - b. Monitoring and implementation of Conventions;
 - c. Internal collaboration within implementing agencies;
 - d. Education of CSOs to empower these stakeholders to lobby politicians to implement Conventions;
 - e. Revise target audience for information dissemination, and make disseminated information relevant to the target audiences, to develop interest in and awareness of Conventions.

99. The review of these issues indicates a strong need for improving coordination, collaboration, sharing of information as well as increase stakeholder knowledge/awareness on MEAs, their obligations and their implementation in Trinidad and Tobago. These issues corroborate the earlier findings (2004) of the initial study conducted by the NCSA; whereby the identified needs at the time included the need for coordinating bodies for biodiversity and land degradation, need to improve the capacity of EMA to act as an environmental information clearing house, need to develop mechanisms for private sector and community involvement, and the need to institutionalize mechanisms for improving the integration and coordination among agencies.

100. Reliability of data was also a major issue in a report on the achievement of the MDGs in the Caribbean community⁵. Under MDG-7, the report stated, "... *there are known problems with available data from the region. These problems are being gradually addressed, but there are still significant gaps. The general quality of regional environmental data is low, as few countries have the necessary systems in place to collect quality-assured environmental data on a regular basis. In addition, much of the data that is available was generated in ad hoc studies, and cannot therefore be used to calculate trends*".
101. Though MEAs are not specifically mentioned in the *NEP*, this policy sets seven objectives to balance economic growth with environmentally sound practices. Some of these objectives are confirming the need to address some issues identified through the NCSA process. It includes (i) change of attitudes and practices of citizens with a view to reducing the polluting practices of the public; (ii) empower stakeholders, including communities, to care for their own environments by providing opportunities to share in managing their local resources and the right to participate in decision-making; (iii) promote the integration of the principles of environmental sustainable development into all national policies and programmes. The policy also states that information must be widely disseminated through formal and informal education campaigns so that the required actions for enhanced environmental protection are widely understood.
102. Under the *National Spatial Development Strategy (NSDS) for Trinidad and Tobago*, environment is a key pillar of this sustainable development planning framework (*see Section B.2.c*). Among its policies developed for each objective of the NSDS, it recognizes the need to improve data collection, dissemination and monitoring, the need to improve the legislation and policies, the need to develop educational instruments, the need to improve collaboration and coordination among agencies, including the planning authorities and cross-agency arrangements,
103. The sectoral policies also set objectives to address these same issues. The *Forest Policy (2011)* states that existing key weaknesses include an outdated land use planning policy, the lack of institutional mechanisms and capacity to facilitate participatory approaches, weak legislation and poor enforcement. The *Protected Areas Policy (2011)* states that among the challenges to develop a comprehensive protected area system, the related legislation and policies are outdated, there is a lack of national land use planning framework, and there are multiple legal designations, which have complicated the management arrangement of these protected areas. Finally, the *National Wildlife Policy (2013)* states among the main issues faced by this sector the weak legislation and poor enforcement of existing wildlife conservation regulations; the weak administrative institutional support for wildlife conservation; the outdated land use planning policy that has led to ad hoc land management detrimental to wildlife conservation; the lack of wider institutional mechanisms that mandate and facilitate close collaboration of all State agencies in the management of wildlife and their habitats; and the lack of broader institutional mechanisms and capacity to facilitate participatory approaches to wildlife management.
104. Funded by the Quick Start Programme Trust Fund of the Strategic Approach to Integrated Chemicals Management (SAICM), a study was conducted in 2011 to explore how to strengthen the legislative, regulatory and enforcement capacity of SIDS in the Caribbean with regard to the Basel, Stockholm and Rotterdam Conventions. The summary of gaps contained in this study includes the need for strengthening the institutional framework including the appointment of competent authorities and focal points, strengthen the laws related to these conventions, develop guidelines and technical procedures, and train the staff involved in the implementation of these conventions.
105. Regarding the operation of the GFTT, the "*Second Report of the Joint Select Committee on Ministries, Statutory Authorities and State Enterprises*"⁶ conducted an enquiry into the administration

⁵ UNDP, September 2004, *Regional Report on the Achievement of the MDGs in the Caribbean Community*

⁶ Parliament of the Republic of Trinidad and Tobago - Tenth Parliament [2010/2011 Session], *Second Report of the Joint Select Committee on Ministries, Statutory Authorities and State Enterprises (Group 1) on the Administration of the Green Fund*.

of the GFTT. The objectives of this review were (i) to determine the accessibility arrangements in place with regard to the Green Fund; (ii) to ascertain what measures have been put in place to ensure accountability and transparency in management of the Green Fund; and (iii) to determine the effectiveness of the accountability and transparency measures applied in the operation of the Fund. The review identified several areas for further attention: (i) need to clarify some aspects of Memoranda of Agreement between the Ministry of Planning and Development the funded organizations; (ii) capacity of the GFEU predicting a staff shortage when the number of projects will increase; (iii) need for an inter-ministerial coordination mechanism to review projects; (iv) need to review the complex and time-consuming application process; and (v) need to better secure assets purchased from the disbursements under the GFTT. The Committee then provided a set of recommendations to the Ministry of Planning and Development in order to address these areas of concerns.

106. Finally, the national report⁷ prepared for the *Third International Conference on SIDS* (2014), states that despite that there has been some measured progress there remain key constraints and challenges to the implementation of the Barbados Plan of Action, which include:

- a. Uncertainties in the present assessment of climate change and sea level rise impacts;
- b. Inadequate or absence of data relevant to climate change, particularly historical data;
- c. Institutional and technical capacity constraints in identifying possible impacts of climate change on human, biological and physical resources;
- d. Lack of programmes and institutional capacity to support research, development and acquisition of renewable energy technology;
- e. Need to mainstream climate change issues into government policies in order to increase adaptive capacity to climate change;
- f. Establishment of incentives to promote the use of clean technologies, alternative fuels and recycling initiatives;
- g. Lack of formal educational programmes to enhance public awareness on climate change.

107. In conclusion, there is a clear set of capacity barriers hampering the implementation of MEAs in Trinidad and Tobago. Critical issues exist and need to be addressed in order for the nation to move ahead. These critical issues related to MEAs, their obligations and their implementation in Trinidad and Tobago can be categorized into three categories: (i) those related to the capacity of individuals involved in implementing MEAs with the need to increase their skills and knowledge; (ii) those related to the organizations involved in implementing MEAs with the need to improve their structures, coordination and collaboration mechanisms and procedures; and (iii) those related to the enabling environment for implementing MEAs with the need to develop effective supporting policy, legal and institutional frameworks. Within this context, this project will address some of those critical issues as its objective is to implement capacity development activities in order to improve the synergistic implementation of MEAs in Trinidad and Tobago and contribute to national and global environmental benefits.

C. Programme and policy conformity

C.1 GEF Programme Designation and Conformity

108. The GEF strategy for Cross-Cutting Capacity Development (CCCD) projects serves to provide resources for reducing, if not eliminating, the institutional bottlenecks and barriers to the synergistic implementation of the Rio Conventions. This project is particularly in line with the GEF-5 CCCD programme framework four (4), which calls for countries to strengthen capacities to implement and manage global convention guidelines. Projects under this framework focus on improving the synergistic implementation of the three Rio Conventions. In this particular case, this project is particularly aligned with outcome #4.1 - improving cross-institutional coordination and strengthening capacities to employ

⁷ Ministry of Planning and Sustainable Development, *Report of the Republic of Trinidad and Tobago – Third International Conference on SIDS – National Report*

- an integrated approach to implementing shared provisions of the three Rio Conventions; and with outcome #4.3 - strengthening sustainable financing mechanisms in support of the global environment.
109. This project will provide resources to develop adequate training programmes and implement a robust multi-stakeholder-participatory approach in environmental decision-making and governance processes; particularly on matters related to the implementation of environmental obligations contained in the Rio Conventions and other MEAs.
110. This project will also aim at improving the alignment of the Green Fund of Trinidad and Tobago (GFTT) with the implementation of the MEA obligations through funding of environmental projects, which will contribute to national environmental benefits and by extension to global environmental benefits. The project will provide resources to strengthen the capacity of the Green Fund Executing Unit (GFEU) to improve the effectiveness of this unique national environmental funding mechanism.
111. The project will also support activities to strengthen capacities of CSOs through targeted training, focusing on their capacity to understand and implement MEAs in Trinidad and Tobago, as well as their capacity to effectively identify, develop and implement local and national projects that support the implementation of MEAs in Trinidad and Tobago, which will be funded mainly by the GFTT. The GEF grant will enable the GoRTT to develop capacities to better manage and implement global environmental priorities in Trinidad and Tobago.
112. This project is also aligned with several objectives of the GEF-6 CCCD strategy. It will contribute to (a) strengthening consultative and management structures and mechanisms; (b) integrate MEAs' provisions within national policy, legislative, and regulatory frameworks; and (c) pilot innovative economic and financial tools for convention implementation.
113. By increasing cooperation and collaboration among stakeholders, this project will use existing environmental information and will broaden the engagement of non-state stakeholder into consultative mechanisms that lead to policy-decisions from the local level (e.g. private sector round-tables and local community and village meetings) to the national level (e.g. open-ended technical committees).
114. This project will also support the development of synergies and a better coordinated approach at the national level for developing needed capacities; particularly synergies among capacity development activities implemented under each MEAs. The project will support a more systematic integration of global environmental priorities called for in the articles of the conventions and decisions of their respective Conference of the Parties (COPs), demonstrating the need for monitoring and enforcing new and improved policies, legislation, and regulations.
115. Under the second outcome, this project will support activities to strengthen the existing Green Fund – a unique financing mechanism for remediation, reforestation, environmental education and public awareness of environmental issues and conservation of the environment – in financing environmental activities that will be better aligned with the implementation of MEAs in Trinidad and Tobago.
116. It is also noted that as part of the GEF CCCD programme, monitoring this project does not lend itself readily to programme indicators, such as improving the estimation of greenhouse gas emissions, reducing the percentage of people to the impact of climate change, or percentage increase of protected areas containing endangered endemic species. Instead, CCCD projects are measured by output, process, and performance indicators that are proxies to the framework indicators of improved capacities for the global environment. To this end, CCCD projects – this one included - look to strengthen crosscutting capacities in the five major areas of stakeholder engagement, information and knowledge, policy and legislation development, management and implementation, and monitoring and evaluation. In order to help GEF funded projects to monitor the development of capacities in the environment, UNDP, UNEP and GEF developed a scorecard to measure the development of capacities. It is a tool that attempts to quantify a qualitative process of capacity change through the use of appropriate indicators and their corresponding ratings. This tool is recommended to be used at three stages in a project life: design, mid-term and at end of project life. This scorecard was completed for this project at this stage (design) to establish a baseline (*see Annex I*).

117. As detailed in the Results Framework presented in Annex 2, a set of indicators was identified to measure progress against the objective and outcomes. The results of the scorecard discussed in the previous paragraph are one indicator used to measure progress at the objective level. Other indicators were identified at this level, mostly measuring the quality of the products delivered with the support of the project, as well as indicators to measure progress at the outcome level. For each indicator, a baseline was set as well as a target at the end of the project.
118. This project is a response to the national capacity self-assessment (NCSA) conducted in Trinidad and Tobago. It will address some key priority capacity needs related to global environmental literacy of key stakeholders such as the need to increase the skills and knowledge of staff in organizations involved in implementing environmental management practices; the need to increase the consideration of environmental obligations in various socio-economic development programmes; and the need to increase the awareness of decision-makers on global environmental issues and Trinidad and Tobago's obligations through the MEAs that it is a Party to. By improving the skills and knowledge on global environmental matters and improving the cooperation and collaboration among stakeholders, the project should contribute to a better implementation of MEAs in Trinidad and Tobago.
119. This project will implement capacity development activities through an adaptive collaborative management approach to engage stakeholders as collaborators in the design and implementation of project activities that take into account unintended consequences arising from policy interventions.
120. This project is also consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change and land degradation, the achievement and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). The implementation of this project will leverage individual, institutional and systemic capacities to improving environmental skills and knowledge of key stakeholders. As a result, Trinidad and Tobago will have a greater capacity to cooperate and collaborate for better decision-making related to the development of environment policies and programmes and better implementation of MEAs at the local level.
121. Through the successful implementation of this project, the 11 operational principles of capacity development identified in the GEF Strategic Approach to Capacity Building will be implemented in Trinidad and Tobago. Table 1 below summarizes the project's conformity with these operational principles.

Table 1: Conformity with GEF Capacity Development Operational Principles

Capacity Development Operational Principle	Project Conformity
Ensure national ownership and leadership	Climate change impacts on the environment and more generally on the agriculture and biodiversity-based livelihoods of people in Trinidad and Tobago are becoming key priorities for the government and also for donors. Better environmental skills and knowledge are necessary for stakeholders to address key environmental issues. The timing of this project is excellent; it comes at a time when national leaders are looking for support in these areas, focusing on cooperation, collaboration and information sharing. Hence, the project already enjoys a good national ownership from key stakeholders involved in the implementation of MEAs in Trinidad and Tobago, including MEAU as the lead government Unit for these matters.
Ensure multi-stakeholder consultations and decision-making	The project will use multi-stakeholder and expert consultative reviews, analyses and recommendations for engaging stakeholders in the implementation of project activities. Project implementation will take an adaptive collaborative management approach, which will include the engagement of stakeholder representatives in the project decision-making structures. As described in section B.2.d, many institutions will be involved in the project. Through a project board and a project advisory committee established under this project, stakeholders at the national and sub-national levels will be engaged and consulted to oversee the implementation of the project.
Base capacity building efforts in self-needs assessment	Increasing cooperation, collaboration and information sharing among key stakeholders were identified as top crosscutting capacity priorities in Trinidad and Tobago's NCSA as well as in other national assessment processes related to

Capacity Development Operational Principle	Project Conformity
	environmental management. Building on this existing capacity need, the project will support the development of capacities of staff involved in the implementation of MEAs, raise the public awareness about global environmental issues and the related international conventions, and strengthen the links between sectors, including the mainstreaming of environmental concerns in development plans, policies and projects.
Adopt a holistic approach to capacity building	The overall approach of the project to develop capacities will be holistic. It will proceed based on a review of crosscutting capacity gaps and then it will address the key gaps at all levels: individual, institutional and systemic level. Necessary training will be provided, mechanisms within institutions and across institutions will be reviewed and improved as necessary – including the institutionalization of project achievements - and finally the enabling environment will also be reviewed to ensure it provides adequate policy and legislation frameworks to support the project achievements.
Integrate capacity building in wider sustainable development efforts	As a result of strengthening cooperation, collaboration and information sharing of key stakeholders and to develop their capacity to better use their skills and knowledge, environmental matters will be better integrated in national sustainable development. The capacity development approach of the project will contribute to mainstreaming the supported capacity development activities within the sustainable development agenda of Trinidad and Tobago.
Promote partnerships	By its very nature – focusing on increasing cooperation, collaboration and information sharing among stakeholders involved in the implementation of the Rio Conventions – the development of partnerships will be crucial for the success of the project. It will require collaboration and coordination among Trinidad and Tobago's government ministries and agencies and also among civil society organizations as well as local communities. Partnering with all stakeholders will be a critical success factor of the project and will be promoted as needed.
Accommodate the dynamic nature of capacity building	The project's management arrangements will include a multi-disciplinary and multi-sectorial advisory committee to guide and oversee the implementation of the project. Members will be drawn from key public and civil society sectors. Additionally, the management team will use adaptive management as a management tool to provide flexibility in the implementation of the project. It is well recognized that this type of project needs to be flexible and adapt as needed when national context/realities change. This project will be implemented with the recognition that capacity development is a dynamic process.
Adopt a learning-by-doing approach	The core of project's capacity development activities is via a learning-by-doing approach. Government representatives and other stakeholders will be involved in the collaborative review analysis for the formulation of recommendations for the various sectoral analyses and the implementation of project activities.
Combine programmatic and project-based approaches	This project takes a bottom-up and top-down approach to Rio Convention mainstreaming. This project effectively began with the NCSA, which was a bottom-up approach to assess the national capacity development needs. Using the Rio Convention provisions as the analytic framework for the sectoral analyses, recommendations were made to develop the capacity of key stakeholders and improve these skills and knowledge in Trinidad and Tobago, as key areas to strengthen environmental management in the country and which by extension would provide global environmental benefits. The project will also be part of the government programme to improve environmental management in Trinidad and Tobago.
Combine process as well as product-based approaches	The project strategy is to support a change to reach two main expected results: (i) to strengthen institutional capacity to effectively improve the management of the national environment and contribute to global environmental benefits; (ii) to strengthen the alignment of the National Environmental Funding Mechanism (Green Fund) with global environmental obligations. Most activities to be supported by the project will be process-based. However, during the implementation of the project, products (intermediate results) will be delivered such as possibly the support to formulate a new state of environment report or a national report to one convention or

Capacity Development Operational Principle	Project Conformity
	a catalogue of environmental courses for the professional development of public servants and other stakeholders.
Promote regional approaches	The project will partner with related ongoing and upcoming GEF and other donor supported projects implemented at national and regional levels. Project achievements will be disseminated in the region through various existing regional networks and regional initiatives such as the Caribbean Community Climate Change Centre and the Basel Convention Regional Centre.

C.1.a Guidance from the Rio Conventions

122. Trinidad and Tobago is fully committed to meet its obligations under the MEAs that it is a Party to. Among these obligations, there are capacity development needs that are required for Parties to be able to implement the Rio Conventions nationally and contribute to global environmental benefits.
123. This project is intended to expand the capacity of Trinidad and Tobago to generate global environmental benefits through the provision of resources to develop adequate training programmes and implement a robust multi-stakeholder participatory approach in environmental decision-making and governance processes; particularly on matters related to the implementation of environmental obligations contained in the Rio Conventions and other MEAs. It will also aim at improving the alignment of the Green Fund of Trinidad and Tobago (GFTT) with the implementation of the MEA obligations through funding of environmental projects, which will contribute to national environmental benefits and by extension to global environmental benefits. Finally, the project will also support activities to strengthen capacities of CSOs through targeted training, focusing on their capacity to understand and implement MEAs in Trinidad and Tobago, as well as their capacity to effectively identify, develop and implement local and national projects that support the implementation of MEAs in Trinidad and Tobago and which will be funded mainly by the GFTT.
124. By developing these capacities, the project will address several shared obligations under the three Rio Conventions, which call for countries to strengthen their national capacities for effective national environmental management systems. A summary of these capacity development requirements of the Rio Conventions is presented in the table below.

Table 2: Capacity Development Requirements of the Rio Conventions

Type of Capacity	Convention Requirements	UNFCCC	UNCBD	UNCCD
<i>Stakeholder Engagement</i>	Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue.	Article 4 Article 6	Article 10 Article 13	Article 5 Article 9 Article 10 Article 19
<i>Information Management and Knowledge</i>	Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions.	Article 4 Article 5 Article 6	Article 12 Article 14 Article 17 Article 26	Article 9 Article 10 Article 16
<i>Environmental Governance</i>	Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions.	Article 4	Article 6 Article 14 Article 19 Article 22	Article 4 Article 5 Article 8 Article 9 Article 10
<i>Organizational Capacities</i>	Capacities of individuals and organizations to plan and develop effective environmental	Article 4 Article 6	Article 8 Article 9	Article 4 Article 5

Type of Capacity	Convention Requirements	UNFCCC	UNCBD	UNCCD
	policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management.		Article 16 Article 17	Article 13 Article 17 Article 18 Article 19
<i>Monitoring and Evaluation</i>	Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment.	Article 6	Article 7	

125. As a project focusing on cross-cutting issues, the implementation process will contribute directly and indirectly to the development of most of these capacities. The objective of the project is to implement capacity development in Trinidad and Tobago to improve the synergistic implementation of MEAs for national and global environmental benefits. As a result, it will improve the capacity to engage stakeholders in environmental management, to make use of pertinent environmental information to understand global environmental issues and solutions, to improve environmental policy-making, and to some extent improve the monitoring of the environment. Overall, this project should contribute to the development of the five types of capacities presented in the table above and increase the capacity of Trinidad and Tobago to meet its obligations under the MEAs that it is a Party to.

C.2 Project Design

C.2.a GEF Alternative

C.2.a.1 Project Rationale

126. This project takes an incremental approach from a GEF construct towards strengthening Trinidad and Tobago's capacity of staff in the public sector, raise the public awareness about global environmental issues and the related international conventions, strengthen the links between sectors, including the mainstreaming of environmental concerns in development policies and projects, and finally contribute to an ecologically safe and sound environment and to meet Rio Convention objectives.

127. In the absence of this project, the necessary capacity development activities to address these issues of weak cooperation, collaboration, information sharing and mainstreaming of MEAs in national development plans, programmes and policies will remain outstanding capacity needs at the national level. As it is recognized by the GoRTT for a long time, it would hamper Trinidad and Tobago to achieve a better management of its environment – including better implementation of MEAs - and by extension achieve global environmental benefits through better skills and knowledge. Government staff would remain insufficiently trained and unknowledgeable about how MEAs and their obligations should be implemented in Trinidad and Tobago and to address natural resource management issues. More generally, they would also remain insufficiently knowledgeable to fully understand the implications of global environmental directives under the conferences of the parties on national environmental and development policies, and how these directives can be strategically implemented and supported through existing approaches.

128. As a SIDS, Trinidad and Tobago has critical constraints including a limited number of government staff involved in environmental management and a limited budget to undertake any large environmental activities. As a result, the implementation of MEAs in Trinidad and Tobago is limited and is often done on an ad hoc basis (often responding to specific project needs/requirements) at the country level;

responding to ad-hoc reporting needs and not conducted on a regular basis. In most cases, environmental reporting is done when there are opportunities through externally funded projects.

129. It is clear that the objectives pursued by the current project alternative will not be attained in the baseline at this point in time without external funding. The baseline (status quo) would limit Trinidad and Tobago to achieve global environmental benefits through better environmental skills and knowledge, better institutional framework and better enabling environment, which by extension should provide additional tools to address natural resource management issues.
130. As it is described in Section E.1.a, there are other related projects/initiatives funded by the government and external donors in Trinidad and Tobago. However, most of these projects/initiatives are focusing on particular environment focal areas and few activities have been targeting these issues of cooperation, collaboration and information sharing. Other related projects funded by the GEF and other donors are more focused on strengthening a particular environmental area such as the reporting to the UNFCCC and the UNCBD or the update of the National Biodiversity Strategy and Action Plan (NBSAP) or a particular issue such as addressing the problems related to the management of coastal areas. Most of these projects are not really addressing cross-sectoral issues (also called horizontal issues) such as collaboration, information sharing and mainstreaming MEAs in national development.
131. Trinidad and Tobago would continue to govern its environment through the existing environmental skills and knowledge base with mixed results. While these results would still provide some global environmental benefits, they would do so at a lower level and at a higher transaction cost than with the proposed GEF alternative. The main barriers to meeting and sustaining global environmental outcomes in Trinidad and Tobago are described in section B.2.e.
132. Addressing these barriers means addressing horizontal issues such as the need to develop an enabling environment for implementing MEAs in Trinidad and Tobago, but also the need to develop training systems to train stakeholders involved in managing natural resources in the country. The government has limited resources and has currently other top priorities such as socio-economic development to provide employment growth and improve the social protection system. Support of an international partner such as GEF to undertake this initiative in a timely fashion is needed.
133. Under the GEF Alternative, the GEF resources will allow Trinidad and Tobago to address these long outstanding capacity needs in the country. This GEF support is crucial to assist the GoRTT in this important area at the country level. Barriers identified through the NCSA process will be thoroughly re-assessed and effective and efficient solutions to address those related to cooperation, collaboration, information sharing and mainstreaming MEAs in national development will be detailed and implemented with the support of the project. Overall, the expected outcomes of this project rely in its innovative and transformative approach to mainstream the Rio Conventions obligations within the existing national environmental management framework. This project will test the assumption that by developing the capacity of stakeholders to better collaborate, cooperate and share environmental information, better environmental skills and knowledge will be available in Trinidad and Tobago as well as stronger institutional framework and enabling environment and by extension the capacity of Trinidad and Tobago to deliver greater global environmental achievements over the medium and long-term.
134. Through existing activities in the sector, it is clearly the intent of the GoRTT to develop its environmental management capacity - taking into account its international environmental obligations - to address its natural resource management issues; hence for GEF to step in and complement the baseline. The allocation of the GEF increment and the government co-financing of project activities, demonstrate the proposed partnership. It will complement the baseline and strengthen the implementation of the Rio Conventions in Trinidad and Tobago over the medium and long-term. The project will improve Trinidad and Tobago's capacity to implement MEAs in the country, which will contribute to generating global environmental benefits over the medium and long-term.
135. Considering the issues that arose during the NCSA process and through other assessments, the nature of this project is the logical way to go forward and address these main issues. Limited

environmental management skills and knowledge are critical barriers to good implementation of MEAs in Trinidad and Tobago. The NCSA process included consultations with a broad group of stakeholders whom participated actively. The results pointed to the need for developing cooperation, collaboration, information sharing and mainstreaming of MEAs in national development. It was viewed as critical barriers for a better holistic environmental management approach in the country and also to address the global environmental management commitments made by Trinidad and Tobago.

136. The ultimate global environmental results of the current project proposal is that Trinidad and Tobago's environmental decision-making process to meet Rio Convention objectives will be greatly improved by stakeholders having better skills and knowledge, better institutional framework and better enabling environment to address national environmental management issues. This project will be implemented through the strong participation of relevant stakeholders in environmental management and the sustainability of project achievements will be greatly enhanced by the strong support of key stakeholder groups and their representatives at the appropriate government and civil society levels.

C.2.a.2 Project Goal and Objectives

137. In order to address the issues presented above, this project was designed over a period of 3 years in consultation with key stakeholders. A set of expected results has been identified (see the Project Results Framework in Annex 2) and is described below. This project will address the critical priority capacity need to improve the cooperation, collaboration, information sharing and mainstreaming of MEAs in national development in Trinidad and Tobago. This is a timely response to address this need. It was identified through the NCSA process that has been ongoing and confirmed subsequently by several assessments conducted in Trinidad and Tobago. The development of Trinidad and Tobago's capacity to improve the implementation of MEAs in the country will, in turn, improve the capacity of stakeholders involved in the management of natural resources to identify responses to threats including negative impacts of global climate change on the local environment that is supporting the livelihoods of communities, human health and economy in Trinidad and Tobago.
138. Every effort will be made to incorporate gender issues in the implementation of this project. Roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project will take steps to ensure that women account for at least 50% of all training and capacity building in the project. Moreover, the monitoring of the project will be conducted with gender segregated indicators and gender segregated data will be collected; ensuring long-term gender benefits.
139. ***The goal of this project is to strengthen the ability of the Government of Trinidad and Tobago to create, leverage and maintain synergies for the national implementation of MEAs and strengthen integrated approaches to environmental management, including meeting MEAs guidance and national reporting requirements.*** The proposed project will address cross-cutting capacity needs identified through the NCSA process and other assessments with a focus on facilitating the implementation of MEAs in Trinidad and Tobago. The project will develop a robust participatory approach to strengthen multi-stakeholder capacities to actively play a role in environmental decision-making and governance processes on environmental obligations, rules and regulations that are directed by the MEAs that Trinidad and Tobago is a Party to. The project will also contribute to a better alignment of the Green Fund of Trinidad and Tobago (GFTT) with the implementation of MEAs obligations in Trinidad and Tobago through funding environmental projects, which will enhance national and global environmental benefits and strengthen the capacity of CSO to better understand and manage the implementation of MEAs at the local level.
140. ***The project's objective is to implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits.*** The GEF grant will enable stakeholders in Trinidad and Tobago to build their own capacities to better manage global environmental priorities and issues based on Trinidad and Tobago's particular priorities and needs. The project will address key capacity development needs related to the implementation of MEAs, seeking to strengthen synergies to achieve maximum

profitability, by re-structuring organizational relationships, strengthening partnerships, relationships and commitments, and improved coordination and collaboration. The project will also strengthen the capacity of the Green Fund Executing Unit (GFEU) and of the CSOs to improve the effectiveness of this unique national environmental funding mechanism.

C.2.a.3 Expected Outcomes and Outputs

141. The expected achievements of this project are a set of improved capacities to meet and sustain Rio MEAs objectives in Trinidad and Tobago through improving national coordination, collaboration, environmental information sharing and an enabling environment, including environmental funding mechanisms. This project makes the assumption that by addressing coordination issues, by providing a strengthened institutional framework – including an effective funding mechanism - and a better enabling environment, the environmental governance framework in Trinidad and Tobago will be equipped with a more holistic understanding of global environmental objectives and solutions to implement MEAs obligations. The project will contribute directly to enhancing the institutional, individual and systematic capacities around key national institutions mandated to fund and manage the environment in Trinidad and Tobago. It will ensure that decision-makers have access to accurate and updated information on the natural resources/environment of the country in order to make informed decisions on the protection and conservation of the environment in Trinidad and Tobago; hence contributing to global environmental benefits. The Strategic Results Framework on which the intervention logic is based is outlined in Annex 2 of this project document. This Framework also outlines the indicators, sources of verification and risks and assumptions pertaining to the project objective and outcomes.

142. The project strategy to achieve its expected objective and outcomes is presented in the table below:

Table 3: Project Strategy

<i>Project Title</i>	
Capacity Development for improved management of Multilateral Environmental Agreements for Global Environmental Benefits	
<i>Goal</i>	
To strengthen the ability of the Government of Trinidad and Tobago to create, leverage and maintain synergies for the national implementation of MEAs and strengthen integrated approaches to environmental management, including meeting MEAs guidance and national reporting requirements.	
<i>Objective</i>	
To implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits	
<i>Outcome 1:</i> The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns	<i>Output 1.1:</i> Institutions with clear mandates and responsibilities to implement and monitor implementation of MEAs
	<i>Output 1.2:</i> Environmental legislation and policy framework aligned with MEAs obligations
	<i>Output 1.3:</i> An operational inter-sectorial coordination mechanism in place to oversee the implementation of MEAs
	<i>Output 1.4:</i> Improved contributions from CSO sector, Faith based organizations, Academia, and private sector to implement MEAs
<i>Outcome 2:</i> The Green Fund is effective as a funding	<i>Output 2.1:</i> Increased capacity of the GFEU to inform applications for environmental projects aligned with MEAs obligations

mechanism to support the implementation of MEAs in Trinidad and Tobago

Output 2.2: Increased quality and quantity of applications for environmental projects submitted by CSOs to the GFTT that contribute to the implementation of MEAs obligations in Trinidad and Tobago

Outcome 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns.

143. Under the first outcome, the project will focus on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into the existing environmental management framework in Trinidad and Tobago. The project will support the development of capacities of decision-makers to interpret and agree on how best to govern the environment in Trinidad and Tobago that not only meets national priorities, but also global environmental obligations. This outcome will focus on the processes to facilitate these decisions and strengthen the instruments available to decision-makers and policy-makers in order to provide an adequate enabling environment for improving environmental governance in Trinidad and Tobago. Activities supported by the project under this outcome will also include strengthening the process to engage, coordinate and collaborate with non-governmental stakeholders, such as NGOs, CSOs, private sector and academia; using and strengthening existing coordination mechanisms such as the MCCC or the MEA/Climate Change Focal Points network.
144. The project will support capacity development activities to increase skills and knowledge of stakeholders but also to improve procedures and coordination/collaboration mechanisms in place in related institutions and address their needs to provide an enabling environment, including the need to strengthen and align the legislative and policies instruments in place with the MEAs obligations that Trinidad and Tobago is a Party to. This outcome will be achieved through a set of four outputs and activities supported by the project will also build and collaborate with related existing initiatives undertaken by the government, the non-government sector and also through the support of donors' activities.

Output 1.1: Institutions with clear mandates and responsibilities to implement and monitor implementation of MEAs

145. Under this output the project will support the review of the mandate of the main agencies responsible for MEAs and the analysis of areas where there are overlaps and gaps in relation to implementing these MEAs and monitoring their implementation. This will also include a comprehensive analysis of existing environmental information systems (e.g., carbon dioxide emissions, salinization rates of ecosystems of global significance, and population estimates of endangered endemic species, etc.) in order to improve coordination, monitoring and reporting capacities; including reporting to the Rio Conventions and other MEAs. Training of staff will be undertaken to develop their capacity in implementing/monitoring the MEAs.

Main Activities:

- 1.1.1: Review government institutions involved in implementing MEAs, building on the findings of NCSA and other assessments, to identify existing mandates and responsibilities and also identify/prioritize gaps and overlaps.
- 1.1.2: Develop and implement strategies to address prioritized institutional gaps and overlaps, including where relevant those related to data and information sharing.
- 1.1.3: Develop capacity of staff in relevant government institutions to execute these strategies.
- 1.1.4: Develop a training programme for staff in approved authorities mandated with the implementation of MEAs and the monitoring of MEAs implementation. This training will be delivered as much as possible through existing training institutions, seeking to institutionalize this training programme

supported by the project. Toolkits, handbooks and other material will be developed to ensure the institutionalization of this knowledge.

Output 1.2: Environmental legislation and policy framework aligned with MEAs obligations

146. The project will support an in-depth analysis of Trinidad and Tobago's national environmental legislation and associated policies, programmes and plans – including those directing the Green Fund of Trinidad and Tobago - with particular attention to their alignment with the MEAs obligations and their contributions and constraints to delivering global environmental benefits. Based on the findings from this analysis, the project will support the identification and development of new and amended legal and policy instruments to fulfill Trinidad and Tobago's MEAs obligations. Finally, the project will support the process to formalize these new and amended instruments through Cabinet.

Main Activities:

- 1.2.1: Undertake a policy review: analyze the alignment with MEAs' obligations, the provision for coordination and collaboration mechanism(s), and the integration of mandates and responsibilities of institutions; identify potential policy gaps regarding these matters.
- 1.2.2: Undertake a legislation review: analyze the alignment with MEAs obligations, the legal provision for coordination and collaboration mechanism(s), and the legal provision for institutionalizing mandates and responsibilities of institutions; identify potential legislative gaps.
- 1.2.3: Develop a plan to address these policy and legal gaps in close collaboration with the persons in charge of coordinating the Parliament legislation review committee, ensuring that these new instruments provide the necessary policy and legal provisions for the implementation of MEAs in Trinidad and Tobago.
- 1.2.4: Formalize these legal and/or policy instruments through Cabinet approval.
- 1.2.5: Raise awareness on these new legal and policy instruments throughout the project lifetime; particularly targeting policy and decision makers but also "environmental managers" in organizations involved in managing the environment.

Output 1.3: An operational inter-sectorial coordination mechanism in place to oversee the implementation of MEAs

147. Under this output the project will support the review of existing institutional structures, networks, and coordination mechanisms, including a look at collaboration and coordination across government agencies and other relevant non-state actors (i.e., adaptive collaborative management). Building on the existing coordination mechanisms, an operational inter-sectorial coordination mechanism - addressing the current shortcomings - will be identified, developed and formalized through Cabinet approval. Awareness of decision-makers will be raised through awareness and training activities; particularly focusing on monitoring and assessing implementation performance of programme and plans to deliver global environmental benefits.

Main Activities:

- 1.3.1: Review existing coordination mechanisms such as MCCC, the MEA/Climate Change Focal Points network, other national and regional committees, and other institutional coordination mechanisms, including CSOs' coordination mechanisms such as COPE.
- 1.3.2: Design a mechanism to address inter-sectorial coordination issues built on existing instruments such as MCCC, the MEA/Climate Change Focal Points network, other national and regional committees, and other institutional coordination mechanisms. This mechanism will also seek to address issues related to the need for a shared information and data platform for MEA reporting and implementation.

- 1.3.3: Formalize this inter-sectorial coordination mechanism through Cabinet approval.
- 1.3.4: Raise awareness of Decision-Makers on MEAs obligations throughout the project lifetime for mainstreaming MEA obligations.

Output 1.4: Improved contributions from CSO sector, Faith based organizations, Academia, and private sector to implement MEAs

148. CSOs have made a strong contribution to natural resource management in Trinidad and Tobago. This is likely to increase in the future, when considering the environmental issues in the country, including the need to adapt and mitigate climate change. However, the lack of coordination has led to some duplications and sub-optimal impact. This output will develop the capacity of CSOs staff and volunteers to increase their knowledge on MEAs but also their capacity in implementing MEAs obligations, including mechanism(s) to better coordinate and monitor the contribution of non-state actors to the implementation of MEAs in Trinidad and Tobago.

Main Activities:

- 1.4.1: Map out profiles of non-government actors related to the implementation of MEAs, including NGOs, Academia, CBOs/Faith Organizations, media and private sector.
- 1.4.2: Identify and support opportunities for improved CSOs' engagement in implementing MEAs in Trinidad and Tobago.
- 1.4.3: Develop an awareness raising programme and a training programme on MEAs, their implementation and monitoring in Trinidad and Tobago, targeting non-state actors, including media. These programmes will be delivered as much as possible through existing training institutions/mechanisms, seeking to institutionalize these training programmes and sustain their delivery over the long-term. Toolkits, handbooks and other material will be developed to ensure the institutionalization of this knowledge.

Outcome 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago.

149. The Green Fund of Trinidad and Tobago (GFTT) is mandated to provide financial assistance to community groups and non-governmental organizations for activities related to remediation, reforestation, conservation, environmental education and public awareness; it is a funding mechanism under the guidance of the National Environmental Policy and other associated policies. The fund is capitalized by a tax of 0.1 % on the gross sales or receipts of companies operating in Trinidad and Tobago. A Green Fund Executing Unit (GFEU) was established in 2008 under the then Ministry of Planning, Housing and the Environment the GFEU was tasked with the responsibility of operating the fund. The GFEU is currently operated under the purview of the Ministry of Planning and Development (MPD).

150. Under this outcome, the project will support activities to better align projects funded by the GFTT with the implementation of MEAs obligations in Trinidad and Tobago; hence contributing to national environmental benefits and by extension to global environmental benefits. The project will seek to increase the effectiveness of this unique national environmental funding mechanism by strengthening the capacity of the Green Fund Executing Unit (GFEU) and the capacity of CSOs to access project funding from the GFTT⁸. This support will include capacity development activities to enhance the alignment of applications submitted by CSOs to the fund and by increasing the capacity of the GFEU to better inform applications to be funded by the GFTT. In collaboration with output 1.4, activities will also include awareness and training of GFEU staff to increase their understanding of MEAs and how to better implement MEAs in Trinidad and Tobago.

⁸ As at 2015, the GFTT has an estimated reserve of TTD 3.6B (approx. USD 600M)

Output 2.1: Increased efficiency of the GFEU to select and fund environmental projects aligned with MEAs obligations.

151. The project will support activities to strengthen the capacity of the Green Fund Executing Unit (GFEU), seeking greater capacity of the staff to review and inform applications for funding environmental projects specifically with respect to alignment with MEA obligations. Activities will include a review of this funding mechanism to identify its alignment to MEAs obligations. Then, critical gaps will be addressed with support from the project and the training of GFEU staff will take place to improve their skills and knowledge of MEAs obligations and how to implement them in Trinidad and Tobago.

Main Activities:

- 2.1.1: Analyze and identify opportunities for alignment of the GFTT with MEAs implementation, including relevant capacity assessment.
- 2.1.2: Support activities to address the selected critical gaps in order to increase the funding of environmental activities related to the implementation of MEAs in Trinidad and Tobago and responding to MEAs obligations.
- 2.1.3: Conduct a Training Needs Analysis (TNA) for the staff at the GFEU to increase their capacity to review and inform applications to be funded by the GFTT with specific reference to MEA obligations.
- 2.1.4: Support the development of a training programme for GFEU staff and its delivery seeking to increase capacity of staff to review and inform applications to be funded by the GFTT with specific reference to MEA obligations. Toolkits, handbooks and other material will be developed to ensure the institutionalization of this knowledge.

Output 2.2: Increased quality and quantity of environmental projects submitted by CSOs to the GFTT and contributing to the implementation of MEAs obligations on Trinidad and Tobago.

152. Under this output, the project will support the development of CSOs and statutory bodies capacity to access project funding from the GFTT. This support will include activities seeking to increase the quality of project proposals submitted to the fund by CSOs. In relation with output 1.4, activities will also focus on raising awareness and training of CSOs staff and volunteers to increase their understanding of MEAs and how to increase the implementation of MEAs in Trinidad and Tobago through projects funded by the GFTT.

Main Activities:

- 2.2.1: Conduct a capacity assessment of CSOs involved in environmental conservation, remediation, reforestation, conservation, and environmental education and public awareness with specific reference to implementation of relevant MEA obligations.
- 2.2.2: Identify key capacity constraints/gaps and bottlenecks for CSOs, with respect to alignment of applications with MEA obligations, to access funding from the GFTT and identify capacity priorities and bottlenecks to be addressed in order to increase this access.
- 2.2.3: Support activities to address key constraints and bottlenecks to facilitate a greater number of applications aligned with MEAs obligations submitted and funded by the GFTT.
- 2.2.4: Support the development of a training programme for CSOs staff and volunteers including a Training Needs Analysis (TNA) and the development and delivery of a training programme seeking to increase capacity of CSOs to submit a greater number of applications to the GFTT that are aligned with MEAs obligations. Toolkits, handbooks and other material will be developed to ensure the institutionalization of this knowledge.

C.3 Sustainability and Replicability

C.3.a Sustainability

153. The project will contribute directly to the development of national capacities for a better coordination and collaboration and a strengthened institutional framework for managing the environment and provide an environmental governance framework better aligned with MEAs obligations. The project will also contribute in raising the capacity of the GFTT – a unique funding mechanism - to increase its effectiveness in funding environmental projects aligned with MEAs obligations. The project is expected to work at the systemic, institutional and individual levels and to be an operational catalyst towards improving institutional, legislative and policy frameworks that will further assist the integration and collaboration of government and non-government organizations, in order to align national environmental management capacities with MEAs obligations. Through better coordination, collaboration, legislation and policies and better access to environmental funding, the project will contribute to a better management and monitoring of the implementation of MEAs in Trinidad and Tobago.
154. Additionally, the project implementation team will also make every effort to be inclusive, including involving a large number of women in its activities. As much as possible, training activities will include an equal number of men and women. When strengthening the coordination among government and non-government organizations, the project will ensure that collecting data will be gender disaggregated and that any reports will also be gender disaggregated. This approach will facilitate a focus on gender-based environmental issues and gender-based solutions.
155. The implementation strategy and the overall approach of the project to implement capacity development activities are such that sustainability of project achievements should be ensured over the long-term. It includes several features that are forming the sustainability strategy of the project:
- a. The project will build upon existing strategies of the government. The need for better coordination and a better enabling environment to fully address MEA obligations was identified as national priorities during the NCSA process. This project is, therefore, a full response to these needs; it will address these identified capacity gaps. As a result, the project is part of the government strategy to address these needs, providing excellent opportunities to institutionalize results along the implementation of the project; hence contributing to the long-term sustainability of project achievements.
 - b. The project will be implemented by key Ministries involved in the implementation of MEAs, therefore, facilitating the institutionalization of project achievements. The main focus of the project is to improve the coordination and collaboration among key organizations, to improve the legislation and policy frameworks in place for environmental management, including addressing the MEAs obligations and to improve the effectiveness of the GFTT in funding environmental projects aligned with these obligations. Capacities developed through participation of these key organizations will ensure that results/achievements will be institutionalized almost automatically; hence contributing to the long-term sustainability of project's achievements.
 - c. The approach to implement the project will be as much as possible holistic; that is to focus on developing the capacities needed at all levels for improving the national coordination and the enabling environment. Capacity development activities will be implemented through an adaptive collaborative management approach to engage stakeholders as collaborators in the design and implementation of project activities.
 - d. The allocation of resources will proceed based on a review of capacity gaps at all levels: individual, institutional and systemic level and the identification of critical priorities. Necessary training will be provided, mechanisms within institutions and across institutions will be reviewed and improved as necessary and finally the enabling environment will also be

reviewed to ensure it provides adequate policy and legislation frameworks for the implementation of MEAs. This approach will ensure that staff and stakeholders in key organizations will have the necessary skills and knowledge needed to sustain project achievements but also that the mechanisms and procedures put in place in these organizations are adequate to support these achievements over the long-term within a policy and legislation environment that are supportive of these results.

- e. Another important feature of this project's strategy to sustain its achievements is the learn-by-doing approach. Each project activity will seek the active participation of key stakeholders that are involved in the process. This participation will contribute to the rapid uptake of project achievements in coordination of environmental activities in Trinidad and Tobago and also in decision-making and policy-making related to the environmental sector. The rationale being that government and other stakeholders responsible for environmental planning, decision-making, monitoring and enforcement are the stakeholders that will benefit from this project. It is assumed that mistakes will occur and implementation will not always be smooth, but these problems should still be seen as opportunities for learning better practices.
- f. Sustainability will also be strengthened by the project's attention to resource mobilization, including the outcome 2.3 that will contribute to increasing the capacity of the GFTT to sustain the funding of environmental projects aligned with MEAs obligations. Notwithstanding a high level of commitment, championship, and strong baseline, the sustainability of project outcomes will also require a certain amount of new and additional resources that is currently not available outside of the project's construct. The mobilization of project resources will explore the kind of extra resources needed to sustain project outcomes, and identify realistic sources from both the GoRTT, and through official development assistance as appropriate. Importantly, the resource mobilization strategy will seek an improvement of the government's allocation of resources directed to implementing the MEAs through national environmental legislation.

156. Finally, the fact that the project will be implemented by a government agency will facilitate the national ownership of project activities, will contribute to a better institutionalization of project achievements and will reinforce the potential for the long-term sustainability of these achievements.

C.3.b Replicability and Lessons Learned

157. The project will directly address national priorities that were identified through the NCSA process and other assessments. It is not about piloting or demonstrating a new approach or a new system; it is to address national priorities. The need for better coordination and collaboration among key government and non-government organizations for implementing MEAs, the need for a more adequate enabling environment and the need for a more effective funding mechanism were identified as priority capacity needs. Therefore, the project will support the development of a public good that will be used by the public and in particular by decision-makers and policy-makers. It will address issues that have been clearly identified and that need to be addressed.

158. As discussed in the previous section, the expected achievements should be sustained after the project end, as they are addressing national needs. With the support of the project, Trinidad and Tobago should have a better coordinated approach, a better aligned enabling environment and a more effective funding mechanism for the implementation of MEAs in the country. It is also anticipated that the project will provide resources to transfer knowledge such as dissemination of lessons, training workshops, information exchange, national forums, etc. It will provide opportunities to up-scale the results throughout the country but also to other countries in the region through other regional mechanisms.

159. Nevertheless, as a medium-size project, this intervention will have certain limitations such as the capacity of the project to develop skills and knowledge of all actors involved in environmental management and implementation of MEAs in the government sector but also in the non-governmental sector. This project will serve as a catalyst for a longer-term approach to MEAs implementation by

strengthening a coordination mechanism, upgrading the enabling environment (legislation, policies and institutions) and increasing the effectiveness of a funding mechanism. It is one step in a longer journey to implement MEAs in Trinidad and Tobago.

160. One particular area that will need up-scaling is the strengthening of environmental governance at the local level. The project will support the strengthening of a national coordination among key organizations involved in managing the environment; including state and non-state actors. It is also anticipated that some project activities will involve local stakeholders, however, more capacity development activities will be needed at the local level to strengthen the capacity of local communities to protect and conserve their natural resources and fulfill MEAs obligations. It is one area that will need more support after this project.

161. Part of the catalytic role of the project will be to demonstrate the value of the achievements. Therefore, it will also be important that the project prepares a timely exit. An exit strategy will be prepared 6 months before the end of the project to detail the withdrawal of the project and provide a set of recommendations to the government to ensure the long-term sustainability and the up-scaling of project achievements throughout Trinidad and Tobago.

C.3.c Risks and Assumptions

162. For each expected result at the objective, outcomes and outputs levels, risks and assumptions were identified (*see Annex 2*) during the preparation of this project. There are presented below:

Table 4: Stakeholders Anticipated Roles in Implementing the Project

Risks	Level	Assumptions
<ul style="list-style-type: none"> Changes in government management systems and priorities due to change in political status, and unavailability of focal points to make decisions. Unavailability of dedicated project personnel to follow through with activities 	Medium	<ul style="list-style-type: none"> Government commitment to align institutions, legislation and policies to fully comply with obligations under MEAs
<ul style="list-style-type: none"> Project activities and resources do not translate in increasing the capacity of key organizations to implement MEAs 	Low	<ul style="list-style-type: none"> The project is effective in developing the capacity in the area of MEAs implementation
<ul style="list-style-type: none"> Communications and national reports are not submitted on time 	Medium	<ul style="list-style-type: none"> Communications and national reports are submitted on time and include up-to-date environmental information
<ul style="list-style-type: none"> GFTT becoming a dollar centric fund Political influence in using the available funds 	Medium	<ul style="list-style-type: none"> Political will to render this unique funding mechanism more effective
<ul style="list-style-type: none"> Institutional reforms due to political change; change in priorities due to change in leadership. Staff turnover, limited resources to commit to training 	Medium	<ul style="list-style-type: none"> An effective training programme, institutions include awareness and training under respective annual corporate plans
<ul style="list-style-type: none"> Lack of national capacity to support the process 	Low	<ul style="list-style-type: none"> Political will
<ul style="list-style-type: none"> Changes in the legal system, lack of support from legislators, lack of national capacity to review and draft legal framework/instructions 	Low	<ul style="list-style-type: none"> Clear processes and mechanisms to support deliverables

Risks	Level	Assumptions
<ul style="list-style-type: none"> Lack of participation from decision-makers due to limited understanding of MEAs 	Medium	<ul style="list-style-type: none"> Good participation to an effective awareness programme
<ul style="list-style-type: none"> Unwillingness of agencies to participate due to lack of understanding Staff turnover, limited resources to commit to training 	Low	<ul style="list-style-type: none"> An effective training programme, institutions include awareness and training under respective annual corporate plans
<ul style="list-style-type: none"> Delays due to ministerial shuffle anticipated after national elections. Irregular frequency of meetings for relevant bodies, unclear approval mechanism for an inter-sectorial coordination body, unwillingness to participate in the inter-sectorial coordination body 	Medium	<ul style="list-style-type: none"> Supporting mechanism is in-place
<ul style="list-style-type: none"> Limited participation of CSOs, unwillingness to share project activities related to MEAs 	Low	<ul style="list-style-type: none"> Willingness to coordinate and collaborate for effective participation in implementing MEAs and prepare quality project proposals to the GFTT

163. The review of these risks indicates that these risks are manageable through the project's learn-by-doing approach. This proposed project is a response to national priorities identified through the NCSA process and other assessments; as a result, there is a good national ownership and willingness to succeed, hence low risks that key stakeholders will not participate in the project and lack of political will.
164. The fact that the project will also be housed at the MPD and implemented in close collaboration with the GFEU and EMA will contribute to managing any operational risks. The project will be tightly integrated to the operation of the respective departments, which will facilitate the day-to-day operations of the project. It will also contribute to a better prospect for long-term sustainability of project results.
165. Notwithstanding, this also assumes that project activities will be successful, and that the commitment to implement project activities through adaptive collaborative management remains intact. To this end, staff needs and motivation will be important considerations to reduce the risk of high staff turnover. The project will help minimize this risk by instituting a training programme to better understand and apply global environmental issues into national environmental management.

C.4 Stakeholder Involvement

166. This project was developed on the basis of consultations with stakeholder representatives, most of whom will benefit directly from this project. An international consultant and a national consultant were recruited during the PPG phase of this project to consult with key stakeholder representatives, to review the institutional set up as well as the policy and legislation frameworks related to this project and to consolidate this information in the current project document.
167. During this project development phase (PPG), key project stakeholders were identified and consulted. Taking an adaptive and collaborative management approach to execution, the project will ensure that key stakeholders are involved early and throughout project execution as partners for development. This includes their participation in the Project Board, review of project outputs such as recommendations for addressing institutional gaps and overlaps, findings from the legislative and policy review as well as the plan to address priority issues in these areas, proposal for strengthening inter-sectorial coordination, proposal to address critical gaps preventing a greater effectiveness of the GFTT, as well as participation in project monitoring activities.

168. A key feature of this project is its learn-by-doing approach, which is intended to actively engage stakeholders. This approach should result in key stakeholders that will be more likely to validate the analysis and legitimize the recommendations. It is also intended to catalyze the institutionalization of knowledge and experiences, which is critical for ensuring sustainability.

169. Given the project strategy, the key project stakeholders are government agencies and departments that are mandated with the management and monitoring of natural resources but also several CSOs, which are much involved in the management and monitoring of the environment in Trinidad and Tobago. These stakeholder representatives will participate in activities to better monitor the environment and provide more accurate and timely environmental information and will share their comparative expertise, as well as undertake selected project activities. The actual participation of stakeholders in project activities will be further detailed during the implementation of the project, particularly during the inception phase when defining the annual work plan for the first year.

170. The table below indicates the key stakeholders and their respective roles for implementing the project.

Table 5: Respective Roles of Key Stakeholders

Stakeholder	Key Roles
Ministry of Planning and Development (MPD)	<ul style="list-style-type: none"> • MPD will guide the process of how global environmental concerns, priorities and objectives would be integrated into Trinidad & Tobago's key national development policy framework, including associated management capacities. • MPD is the national GEF focal point • Overall coordination of the project and ensure project outputs are achieved • Provide the technical support required to implement the project at all levels of society in Trinidad & Tobago. • Ensure alignment of the project outcomes to all MEAs to which this project supports, at the MEA level, in accordance to national priority needs
EPPD / MEA Unit (MEAU)	<ul style="list-style-type: none"> • The EPPD has the main responsibility of guiding and formulating environmental policy in keeping with Government's Policy Framework for Sustainable Development; • MEAU established MEA Focal Points, nominated from relevant stakeholders in the public sector, NGOs and CBOs in order to promote participatory management and decision making on national environmental issues. • MEAU has overall responsibility for coordinating implementation of obligations under the various MEAs • MEAU will guide coordination and integration of implementation among stakeholders through its MEA/Climate Change Focal Point Network
Forestry Division	<ul style="list-style-type: none"> • National focal point for CITES and two protocols viz: Specially Protected Areas and Wildlife protocol (SPAW) • It will guide the integration of these MEAs into national strategic planning
Environmental Management Authority (EMA)	<ul style="list-style-type: none"> • Authority to implement the Environmental Management Act (2000); • Primary environmental regulatory institution with pieces of secondary legislation dealing with aspects related to MEA implementation such as air pollution, water pollution, waste management, environmental clearance for projects, biodiversity conservation. • Will provide assistance and guidance for areas within the Environmental Management Act and subsidiary legislation that can be used for effective MEA implementation.
Institute of Marine Affairs (IMA)	<ul style="list-style-type: none"> • It is a multi-disciplinary marine and environmental research organization. It is mandated to collect, analyze and disseminate information relating to the economic, technological, environmental, social and legal developments in marine affairs and to formulate and implement specific programmes/projects.

Stakeholder	Key Roles
Ministry of Agriculture, Land and Marine Resources	<ul style="list-style-type: none"> • Management of agriculture.
Ministry of Energy and Energy Industries	<ul style="list-style-type: none"> • Contribute to Trinidad and Tobago's prosperity, through the sustainable development of energy and mineral resources.
Ministry of Planning and Development (MPD)	<ul style="list-style-type: none"> • It is the primary vehicle for execution of the government's selected strategic initiatives as outlined in the Manifesto of the current government.
Town and Country Planning Division (TCPD)	<ul style="list-style-type: none"> • Development of land; • Allocation of lands for parks, game and bird sanctuaries, protection of marine life; • Preservation of trees and forests; • Control of Waste disposal.
Ministry of Foreign and CARICOM Affairs (MFCA)	<ul style="list-style-type: none"> • In charge of international cooperation.
Water and Sewage Authority (WASA)	<ul style="list-style-type: none"> • Has the mandate to deliver safe, reliable and efficient water supply to satisfy the demand of all sectors of the economy.
Green Fund of Trinidad and Tobago (GFTT) / Green Fund Executing Unit (GFEU)	<ul style="list-style-type: none"> • Facilitates the financing of environmental projects that meet specific criteria, primarily from civil society organizations (CSOs) but also from statutory authorities, and therefore is a potent modality for MEA implementation at the national and sub-national levels; • To enable grants for application engaged in remediation, reforestation, environmental education and public awareness of environmental issues and conservation of environment; • Will provide guidance on projects under its existing portfolio related to MEA implementation and on opportunities to better streamline MEA implementation at the project level within its eligibility portfolio.
Tobago House of Assembly (THA)	<p>Under the executive arm of the THA, there are 10 divisions. Under the division of Agriculture, Marine Affairs, Marketing and the Environment, there is the Department of Natural Resources and the Environment (DNRE):</p> <ul style="list-style-type: none"> • Its mission is to protect, preserve and enhance Tobago's environment and promote the sustainable use and management of our air, land, and water for the benefit of current and future generations; • It is committed to protecting and preserving Tobago's Natural resources and the Environment as well as its Biodiversity; • This Department is also the arm of the Environmental Management Authority (EMA) in Tobago monitoring and enforcing the laws pertaining to noise pollution, Certificate of Environmental clearance among others.
Basel Convention Regional Center (BCRC)	<ul style="list-style-type: none"> • Serves the Contracting Parties to the Basel Convention within the Caribbean region and any other country consenting to be served by the Centre; • Primary mechanism for assisting in the implementation of the Basel Convention and its obligations. • Will provide guidance and assistance on projects and programmes for implementation of the chemicals conventions' obligations
Ministerial Committee of Climate Change (MCCC)	<ul style="list-style-type: none"> • To provide oversight and guidance on the implementation of the National Climate Change Policy (NCCP).
MEAs Focal Point Network	<ul style="list-style-type: none"> • Liaising with the Ministry of Planning and Development as the National Focal Point in respect of the role and functions of their respective institutions in the context of the national obligations under the various MEA; • Provide advice and inputs into strategies and actions to be taken at the national level in the implementation of obligations under the MEA and climate change; • Providing inputs, data and information to facilitate reporting requirements of Trinidad and Tobago under the MEA; • Providing advice and inputs into work programs of their respective Ministries /agencies in the context of national obligations under the MEA and climate change;

Stakeholder	Key Roles
	<ul style="list-style-type: none"> • Interfacing with other relevant stakeholders through relevant networking media to enhance co-operation at various levels.
The Energy Chamber of Trinidad and Tobago (ECTT)	<ul style="list-style-type: none"> • The ECTT is an a-political organization representing the Trinidad & Tobago energy and related sectors.
Caribbean Natural Resources Institute (CANARI)	<ul style="list-style-type: none"> • CANARI – a regional NGO - facilitates and promotes participatory approaches to natural resource governance to conserve biodiversity, enhance ecosystem goods and services, and enhance livelihood benefits and wellbeing of the poor in the Caribbean.
National Environmental CSOs	<ul style="list-style-type: none"> • Civil society organizations that include non-governmental organizations (NGOs) and community based organizations (CBOs) involved in environmental management activities in Trinidad and Tobago.
University of Trinidad and Tobago (UTT)	<ul style="list-style-type: none"> • Providing tertiary education.
University of the West Indies Center for Environment and Development (UWICED)	<ul style="list-style-type: none"> • Providing tertiary education.
GEF-SGP Programme	<ul style="list-style-type: none"> • The programme –funded by the GEF - provides grants of up to USD 50,000 directly to local communities including indigenous people, community-based organizations and other non-governmental groups for projects in: Biodiversity, Climate Change Mitigation and Adaptation, Land Degradation and Sustainable Forest Management, International Waters and Chemicals.

C.5 Monitoring and Evaluation

171. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The project team – based at MPD - will undertake monitoring and evaluation activities, with support from UNDP-GEF, including independent evaluators for the mid-term and final evaluations. The project results framework matrix in Annex 2 provides a logical structure for monitoring project performance and delivery using SMART indicators during project implementation. The output budget and the work plan in the project document provide additional information for the allocation of funds, both the GEF and co-financing, for expected project deliverables and the timing of project activities to produce these deliverables. Annex 3 provides a breakdown of the total GEF budget by outcome, project management costs, and allocated disbursements on a per year basis. A GEF tracking tool for CCCD will be used as part of monitoring and evaluation activities to assess project delivery (*see Annex I*). The work plan is provisional, and is to be reviewed during the project inception phase and endorsed by the project board.
172. The following sections outline the principle components of monitoring and evaluation. The project’s monitoring and evaluation approach will be discussed during the project’s inception phase so as to fine-tune indicators and means of verification, as well as an explanation and full definition of project staff M&E responsibilities.
173. *A project Inception workshop* will be conducted, within 2 months from the project start, with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO, with representation from the UNDP-GEF Regional Coordinating Unit as appropriate. Non-governmental stakeholders should be represented at this workshop as well.
174. A fundamental objective of this inception workshop will be to further instill an understanding and ownership of the project’s goals and objectives among the project team, government and other stakeholder groups. The workshop will also serve to finalize the preparation of the project’s first annual work plan on the basis of the project’s results framework matrix. This will include reviewing the results framework (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalize the Annual Work Plan (AWP) with precise and measurable

performance (process and output) indicators, and in a manner consistent with the expected outcomes of the project.

175. The project inception phase, during the first two months of start-up, will begin with an induction training to: (i) introduce project staff to the UNDP-GEF expanded team that will support the project during its implementation, namely the UNDP-CO and responsible Project Management Unit (PMU) staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and PMU staff with respect to the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the combined Annual Project Reports - Project Implementation Reviews (APR/PIRs), Project Board (PB) meetings, as well as final evaluation. The inception phase will also provide an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews, and mandatory budget re-phasing.
176. The project inception workshop will be held at the end of the inception phase to provide an opportunity for all stakeholders to validate the project results framework and discuss the project's work plan. As well, the workshop will provide an opportunity for stakeholders to agree on their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for PMU staff and associated decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during the project's implementation phase.
177. The inception workshop will present a schedule of M&E-related meetings and reports. The Project Manager in consultation with UNDP will develop this schedule, and will include: (i) tentative time frames for PB meetings, and the timing of near-term project activities, such as the in-depth review of literature on MEAs; and (ii) project-related monitoring and evaluation activities. The provisional work plan will be approved in the first meeting of the PB.
178. A *project inception report* will be prepared immediately following the inception workshop. This report will include a detailed First Year Work Plan divided in quarterly time-frames as well as detailed activities and performance indicators that will guide project implementation (over the course of the first year). This Work Plan will include the proposed dates for any visits and/or support missions from the UNDP-CO, the UNDP-GEF Regional Coordinating Unit, or consultants, as well as time-frames for meetings of the project decision-making structures (e.g., PB). The report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months' time-frame.
179. The inception report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation, including any unforeseen or newly arisen constraints. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries.
180. Quarterly:
 - Progress made shall be monitored in the New UNDP Enhanced Results Based Management Platform.
 - Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. ATLAS is the internal UNDP computer based system for project and financial management of projects. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).

- Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
 - Other ATLAS logs can be used to monitor issues, lessons learned etc... The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.
181. *Day-to-day monitoring of implementation progress* will be the responsibility of the Project Manager based on the project's Annual Work Plan and its indicators. The Project Manager will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.
182. The Project Manager will fine-tune outputs, main activities and performance indicators in consultation with the full project team at the inception workshop, with support from UNDP-CO and assisted by the UNDP-GEF. Specific targets for the first year implementation performance indicators, together with their means of verification, will be reviewed at the inception workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the Project Team, and agreed with the PB.
183. *Periodic monitoring of implementation progress* will be undertaken by the UNDP-CO through monitoring discussions and site visits based on quarterly narrative and financial reports from the Project Manager. These quarterly progress reports will be prepared following guidelines provided by the UNDP-CO and UNDP-GEF RCU; they are short reports outlining the main updates in project performance.
184. Furthermore, specific meetings may be scheduled between the PMU, the UNDP-CO and other pertinent stakeholders as deemed appropriate and relevant (particularly the PB members). Such meetings will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.
185. *Annual Monitoring* will occur through the Annual Project Board meeting. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to PB meetings at least twice per year. The first such meeting will be held within the first twelve months following the initiation workshop. For each year-end meeting of the PB, the Project Manager will prepare harmonized Annual Project Report / Project Implementation Reviews (APR/PIR) and submit it to UNDP-CO, the UNDP-GEF Regional Coordination Unit, and all PB members at least two weeks prior to the meeting for review and comments.
186. The APR/PIR will be used as one of the basic documents for discussions in the PB year-end meeting. The Project Manager will present the APR/PIR to the PB members, highlighting policy issues and recommendations for the decision of the Committee participants. The Project Manager will also inform the participants of any agreement(s) reached by stakeholders during the APR/PIR preparation, on how to resolve operational issues. Separate reviews of each project output may also be conducted, as necessary. Details regarding the requirements and conduct of the APR and PB meetings are contained with the M&E Information Kit available through UNDP-GEF.
187. The *Annual Project Report (APR) and Project Implementation Review (PIR)* combines both UNDP and GEF reporting requirements and is part of UNDP-CO central oversight, monitoring and project management. As a self-assessment report by project management to the CO, the APR/PIR is a key input to the year-end Project Board meetings. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from on-going projects.
188. An APR/PIR is to be prepared on an annual basis by July/August, but well in advance (at least one month) in order to be considered at the PB meeting. The APR/PIR is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The

APR/PIR is discussed by the PB, so that the resultant report represents a document that has been agreed upon by all of the key stakeholders.

189. A standard format/template for the APR/PIR is provided by UNDP-GEF. This includes, but is not limited to the following:
- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative);
 - Project outputs delivered per project outcome (annual);
 - Lesson learned/good practice;
 - AWP and other expenditure reports;
 - Risk and adaptive management;
 - ATLAS QPR;
 - Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.
190. UNDP will analyze the individual APR/PIRs by focal area, theme and region for common issues/results and lessons. The APR/PIRs are also valuable for the independent evaluators who can utilize them to identify any changes in the project's structure, indicators, work plan, among others, and view a past history of delivery and assessment.
191. A *mid-term review* will be conducted if needed at the mid-point of the implementation of the project to review the progress of the project and provide recommendations for the remaining implementation phase, including recommendations for ensuring a smooth exit and maximize the sustainability of project achievements.
192. An *independent final evaluation* will take place three months prior to the terminal tripartite review meeting, and will focus on: a) the cost-effectiveness, efficiency and timeliness of project implementation and performance; b) highlight issues requiring decisions and actions; c) present initial lessons learned about project design, implementation and management; and d) this will also include a review of the impact of the project in terms of goals and objectives of the outputs up to this point. Findings of this evaluation will be incorporated as lessons learned, and recommendations for improvement addressed to ensure the institutional sustainability of project outputs, particular for the replication of project activities. The final evaluation will also look at project outcomes and their sustainability. The final evaluation should also provide recommendations for follow-up activities, as appropriate. The terms of reference for the final evaluation will be prepared by the UNDP-CO based on guidance from the UNDP-GEF Regional Coordinating Unit, in consultation with the PB.
193. During the last three months of the project, the PMU will prepare the *Project Terminal Report*. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project's activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs.
194. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).
195. *The terminal review meeting* is held by the PB, with invitation to other relevant government stakeholders as necessary, in the last month of project operations. The Project Manager is responsible for preparing the terminal review report and submitting it to UNDP-CO, the UNDP-GEF Regional Coordinating Unit, and all participants of the terminal review meeting. The terminal review report will be drafted at least one month in advance of the terminal review meeting, in order to allow for timely review and to serve as the basis for discussion. The terminal review report considers the implementation of the project as a whole, paying particular attention to whether the project has achieved

its stated objectives and contributed to the broader environmental objective. The report also decides whether any actions remain necessary, particularly in relation to the sustainability of project outputs and outcomes, and acts as a vehicle through which lessons learned can be captured to feed into other projects under implementation or formulation. The terminal review meeting should refer to the independent final evaluation report, conclusions and recommendations as appropriate.

196. The UNDP-CO, in consultation with the UNDP-GEF Regional Coordinator and members of the PB, has the authority to suspend disbursement if project performance benchmarks are not met as per delivery rates, and qualitative assessments of achievements of outputs.
197. The Project Manager, in consultation with and clearance from the UNDP Programme Officer will provide the UNDP Resident Representative with *certified periodic financial statements* relating to the status of UNDP (including GEF) funds according to the established procedures set out in UNDP's Programming and Finance manuals. An *audit of the financial statements* will be conducted by the legally recognized auditor of Trinidad and Tobago UNDP-CO.
198. *Learning and knowledge sharing*: Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums at the national, regional and global levels.
199. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.
200. *Communications and visibility requirements*: Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: http://www.thegef.org/gef/GEF_logo. The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.
201. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.
202. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.
203. Audit clause: Project audit will follow UNDP Financial Regulations and Rules and applicable Audit policies.

Table 6: Monitoring Work Plan and Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> ▪ Project Manager ▪ UNDP CO, UNDP GEF 	Indicative cost: 5,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> ▪ UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. 	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> ▪ Oversight by Project Manager ▪ Project team 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to APR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> ▪ Project Manager and team ▪ UNDP CO ▪ UNDP RTA ▪ UNDP EEG 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ Project Manager and team 	None	Quarterly
Mid-term Review (<i>if needed</i>)	<ul style="list-style-type: none"> ▪ Project Manager and team ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team) 	Indicative cost: \$20,000	At the mid-point of project implementation (note that an MTR is not required for MSP project but can be undertaken if it is deemed necessary by the Project Board)
Final Evaluation	<ul style="list-style-type: none"> ▪ Project Manager and team, ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e., evaluation team) 	Indicative cost: \$20,000	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> ▪ Project Manager and team ▪ UNDP CO ▪ Local consultant 	0	At least three months before end of the project
Audit	<ul style="list-style-type: none"> ▪ UNDP CO ▪ Project Manager and team 	Indicative cost per year (3): \$6,000	Yearly
Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP CO ▪ UNDP RCU (as appropriate) ▪ Government representatives 	For GEF supported projects, paid from IA fees and operational budget	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 63,000 (+/- 5.2% of GEF budget)	

D. Financing

D.1 Financing Plan

204. The financing of this project will be provided by the GEF (US\$ 1,207,800), with in kind co-financing from the Government of Trinidad and Tobago (US\$ 1,150,000) and UNDP (US\$ 50,000). The GEF leverage thus represents approximately a 1:1 ratio. The allocation of these sources of finances is structured by the two main project components, as described in section C.2.a above. More detailed financial information is provided in Annex 3. The table below gives a summary of the allocation of the budget per component/outcome.

Table 7: Project Costs (US\$)

Total Project Budget by Component	GEF (\$)	Co-Financing (in kind) (\$)	Project Total (\$)
Component 1	640,290	650,000	1,290,290
Component 2	457,710	448,000	905,710
Project Management	109,800	102,000	211,800
Total project costs	1,207,800	1,200,000	2,407,800

Table 8: Estimated Project management budget/cost (for the entire project)

Component (*)	Estimated Staff weeks	GEF (\$)	Co-Financing (in kind) (\$)	Project Total (\$)
Locally recruited personnel: Project staff	134	74,304		74,304
Direct Project Costs		15,762		15,762
Office supplies, audits, miscellaneous		19,734	82,000	101,734
Equipment and Furniture			20,000	20,000
Total project management cost		\$109,800	\$102,000	211,800

205. Internationally recruited consultants will be contracted to undertake the independent mid-term and final evaluations. The travel budget includes the costs of DSA, TE and return airfare for the international consultant(s).
206. No UNDP Implementing Agency Project cycle management services are being charged to the Project Budget. All such costs are being charged to the IA fee. In agreement with the Government of Trinidad and Tobago, UNDP may provide a few implementation support services (mostly recruitment of international consultants) under the National Implementation Modality; these will be charged to the Project Management Budget. A budget of \$15,762 was allocated to these Direct Project Costs (DPCs) and that will be funded by the GEF grant. Details of such charges are provided in Annex 8.
207. The table below provides details on planned consultancies for implementing this project. One consultancy with one international environmental monitoring expert is planned under outcome 2. The other consultancies are planned to be conducted by local consultants.

Table 10: Consultants for technical assistance components (estimated for entire project)

	Estimated Staff weeks	GEF (\$)	Co-Financing (\$)	Project Total (\$)
Local Consultants				
National consultants to support project activities when needed to assess, identify capacity gaps, develop solutions and implement solutions.	150	262,500		350,000
MEA Expert(s) to advise the project as needed	50	87,500		87,500
International consultants to provide ad-hoc expertise when needed by the project	26	91,000		91,000
CD Advisor to advise the project as needed	6	21,000		21,000
Inter. Consultant(s) for Mid-Term and Final Evaluations	8	28,000		28,000
Total		490,000		490,000

Note: A more detailed list of consultancies will be identified during the inception phase of the project.

Table 9: Total GEF Budget and Work Plan

Award ID:	TBC
Project ID:	TBC
Award Title:	Capacity Development for improved management of Multilateral Environmental Agreements for Global Environmental Benefits
Business Unit:	TTO10
Project Title:	Capacity Development for improved management of Multilateral Environmental Agreements for Global Environmental Benefits
PIMS No:	5372
Implementing Partner (Executing Agency):	Ministry of Planning and Development (MPD)

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (US\$)	Amount Year 2 (US\$)	Amount Year 3 (US\$)	Total (US\$)	See Budget Notes		
Component 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns	MEAU/UND P	62000	GEF	71200	International Consultant	27,000	37,000	34,000	98,000	1		
				71300	Local Consultant	69,500	83,250	80,000	232,750	2		
				71400	Contractual Services - Individuals	22,000	22,500	22,820	67,320	3		
				71600	Travel	6,000	10,000	10,000	26,000	4		
				72100	Contractual Services - Companies	5,000	5,000	5,000	15,000	5		
				72200	Equipment & Furniture		3,000		3,000	6		
				72500	Supplies		580		1,720	7		
				72800	IT Equipment		3,000		3,000	8		
				74200	Audio visual & print / Production costs		10,000		20,000	20,000	9	
				74500	Miscellaneous		2,000		2,000	2,000	6,000	10
				75700	Training, Workshops and Confer		48,500		46,000	43,000	137,500	11
					Sub-Total GEF - Outcome 1	193,570	229,330	217,390	640,290			
Component 2: The Green Fund is effective as a funding	MEAU/UND P	62000	GEF	71200	International Consultant	10,000	17,000	15,000	42,000	12		
				71300	Local Consultant	37,250	40,000	40,000	117,250	13		
				71400	Contractual Services - Individuals	23,000	23,776	24,000	70,776	14		
				71600	Travel	4,000	8,000	8,000	20,000	15		

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (US\$)	Amount Year 2 (US\$)	Amount Year 3 (US\$)	Total (US\$)	See Budget Notes	
mechanism to support the implementation of MEAs in Trinidad and Tobago				72100	Contractual Services - Companies	5,000	5,000	5,000	15,000	16	
				72200	Equipment & Furniture		2,000	5,000	7,000	17	
				72500	Supplies	500	500	500	1,500	18	
				72800	IT Equipment		3,000		3,000	19	
				74200	Audio visual & print / Production costs	10,000	20,000	20,000	50,000	20	
				74500	Miscellaneous	2,000	2,000	2,000	6,000	21	
				75700	Training, Workshops and Confer	40,000	45,000	40,184	125,184	22	
					Sub-Total GEF - Outcome 2	131,750	166,276	159,684	457,710		
					71400	Contractual Services - Individuals	24,704	24,800	24,800	74,304	23
					72500	Supplies	578	578	578	1,734	24
Project Management	MEAU/UNDP	62000	GEF	74100	Professional Services: Audits	6,000	6,000	6,000	18,000	25	
				74598	Direct Project Cost	5,000	5,400	5,362	15,762	26	
					Sub-Total GEF - PMC	36,282	36,778	36,740	109,800		
GRAND TOTAL						361,602	432,384	413,814	1,207,800		

Notes:

- (1) International consultants days for component 1 @700 per day (incl. 50% of the mid-term and final evaluations days)
- (2) National consultants days for component 1 @350 per day
- (3) 50% of the Project Manager's time (technical time) allocated to Component 1, plus 5% of the Project Assistant's time (technical time)
- (4) Travel budget for consultants and staff under component 1
- (5) Budget provision for local transportation under component 1 (car cost sharing, rent, etc.)
- (6) Budget provision for office equipment
- (7) Office supplies / communication for component 1
- (8) Budget provision for some IT equipment such as computer, software, etc.
- (9) Budget provision for printing training and public awareness material
- (10) Miscellaneous costs
- (11) Training budget to support training activities under component 1
- (12) International consultants days for component 2 @700 per day (incl. 50% of the mid-term and final evaluations days)
- (13) National consultants days for component 2 @350 per day

- (14) 50% of the Project Manager's time (technical time) allocated to Component 2, plus 9% of the Project Assistant's time (technical time)
- (15) Travel budget for consultants and staff under component 2
- (16) Budget provision for local transportation under component 2 (car cost sharing, rent, etc.)
- (17) Budget provision for some basic office equipment such as computer, software, etc.
- (18) Office supplies / communication for component 2
- (19) Budget provision for some IT equipment such as computer, software, etc.
- (20) Budget provision for printing training and public awareness material
- (21) Miscellaneous costs
- (22) Training budget to support training activities under component 2
- (23) 86% of the Project Assistant's time (management time) allocated to Project Management
- (24) Office supplies / communication for running the project
- (25) Audit cost
- (26) *Direct Project Cost for services rendered by UNDP to the project, according to the Letter of Agreement (Annex 7). Direct Project Costs (DPC) are the costs of administrative services (such as those related to human resources, procurement, finance, and other functions) provided by UNDP in relation to the project. Direct project costs will be charged based on the UNDP Universal Pricelist (UPL) or the actual corresponding service cost, in line with GEF rules on DPCs. The amounts indicated here are estimations, however as part of annual project operational planning the Direct Project Costs would be defined and the amount included in the yearly budgets. The DPC accounts can only be used for operational cost per transaction; it is not a flat fee.*

Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP Programme and Operations Policies and Procedures (POPP), the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP Target for Resource Assignment from the Core (TRAC) or cash co-financing).

Refund to Donor: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.⁹ On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

⁹ see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>

Financial completion: The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

D.2 Cost Effectiveness

208. An important indicator to consider for analyzing the project cost-effectiveness is the percentage of the total project that is being used for project management services. As per table 10 below, this percentage is just over 8%, which is reasonable for a project of this size. It is noted that due to the small size of the project budget, this project management cost cannot be lower.
209. Due to a good co-financing of this project, the cost-effectiveness of this project is good. As described in the sections, above, this project is a response to a national need and it will benefit from a significant investment of government staff (decision-makers and planners) to actively participate in project activities. The table below is an estimate of this contribution over the three years of project implementation.
210. The cost-effectiveness of this project is also demonstrated in efficiently allocating and managing the financial resources of this project. The recruitment of consultants will consist mostly of local consultants, reducing the transaction costs associated when contracting international consultants.

Table 11: Project Costs (%)

Project Budget Component by Contribution type	Contribution (US\$)	Percentage (%)
Component 1: GEF	640,290	27%
Component 1: Co-Financing	650,000	27%
Component 2: GEF	457,710	19%
Component 2: Co-Financing	448,000	19%
Project Management: GEF	109,800	4%
Project Management: Co-Financing	102,000	4%
Total	2,407,800	100%

D.3 Co-financing

211. UNDP will allocate USD 50,000 in-kind directly to this project as part of its commitment to supporting GoRTT to strengthen its environmental governance framework. The GoRTT, through MPD is contributing USD 1,150,000 in kind, which includes the human resources and their salaries - to support the project team in the implementation of the project - office furniture and space. The table below presents the co-financing sources for this project. Letters to support this co-financing are presented in Part III of this project document.

Table 12: Co-financing Sources

Name of Co-financier	Classification	Type	Amount	
			Confirmed (US\$)	Unconfirmed (US\$)
MPD	National Executive Agency	In-kind	1,150,000	
UNDP	GEF Implementing Agency	In-kind	50,00	
Total Co-financing			1,200,000	

E. Institutional Coordination and Support

E.1 Core Commitments and Linkages

E.1.a Linkages to Other Activities and Programmes

212. The project is fully compliant with the comparative advantages matrix approved by the GEF Council. UNDP was selected as the GEF Implementing Agency for this project based on their experience and expertise in supporting capacity development efforts in Trinidad and Tobago, and the lessons learned and best practices that it could bring to bear from their experience in other countries. UNDP and the GoRTT previously worked jointly on implementing other GEF funded projects, including some capacity development activities in some focal areas. They agreed to cooperate on environmental governance for future projects.

213. More broadly speaking, UNDP has developed a global expertise in supporting the development of in-country environmental governance capacity, including the development of environmental indicators and monitoring/evaluation tools, which are extremely necessary in measuring impact of such capacity development programmes.

214. UNDP's activities in Trinidad and Tobago are in line with the "rolling" UNDAF 2014-2015. Despite that the environment is not a major focus in this planning document, the UNDAF recognizes that climate change can directly impact the productivity of the local agricultural systems and thereby threaten national food and nutrition security and the livelihoods of many rural communities. As a result, the UN assistance supports initiatives to ensure that producers in the agricultural sector have enhanced capacity to prepare for and respond to the effects of climate change.

215. This proposed project will build upon past and present initiatives and their achievements and coordinate with related key programmes, plans, and projects. The main ones are presented below:

- ***Preparation of Trinidad and Tobago's Third National Communication and First Biennial Update Report to the UNFCCC:*** A GoRTT-UNDP-GEF partnership project to assist Trinidad and Tobago in the preparation of its Third National Communication and First Biennial Update Report to the United Nations Framework Convention on Climate Change (UNFCCC). It was approved in January 2017 with a GEF grant of USD 952,000.
- ***Carbon Reduction Strategy:*** A GoRTT-UNDP funded project that is a follow up project to a previous project funded by UNDP "*Elaboration of a Strategy for the Reduction of Carbon Emissions in Trinidad and Tobago*". This new project is to proceed further with the development of a more comprehensive greenhouse gas (GHG) reduction plan and in keeping with the objectives of the National Climate Change Policy as well as developing capacity to address evolving commitments under the UNFCCC negotiations which has the ultimate objective of stabilizing greenhouse gas emissions in the atmosphere. A UNDP grant of \$100,000 is allocated to this project.
- ***Low Emission Capacity Building Programme (LECB):*** A EU-UNDP funded programme to strengthen technical and institutional capacities at the country level, while at the same time facilitating inclusion and coordination of the public and private sector in national initiatives addressing climate change. The main objective of the LECB programme is to build capacity in the main emitting sectors (power generation, industry and transportation sectors) to reach their potential for low carbon and economic development and to develop a monitoring, reporting and verification system for the implementation of the National Climate Change Policy and its strategy and action plan, as well as sectoral mitigation action plans. Trinidad and Tobago is the only small island developing state in the Caribbean to be part of this wider programme.
- ***Mainstreaming Climate Change into National Development:*** A GoRTT-IDB funded project seeking to mainstream climate change into national development and capacity building for

participation in carbon markets. It was executed by the MEAU. The project was completed in 2013 and an action plan that was submitted to Cabinet for approval (pending).

- ***GEF Small Grants Programme (SGP):*** The programme –funded by the GEF - provides grants of up to USD 50,000 directly to local communities including indigenous people, community-based organizations and other non-governmental groups for projects in: Biodiversity, Climate Change Mitigation and Adaptation, Land Degradation and Sustainable Forest Management, International Waters and Chemicals. So far, the SGP funded 108 projects in Trinidad and Tobago for a total grant amount of USD 2,360,000. As part of its results, the SGP funded projects to increase the capacity of CSOs to identify projects, write proposals and implement projects.
- ***Improving Forest and Protected Area Management:*** A GoRTT-FAO-GEF funded project to conserve biodiversity in Trinidad and Tobago by consolidating the protected area system and enhancing capacity and finance for conservation management. It was approved in June 2012 with a GEF grant of USD 2,790,000.
- ***Initial assistance to enable Trinidad and Tobago to fulfill its obligations under the Stockholm Convention on POPs:*** A GoRTT-UNDP-GEF project to assist in the formulation of the National Implementation Plan (NIP) through the analysis of current sources, existing stocks and use of POPs as well as the legislative and institutional arrangements for chemical management in order to develop a sustained capacity to fulfill Trinidad and Tobago's obligations and reporting requirements under the Stockholm Convention. It was approved in October 2009 with a GEF grant of USD 425,500. The NIP was approved by Cabinet in December 2014.
- ***Development and Implementation of a Sustainable Management Mechanism for POPs in the Caribbean:*** A UNIDO-BCRC-Caribbean-GEF project to enable the participating Caribbean countries to reduce and eliminate the threats of POPs. The project has four components: (i) Create the enabling mechanisms in the Caribbean for effective implementation of the Stockholm Convention on Persistent Organic Pollutants (POPs); (ii) Reduce UPOPs emission by improving poor waste management practices at landfills; (iii) Assess potential contaminated sites to determine the level of soil and groundwater contamination by POPs and ODS and develop appropriate remediation strategies; and (iv) Managing and disposing of PCBs. The project was approved in November 2013 with a GEF grant of USD 8,839,000 and endorsed by the GEF-CEO in May 2015.
- ***Advancing the Nagoya protocol in countries of the Caribbean Region:*** A GoRTT-UNEP-IUCN-GEF project seeking the uptake of the Nagoya Protocol and Implementation of Key Measures to Make the Protocol Operational in Caribbean Countries. The project was approved in May 2014 with a GEF grant of USD 1,826,000.
- ***Climate Change Adaptation in the Eastern Caribbean Fisheries Sector:*** A GoRTT-FAO-GEF project to increase the resilience and reduce vulnerability to climate change impacts in the Eastern Caribbean fisheries sector, through introduction of adaptation measures in fisheries management and capacity building of fisherfolk and aquaculturists. It was approved in March 2014 with a GEF grant of USD 5,460,000.
- ***CANARI Projects:*** CANARI is a highly regarded, regional technical institute with over thirty years' experience of research, policy influence and capacity building for participatory natural resource governance in the Caribbean. It implements a series of projects related to the management of natural resources. The main ones related to this project are:
 - Since 2010; it has been implementing the Critical Ecosystem Partnership Fund (CEPF) US\$6.9M grant programme to support CSO's work on biodiversity conservation in eleven countries across the Caribbean region;
 - Capacity building for watershed management stakeholders in Trinidad and Tobago;
 - Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organization networks to participate in fisheries governance and management;

- Participatory research to enhance climate change policy and institutions in the Caribbean: ARIA Caribbean toolkit pilot;
- Consolidating the role of CSOs in biodiversity conservation in the Caribbean islands;
- One project proposal to create a CSO Resource Center for Trinidad and Tobago was submitted to the GFTT for funding;
- Caribbean Climate Innovation Centre (www.caribbeancic.org).

216. In addition to these projects, there are also an extended network of groups, associations, information centers that may be used as “conduits” to communicate/reach stakeholders. They include:

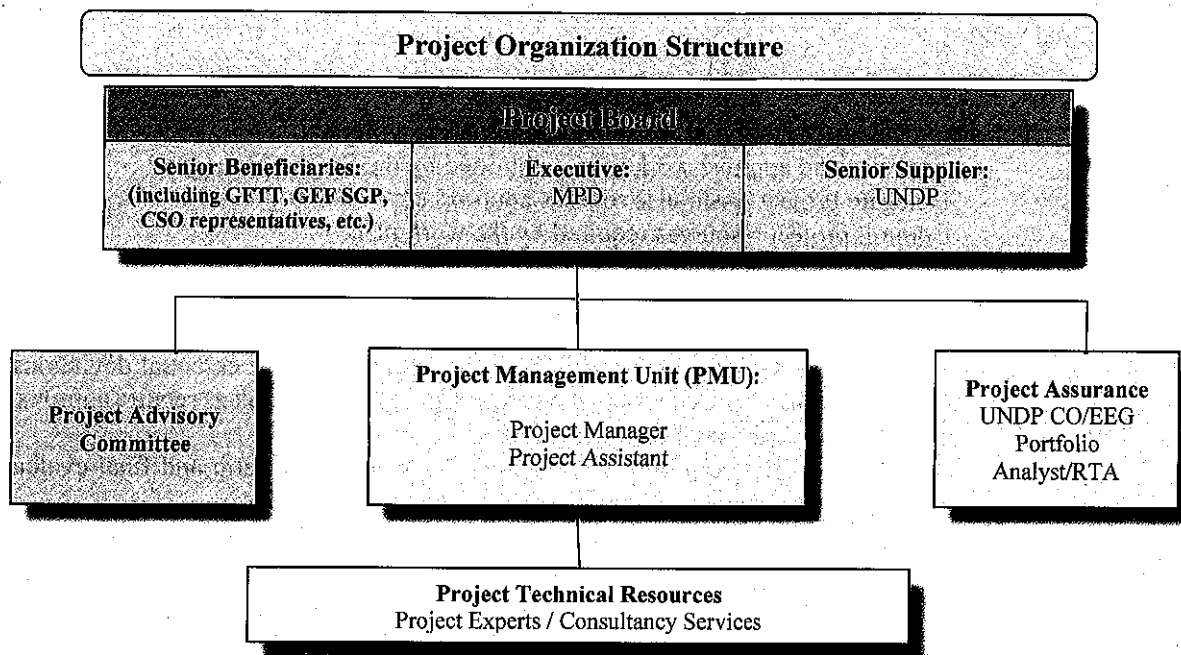
- Caribbean Youth Environment Network (CYEN);
- Council of Presidents of the Environment (COPE);
- Trinidad and Tobago Civil Society Board;
- Diplomatic Center based at UWI;
- Trinidad and Tobago NGO Professionals (Facebook page);
- GEF-SGP Knowledge Fair, quarterly newsletter and Facebook page;
- Association of Energy Companies (www.energy.tt), including their annual conference, weekly newsletters and bi-monthly magazines;
- EMA information center;
- IMA information center, quarterly newsletters, publications and videos.

217. In conclusion, this project will link up with most of these initiatives. It will also provide the support for increasing the cooperation at the national level. It was noted during the fact-finding mission that several initiatives are ongoing – including regional ones – but that a limited coordination exists. The need to better coordinate these activities was clearly expressed during these consultations.

E.2 Implementation and Execution Arrangements/Management Arrangements

218. The project will be implemented according to UNDP’s support to National Implementation Modality (NIM). In this case the UNDP and the GORTT have agreed that UNDP will support the GORTT with the specific services outlined in Annex 7.

219. Establishing an effective project management structure is crucial for its success. Every project has a need for direction, management, control and communication, using a structure that differs from line management. As a project is normally cross-functional and involves partnership, its structure needs to be more flexible, and is likely to require a broad base of skills for a specific period of time. The UNDP project management structure consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project. The management arrangements for this project illustrated below are proposed to be used for the implementation of this CCCD project:



220. **Project Board (PB):** The Project Board is constituted of three parties (Executive, Senior Supplier and Senior Beneficiary) at a minimum, which make up the core members of the Project Board. Potential members of the Project Board will be reviewed and recommended for approval during the Local Project Appraisal Committee (LPAC) meeting. It is specifically established by the project to provide management oversight of project activities and is to be chaired by a Senior Official of MPD:

- a. **Senior Beneficiaries:** An Individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The final list of representatives of the project beneficiaries will be constituted during the inception phase of the project and act as the Senior Beneficiaries of the Project. It is expected that this will include GEF SGP
- b. **Executive:** representing the project ownership. It is expected that the Ministry of Planning and Development (MPD) will serve as the main implementing partner for the project. The MEAU – a Unit under the MPD - serves as the focal point ministry for the relevant international conventions, in particular UNFCCC, UNCBD and UNCCCCD.
- c. **Senior Supplier:** Individual or group representing the interests of the parties concerned, which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. UNDP-Trinidad and Tobago, which provides support to the project on behalf of the GEF takes the role of the Senior Supplier. UNDP is the GEF Implementing Agency for this project, with the UNDP Country Office responsible for transparent practices, appropriate conduct and professional auditing.

221. The main function of the PB is to strategically guide the course of the project towards achieving its objective and ensure that the required resources are committed. The PB will review progress and evaluation reports, and approve programmatic modifications to project execution, as appropriate and in accordance to UNDP procedures. The PB is also responsible for making by consensus, management decisions for a project when guidance is required by the *Project Manager*, including recommendation for UNDP/Implementing Partner approval of project plans and revisions.

222. It will also arbitrate on any conflicts within the project and negotiate solutions to any problems with external bodies.

223. Specific responsibilities of the PB should include:

- (i) For the processes of justifying, defining and initiating a project:
 - Appraise and approve work plans submitted by the Project Manager;
 - Delegate Project Assurance roles as appropriate;
 - Commit project resources required by the work plan.
- (ii) For the process of running a project:
 - Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
 - Review project quarterly and annual plans and approve any essential deviations from the original plans; provided any deviations from the original plans require approval from UNDP-GEF Regional Technical Advisor;
 - Review and approve progress and annual, as well as mid-term and final evaluation's project reports, make recommendations for follow-up actions;
 - Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
 - Assess and decide on conceptual project changes if necessary;
 - Assure that all planned deliverables are delivered satisfactorily and programme management directives are compiled;
- (iii) For the process of closing a project:
 - Assure that all products/outputs are delivered satisfactorily;
 - Review and approve the end of project report;
 - Make recommendations for follow-up actions and post project review plan;
 - Notify project closure to the stakeholders.

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

225. In addition, the PB 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 conducted by the PB are made at designated decision points during the running of the project, or as necessary when raised by the *Project Manager*. The PB 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 annual work plan (AWP), the PB may review and approve project quarterly plans when required, provided any deviations from original plans require approval from Regional Technical Advisor, UNDP-GEF. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan.

226. **Project Management Unit (PMU):** The *Executive* will provide an office. It will be located at MEAU. The PMU will be administered by a full-time *Project Manager* and supported by a full-time *Administrative/Financial Officer* (see TOR in Annex 5).

- a. **Project Manager:** The *Project Manager* is in charge of running the project on a day-to-day basis. 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 *Project Board* approves the appointment of the *Project Manager*, who should be different from the *Senior Beneficiary's* representative in the Project Board.

- b. **Project Administrative/Financial Officer:** The role provides project administration, management and technical support to the *Project Manager* as required by the needs of the individual project.
227. **Project Assurance:** The Project Assurance role supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions, which are mandatory on all projects. 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. The Project Assurance role will rest with the Energy, Environment and Disaster Management Programme Officer of UNDP CO.
228. The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, a business need and that no change to the external environment affects the validity of the project:
- Maintenance of thorough liaison throughout the project between the supplier and the customer;
 - Beneficiary needs and expectations are being met or managed;
 - Risks are being controlled;
 - Adherence to the Project Justification (Business Case);
 - Constant reassessment of the value-for-money solution;
 - The project remains viable, the scope of the project is not “creeping upwards” unnoticed;
 - Internal and external communications are working;
 - Applicable standards are being used and followed;
 - Any legislative constraints are being observed
 - Adherence to quality assurance standards.
229. **Project Advisory Committee:** The main requirement for successful implementation of the project is sustained political commitment and broad-based public support. Thus the involvement of other national, regional and local authorities and stakeholders will be necessary. For this purpose, a multi-stakeholder advisory committee will be established as an advisory body to provide technical and operational guidance for project implementation policy ensuring the project’s consistency and synergy with the other ongoing development processes in the country. In addition to MPD, representatives from line ministries and agencies, such as EMA, IMA, GFEU, THA, etc. will be invited to be members of this committee. Selected representatives from the scientific sector, international organizations, CSOs will also be included into the list of committee members. This Advisory Board will be co-chaired by selected Project Board members. Meetings of the Committee will be held once a year unless otherwise required and will be guided by decisions and recommendations of the *Project Board*.
230. **Technical Resources:** Consultants and Experts will be recruited to support the *Project Manager* by providing technical support, technical expertise and undertake specific project activities contributing to the implementation of the project.
231. **Capacity Development Activities:** The project will take an adaptive collaborative management approach to implementation. That is, MPD will manage project activities in order to involve stakeholders early and throughout project implementation, and providing regular input on the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.
232. **Stakeholder Engagement:** Project activities will be implemented through the necessary engagement of Stakeholders where needed.
233. **UNDP Support Services as requested by Government (if any):** will be charged in line with GEF specific guidance and the Letter of Agreement (Annex 7). These rules are stated in the POPP, the Delegation of Authority (DOA) letter issued by GEF to UNDP and Annex 7.

Following consultations on the project implementation UNDP and the Government agreed that the UNDP country office will provide support services to the project at the request of the National Implementing Partner. These support services may include assistance with reporting requirements,

procurement and direct payments (see Annex 7). In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened.

The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

- (a) Identification and/or recruitment of project and programme personnel;
- (b) Identification and facilitation of training activities
- (c) Procurement of goods and services;

The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures.

234. **GEF Visibility:** Visibility of GEF financial support will be ensured by using the global GEF branding in all electronic and printed materials. The GEF logo will appear on all relevant project publications, including amongst others, project hardware and other purchases with GEF funds. Any citation in publications regarding projects funded by GEF will acknowledge the GEF. Logos of the Implementing Agencies and the Executing Agency will also appear on all publications. Where other agencies and project partners have provided support (through co-financing) their logos may also appear on project publications. Full compliance will be made with the GEF's Communication and Visibility Guidelines¹⁰.

F LEGAL CONTEXT

235. This document together with the Country Programme Document (CPD) which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all provisions apply to this document.

236. Consistent with the Article III of the Standard Basic Assistance Agreement signed on 20th May, 1976, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

237. The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

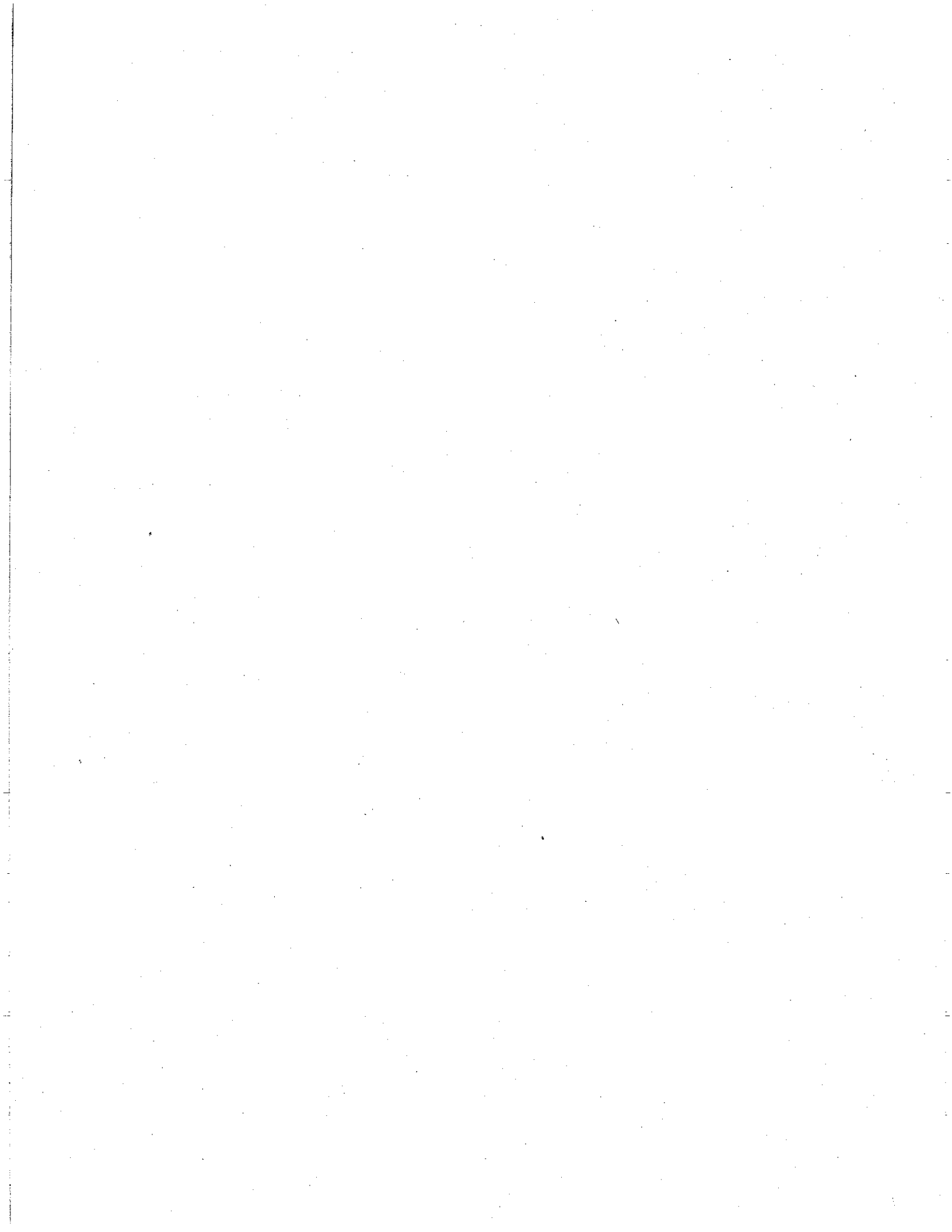
238. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary and with approval from the Project Board. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

239. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

¹⁰ See http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf.

PART II: ANNEXES

- ANNEX 1: CAPACITY DEVELOPMENT SCORECARD**
- ANNEX 2: PROJECT RESULTS FRAMEWORK**
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Annex 1: Capacity Development Scorecard

Project/Programme Name: Capacity Development for improved management of Multilateral Environmental Agreements for Global Environmental

Benefits

Project/Programme Cycle Phase: Project preparation (PPG)

Date: May 2015

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
CR 1: Capacities for engagement Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0	2	Legal and regulatory framework in place but public awareness and education remains critical for full recognition and engagement	Develop education and awareness programmes targeting stakeholders, the project will contribute to increasing the legitimacy of lead environmental organizations. Staff in these organizations will have a greater capacity to coordinate environmental activities including the implementation of the MEA obligations.	Improved capacity of relevant government entities to integrate environmental education and awareness raising into programmes and projects as tools for natural resource management
	Institutional responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0	2	MOU remains a means for establishing working relationships and shared jurisdictional responsibilities. This is an ongoing process and instituted on an as-needed basis.	Continue	Enhanced coordination framework
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	2	While stakeholders are identified, their own understanding of the context of their role remains limited or not well understood. As a result, a clearer approach to this understanding is required in the context of the existing and evolving environmental policy and legislative framework for more meaningful and relevant participation.	The project will clarify the roles of stakeholders in the context of MEA obligations at the national and international level, and improve their knowledge and understanding of MEAs through the use of a participatory and collaborative approach.	Strengthened capacity of NGOs and CBOs to increase collaboration and participation in the implementation of MEAs, including increased participatory role in MEA
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established	3				

Capacity Result/ Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0	2	Same comment as for 3 above in the context of MEA obligations to be implemented at the national level.	The project will support increased training and awareness building of MEAs implementation and the roles and responsibilities of stakeholders. As a result, more and better quality environmental education programmes will be developed and delivered, hence raising the environmental literacy of communities.	Strengthened capacity of NGOs and CBOs to increase collaboration and participation in the implementation of MEAs, including capacity to develop cogent proposals for funding implementation at the appropriate level.
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	2	Capacity to search and find relevant information needs to be built as it is not always possible for information to be tailor-made to the uses of various stakeholders. This would be based on a comprehensive understanding of the issues.	The project will support the development of high quality environmental education programmes. These will be and delivered to all stakeholders including government staff, NGOs and CBOs. Education materials, manuals and other educational and awareness tools will be developed including online platforms and electronic other means.	Developed capacity of NGOs and CBOs to access and use environmental data and information.
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
Indicator 6 – Existence of environmental education programmes	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3	0	This is an ongoing exercise that is repeated in light of new and relevant information. The risk is information overload and technicality of the issues as may be relevant. Need to build capacity to receive, comprehend and interpret data and information.	The project will support activities to strengthen national environmental education and awareness capacity to receive, comprehend and interpret environmental data and information for decision-making. Integration into formal	Enhanced legal, policy, institutional and strategic frameworks to strengthen environmental education and raising awareness
	No environmental education programmes are in place	0				
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2	2			

Capacity Result / Indicator		Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution	
Indicator 7 – Extent of the linkage between environmental research/science and policy development	Comprehensive environmental education programmes exist and are being delivered		3			education programmes and curricula.	Improved capacity of stakeholders to integrate environmental education and awareness raising into programmes and projects as tools for natural resource management, as well as fostering understanding from a formal education perspective.	
		No linkage exist between environmental policy development and science/research strategies and programmes	0				Enhanced legal, policy, institutional and strategic frameworks to strengthen MEA implementation.	
		Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1					
		Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2		3	The relevant research capacity for policy development exists in the local context but the limiting factor is the uptake by policy and decision makers. This may be due to a number of factors including lack of awareness, inadequate means of communication and /or lack of an open conduit for sharing information and determining research needs.	The project will support activities to strengthen national environmental education and awareness capacity to receive, comprehend and interpret environmental data and information for decision-making, through the alignment of research and development programmes at the academic level.	
		Relevant research results are available for environmental policy development	3					Alignment of research with MEA data and information requirements to fulfil implementation.

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	1	There is no evidence that such knowledge is collected and disseminated in a systematic manner. Same comments in 7 above in the context of traditional knowledge as it exists at the various levels.	The project will support activities to strengthen national environmental education and awareness capacity to receive, comprehend and interpret environmental data and information including traditional knowledge for decision-making, including more active engagement of indigenous peoples.	Enhanced legal, policy, institutional and strategic frameworks to strengthen environmental education and raising awareness of stakeholder as natural resource management tools.
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				Improved capacity of stakeholders to integrate environmental education and awareness raising including traditional knowledge into programmes and projects as tools for natural resource management, and building resilience at the community level.
CR 3: Capacities for strategy, policy and legislation development						
Indicator 9 – Extend of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	2	Public sector environmental projects are premised on the Public Sector Investment Programme (PSIP) of the Government and therefore are project-based to implement various policy objectives. Accordingly, and with finite timelines, delays for whatever reason, can impact on the efficacy of implementation. Implementation is also hampered by lack of effective coordination, as projects are often cross-sectorial and crosscutting.	The project will engender a better understanding of roles and responsibilities and hence facilitate closer coordination for projects that require multi-sectoral implementation.	Enhanced coordination framework and mechanism for project implementation.
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				

Capacity Result / Indicator		Staged Indicators		Rating	Score	Comments	Next Steps	Outcome Contribution
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented		3					
	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment		0					
	Some relevant environmental policies and laws exist but few are implemented and enforced		1					
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them		2		2	This rating is actually between a '2' and a '3'. The environmental policy and regulatory framework is continuously evolving and responding to needs as they arise. Whereas the Environmental Act and its subsidiary legislation provide for addressing distinct environmental issues, the policy framework is iterative and therefore being expanded. The legislative framework for its implementation is also evolving. Implementation and enforcement remains a challenge, but the existing mechanisms for the implementation of environmental policy and legislative framework, including compliance, is functioning.	The project will increase an understanding of the wider policy and legislative framework required for MEA implementation and accordingly strengthen the existing enabling environment (policy legislation and institutional frameworks) by addressing gaps and weaknesses affecting MEA implementation.	Enhanced legal, policy, institutional and strategic frameworks to strengthen MEA implementation, that will respond to evolving requirements.
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions		3					
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking		0					
	Some environmental information exists but it is not sufficient to support environmental decision-making processes		1					
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly		2		2	Environmental information is available but exists in discrete pockets in various institutions including academia. What is lacking is a structured, formal and centralized repository for such information that can be tapped as necessary to inform relevant decision-making. The quality of data and information therefore remains a significant uncertainty for policy making.	Project resources will be used to engender an alignment of data requirements and research at the academic level to reduce uncertainty and increase quality assurance and control, including through the development of environmental education programmes, products and tools as well as sustainable delivery mechanisms targeting stakeholders.	Improved data and information collection framework to provide for quality assurance and control. Increased capacity of relevant stakeholders to integrate environmental education and awareness raising into programmes and projects for MEA implementation, including data
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions		3					

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0	2	The existence of the Green Fund also provides a unique mechanism for financing environmental projects at the NGO/CBO level and as well for statutory bodies. Also see comment on Indicator 9 above.	Project activities will provide enhanced capacity for the development of quality project proposals for Green Fund eligibility, in particular for smaller NGOs and CBOs.	A more cohesive implementation framework at the NGO, CBO and CSO levels.
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified The required skills and technologies needs are identified as well as their sources The required skills and technologies are obtained but their access depend on foreign sources The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	0 1 2 3	2	Hard technologies that are relevant are largely available from foreign sources, but there is a significant R&D component at the various academic institutions that also provide the training to build the skill sets that are required. For example, The Climate Change Innovation Centre at the Caribbean Industrial Research Institute (CARIRI) is involved in developing and applying technologies for addressing climate change, as well as the Basel Convention Regional Centre for Technology Transfer are existing institutions directly involved in technology issues related to MEA implementation.	Project resources will be used to develop environmental education programmes, products and tools as well as sustainable delivery mechanisms targeting stakeholders, including through the development and enhancement, as appropriate of academic programmes and curricula. Enhancing capacity of relevant institutions will also be addressed.	Improved capacity of relevant stakeholders to integrate environmental education and awareness raising into programmes and projects for MEA implementation.
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0	1	This is a requirement for PSIP projects. Additionally, it is also a requirement for the implementation of projects under the Green Fund. Projects that require environmental clearance from the EMA are also monitored for compliance. The evolving legislative framework for MEA implementation, including data collection and management, is addressing issues directly related to MEA implementation such as air pollution (climate change, ozone, POPs) will require provisions for reporting and verification.	Project activities will address issues related to the development of a monitoring, reporting and verification framework to enhance capacity for fulfilling legislative requirements.	Enhanced capacity for monitoring, reporting and verification.
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of results in being conducted but this information is only partially used by	2				

Capacity Result / Indicator		Staged Indicators		Rating	Score	Comments	Next Steps	Outcome Contribution
Indicator 15 – Adequacy of the project/programme monitoring and evaluation process	the project/programme implementation team							
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3						
	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0						
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1						
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2			2	Evaluation results are used mainly at the end of the project and provide input on a "lessons learned" basis for future projects.	Activities will increase capacity for project evaluation, including best practices and approaches.	Enhanced capacity for evaluating projects and applying lessons learned therefrom.
Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3							
Total Score:					29/45			

Annex 2: Project Results Framework

<p>This project will contribute to achieving the following Country Programme Outcome as defined in UNDAF: UN-MSDF Outcome 4: A sustainable and resilient Caribbean: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.</p>				
<p>UN-MSDF Indicators for Outcome 4.</p> <p>Indicator 1: % of new businesses in which renewable energy services account for at least 50% of the energy mix.</p> <p>Indicator 2: number of countries where sustainable, resilient and resource-efficient construction and retrofitting has been carried out in at least one government building.</p> <p>Indicator 3: Representation of strategies that address globally agreed climate change priorities in relevant planning documents and processes.</p> <p>Indicator 4: Number of countries with National Adaptation Plans (NAPs) under implementation.</p> <p>Indicator 5: Number of countries with at least two sector specific Disaster Risk Reduction Strategies under implementation.</p>				
<p>CPD Indicator for outcome #3: number of contributions to effective measurable policy and strategic institutional frameworks that will lead to reduction of CO2 and POPS in T&T and improved sustainable land management (SLM). Number of contributions towards tourism development in Tobago through GEF/SGP.</p>				
<p>Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one):</p>				
<p>Applicable GEF Strategic Focal Area Objectives:</p> <p>CD-4 (GEFS): To strengthen capacities to implement and manage global convention guidelines</p>				
<p>Applicable GEF Outcome Indicators:</p> <p>CD-4 (GEFS):</p> <ul style="list-style-type: none"> ▪ Institutional capacities for management of environment strengthened ▪ Standards developed and adopted ▪ Management capacities for implementation of convention guidelines and Reporting enhanced countries ▪ Capacities of CSOs and CBOs as SGP partners, strengthened ▪ Sustainable financing mechanisms developed 				

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions	
<p>Objective: To implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits</p>	<p>1. Alignment of institutional framework with the objectives and obligations of MEAs signed by GoR/TT; including effective coordination mechanism(s)</p>	<ul style="list-style-type: none"> • Some critical gaps in its institutional framework exist, including an uneven capacity within key ministries • Not enough inter-sectorial coordination on the implementation of MEAs 	<ul style="list-style-type: none"> • Conventions obligations are well integrated into institutional framework • A mechanism is in place to coordinate implementation of MEAs across sectors 	<ul style="list-style-type: none"> • NCSA reports for baseline information • Project progress • Evaluation reports • Institutional reform decisions • Coordination meetings minutes 	<ul style="list-style-type: none"> • Risks: • Changes in government management systems and priorities due to change in political status, and unavailability of focal points to make decisions. • Unavailability of dedicated project personnel to follow through with activities <p>Assumption:</p> <ul style="list-style-type: none"> • Government commitment to align institutions, legislation and policies to fully comply with obligations under MEAs 	
		<p>2. Alignment of legislative and policy frameworks with the objectives and obligations of MEAs signed by GoR/TT</p>	<ul style="list-style-type: none"> • Similar to the institutional framework, some critical gaps in legal and policy frameworks exist 	<ul style="list-style-type: none"> • MEAs obligations are well integrated into legislative and policy frameworks 	<ul style="list-style-type: none"> • NCSA reports for baseline information • Project progress • Evaluation reports • New Laws and policies adopted 	<ul style="list-style-type: none"> • Government commitment to align institutions, legislation and policies to fully comply with obligations under MEAs
		<p>3. Capacity development scorecard rating</p>	<p>Capacity for: Engagement: 6 of 9</p>	<p>Capacity for: Engagement: 7 of 9</p>	<ul style="list-style-type: none"> • Mid-term review and final evaluation reports, including an updated CD scorecard 	<ul style="list-style-type: none"> • Risk: • Project activities and resources do not translate in increasing the

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
		<ul style="list-style-type: none"> Generate, access and use information and knowledge: 10 of 15 Policy and legislation development: 6 of 9 Management and implementation: 4 of 6 Monitor and evaluate: 3 of 6 (Total score: 29/45) 	<ul style="list-style-type: none"> Generate, access and use information and knowledge: 11 of 15 Policy and legislation development: 8 of 9 Management and implementation: 4 of 6 Monitor and evaluate: 4 of 6 (Total targeted score: 34/45) 	<ul style="list-style-type: none"> Annual PIRs Capacity assessment reports 	<ul style="list-style-type: none"> capacity of key organizations to implement MEAs <p>Assumption:</p> <ul style="list-style-type: none"> The project is effective in developing the capacity in the area of MEAs implementation
	4. Quality of environmental monitoring reports and communications to measure implementation progress of MEAs	<ul style="list-style-type: none"> Current reports are produced with limited data, weak analysis and trend analysis and are not fully responding to national and international requirements. 	<ul style="list-style-type: none"> Reports present adequate disaggregated data at local level, are informative and present environmental trends over time 	<ul style="list-style-type: none"> National strategies such as national planning strategy, development plan, etc. Environmental reports such as the State of Environment and Communications to Conventions 	<p>Risk:</p> <ul style="list-style-type: none"> Communications and national reports are not submitted on time <p>Assumption:</p> <ul style="list-style-type: none"> Communications and national reports are submitted on time and include up-to-date environmental information
	5. An effective GFTT funding MEAs implementation in Trinidad and Tobago	<ul style="list-style-type: none"> Very low disbursement / commitment so far: TTD 250M for 16 approved projects vs. a fund capital of TTD 3B growing at about TTD 300M per year 	<ul style="list-style-type: none"> Disbursements more inline with growth of the fund, funding environmental activities, including MEAs implementation 	<ul style="list-style-type: none"> GFTT annual reports to Auditor General Projects reports Audit reports Evaluation reports 	<p>Risk:</p> <ul style="list-style-type: none"> GFTT becoming a dollar centric fund Political influence in using the available funds <p>Assumption:</p> <ul style="list-style-type: none"> Political will to render this unique funding mechanism more effective
OUTCOME 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns					
Output 1.1: Institutions with clear mandates and responsibilities to implement and monitor implementation of MEAs	6. Responsibilities for MEAs obligations assigned to institutions mandates	<ul style="list-style-type: none"> Institutional framework is fragmented and MEAs implementation is uneven National focal points report independently to MEAs, with little collaboration; decisions sometimes conflict 	<ul style="list-style-type: none"> All MEAs obligations are clearly assigned to key institutions 	<ul style="list-style-type: none"> NCSA reports for baseline information Project reports Mandates of agencies and sub-units Organizational structures New/revised laws and norms Government Decisions, Ministerial Orders, etc. 	<p>Risks:</p> <ul style="list-style-type: none"> Institutional reforms due to political change; change in priorities due to change in leadership. Staff turnover, limited resources to commit to training <p>Assumption:</p> <ul style="list-style-type: none"> An effective training programme, institutions include awareness and training under respective annual corporate plans
Output 1.2: Environmental legislation and policy framework aligned with MEAs obligations					
Output 1.3: An operational inter-sectorial coordination mechanism in place to	7. Roles and responsibilities for	<ul style="list-style-type: none"> Roles and responsibilities for 	<ul style="list-style-type: none"> Roles and responsibilities for 	<ul style="list-style-type: none"> NCSA reports Job descriptions 	<p>Risk:</p>

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<p>oversee the implementation of MEAs</p> <p>Output 1.4: Improved contributions from CSO sector, Faith based organizations, Academia, and private sector to implement MEAs</p>	<p>implementing MEAs obligations assigned in job descriptions</p>	<p>implementing MEAs obligations are not well assigned to staffs and key ministries</p>	<p>implementing MEAs obligations clearly assigned to key job descriptions</p>	<ul style="list-style-type: none"> Project reports MEAs reports Ministry policies and reports 	<ul style="list-style-type: none"> Lack of national capacity to support the process <p>Assumption:</p> <ul style="list-style-type: none"> Political will
	<p>8. MEAs obligations integrated in related legislation</p>	<ul style="list-style-type: none"> Laws in place to ratify MEAs, but "secondary" laws and norms not revised to be consistent with MEAs obligations 	<ul style="list-style-type: none"> Key laws and norms revised to be consistent with MEAs obligations "Secondary" legislation and norms in place to enable integration of MEAs into sectoral policy-making and planning processes 	<ul style="list-style-type: none"> Secondary (enabling) legislation and norms Government Documents Government and Minister's Orders, Decrees and regulations 	<p>Risk:</p> <ul style="list-style-type: none"> Changes in the legal system, lack of support from legislators, lack of national capacity to review and draft legal framework/instructions. <p>Assumption:</p> <ul style="list-style-type: none"> Clear processes and mechanisms to support deliverables
	<p>9. MEAs obligations integrated in related policies, national plans, and strategies</p>	<ul style="list-style-type: none"> MEAs action plans not mainstreamed into national and regional policies and planning Related ministries' programmes and activities are sector-oriented, with little collaboration 	<ul style="list-style-type: none"> Related national policy-making and planning processes incorporate MEAs obligations 	<ul style="list-style-type: none"> Agendas and minutes of coordination mechanism(s) Environmental and sectoral programme and project documents Environmental screening documents (e.g., checklists) 	<p>Risk:</p> <ul style="list-style-type: none"> Lack of participation from decision-makers due to limited understanding of MEAs <p>Assumption:</p> <ul style="list-style-type: none"> Good participation to an effective awareness programme
	<p>10. Staff of key organizations with the necessary skills and knowledge to address MEAs obligations</p>	<ul style="list-style-type: none"> Uneven capacity of focal points and staff to manage and implement MEAs 	<ul style="list-style-type: none"> Staff trained and apply skills and knowledge to the implementation of MEAs obligations 	<ul style="list-style-type: none"> Training evaluations 	<p>Risk:</p> <ul style="list-style-type: none"> Unwillingness to participate due to lack of understanding Staff turnover, limited resources to commit to training <p>Assumption:</p> <ul style="list-style-type: none"> An effective training programme, institutions include awareness and training under respective annual corporate plans
	<p>11. Operational inter-sectoral coordination mechanism(s) overseeing implementation of MEAs</p>	<ul style="list-style-type: none"> An existing mechanism for Rio Conventions policy development coordination exist, however there is not enough inter-sectoral coordination of 	<ul style="list-style-type: none"> A mechanism is in place to coordinate implementation of MEAs across sectors, including a broader stakeholder involvement process 	<ul style="list-style-type: none"> Policy paper approved by MPD or Cabinet Regular updates to MPD and Cabinet Coordination meetings minutes 	<p>Risk:</p> <ul style="list-style-type: none"> Delays due to ministerial shuffle anticipated after national elections. Irregular frequency of meetings for relevant bodies, unclear approval mechanism for an inter-sectoral coordination body, unwillingness to participate in the inter-sectoral coordination body.

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	12. Effective participation of Civil Society Organizations (CSOs) in the implementation of MEAs	implementation of MEAs <ul style="list-style-type: none"> Minimal stakeholder involvement in implementation of MEAs, particularly UNFCCC and UNCCD 	<ul style="list-style-type: none"> All relevant stakeholders involved in MEAs implementation 	<ul style="list-style-type: none"> Membership of participative processes Media coverage CSOs reports 	<p>Assumption:</p> <ul style="list-style-type: none"> Supporting mechanism is in-place <p>Risk:</p> <ul style="list-style-type: none"> Limited participation of CSOs, unwillingness to share project activities related to MEAs <p>Assumption:</p> <ul style="list-style-type: none"> Willingness to coordinate and collaborate for effective participation in implementing MEAs
OUTCOME 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago					
<p>Output 2.1: Increased efficiency of the GFEU to select and fund environmental projects aligned with MEAs obligations</p> <p>Output 2.2: Increased quality and quantity of environmental projects submitted by CSOs to the GFTT and contributing to the implementation of MEAs obligations on Trinidad and Tobago</p>	13. Number of projects selected and funded by the GFTT, including MEAs implementation	<ul style="list-style-type: none"> So far (since 2007) 16 projects were approved for an approximate amount of TTD 250M Current management cost ratio is ??% 	<ul style="list-style-type: none"> ?? projects approved per year for an approximate amount of TTD ???? 	<ul style="list-style-type: none"> GFTT annual reports to Auditor General Project proposals 	<p>Risk:</p> <ul style="list-style-type: none"> GFTT becoming a dollar centric fund Political influence in using the available funds <p>Assumption:</p> <ul style="list-style-type: none"> Political will to render this unique funding mechanism more effective
	14. Management cost ratio (Operation cost/projects funded)	<ul style="list-style-type: none"> So far (since 2007) 100 project proposals were submitted to the GFEU 16% of project proposals were approved 	<ul style="list-style-type: none"> ?? project proposals submitted to the GFEU ??% of project proposals approved to be funded by the review committee 	<ul style="list-style-type: none"> GFTT annual reports to Auditor General Audit reports GFTT annual reports to Auditor General Project proposals Evaluation reports 	<p>Risk:</p> <ul style="list-style-type: none"> Limited participation of CSOs, unwillingness to share project proposals <p>Assumption:</p> <ul style="list-style-type: none"> Willingness to develop their capacity and prepare quality project proposals to the GFTT
16. Number of CSOs accessing GFTT funding	<ul style="list-style-type: none"> So far (since 2007), ?? CSOs accessed GFTT funding 	<ul style="list-style-type: none"> ?? CSOs are submitting project proposals to the GFTT per year 	<ul style="list-style-type: none"> GFTT annual reports to Auditor General Project proposals Evaluation reports 		

Note: baseline and target values for outcome 2 indicators will be finalized during the inception phase.

Annex 3: Outcome Budget (GEF Contribution and Co-financing)

Activity	Description	Year 1	Year 2	Year 3	GEF (USD)	Co-financing	Total (USD)
Outcome 1:	The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns	193,570	229,330	217,390	640,290	650,000	1,290,290
Output 1.1	Institutions with clear mandates and responsibilities to implement and monitor implementation of MEAs	50,000	50,000	50,000	150,000	150,000	300,000
Output 1.2	Environmental legislation and policy framework aligned with MEAs obligations	50,000	60,000	55,000	165,000	150,000	315,000
Output 1.3	An operational inter-sectorial coordination mechanism in place to oversee the implementation of MEAs	50,000	60,000	60,000	170,000	200,000	370,000
Output 1.4	Improved contributions from CSO sector, Faith based organizations, Academia, and private sector to implement MEAs	43,570	59,330	52,390	155,290	150,000	305,290
Outcome 2:	The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago	131,750	166,276	159,684	457,710	448,000	905,710
Output 2.1	Increased efficiency of the GFEU to select and fund environmental projects aligned with MEAs obligations	70,000	80,000	80,000	230,000	224,000	454,000
Output 2.2	Increased quality and quantity of environmental projects submitted by CSOs to the GFTT and contributing to the implementation of MEAs obligations on Trinidad and Tobago	61,750	86,276	79,684	227,710	224,000	451,710
Project Management		36,282	36,778	36,740	109,800	102,000	211,800
A	Locally recruited personnel: Project Staff	24,704	24,800	24,800	74,304		74,304
B	Office supplies, equipment, miscellaneous	578	578	578	1,734	102,000	103,734
C	Direct Project Services (DPCs)	5,000	5,400	5,362	15,762		15,762
D	Audit fee	6,000	6,000	6,000	18,000		18,000

Annex 4: Provisional Work Plan

Activity	Description	Year 1			Year 2			Year 3					
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
	Inception: Organize project team, review project strategy, work plan, etc. Project Board Meetings												
Outcome 1:	The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns												
Output 1.1	Institutions with clear mandates and responsibilities to implement and monitor implementation of MEAs												
1.1.1	Review government institutions												
1.1.2	Develop and implement strategies												
1.1.3	Develop capacity of staff												
1.1.4	Develop a training program												
Output 1.2	Environmental legislation and policy framework aligned with MEAs obligations												
1.2.1	Undertake a policy review												
1.2.2	Undertake a legislation review												
1.2.3	Develop a plan to address these policy and legal gaps												
1.2.4	Formalize these legal and/or policy instruments												
1.2.5	Raise awareness on these new instruments												
Output 1.3	An operational inter-sectorial coordination mechanism in place to oversee the implementation of MEAs												
1.3.1	Review existing coordination mechanisms												
1.3.2	Design a mechanism to address inter-sectorial coordination issues												
1.3.3	Formalize this inter-sectorial coordination mechanism												
1.3.4	Raise awareness of decision-makers on MEAs obligations												
Output 1.4	Improved contributions from CSO sector, Faith based organizations, Academia, and private sector to implement MEAs												
1.4.1	Map out profiles of CSOs involved in implementing MEAs												
1.4.2	Identify/support opportunities to improve CSOs engagement in implementing MEAs												
1.4.3	Develop an awareness raising and training programme for CSOs												
Outcome 2:	The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago												
Output 2.1	Increased efficiency of the GFEU to select and fund environmental projects aligned with MEAs obligations												
2.1.1	Review the mandate of the GFTT and the GFEU												
2.1.2	Identify critical gaps preventing a better efficiency of the GFEU												

Activity	Description	Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
2.1.3	Support activities to address the selected critical gaps												
2.1.4	Support the development of a training programme for GFUEU staff												
Output 2.2	Increased quality and quantity of environmental projects submitted by CSOs to the GFTT and contributing to the implementation of MEAs obligations on Trinidad and Tobago												
2.2.1	Conduct a capacity assessment of CSOs involved in implementing MEAs												
2.2.2	Identify key capacity constraints												
2.2.3	Support activities to address key constraints and bottlenecks												
2.2.4	Support development of a training program for CSOs staff and volunteers												
Project Management													
Project administration and management													
International Evaluation Consultant(s): Mid-Term and Terminal Evaluation													

Annex 5: Terms of References

The following Terms of Reference outlines the general responsibilities to be carried out by consultants contracted under the project.

Background

Trinidad and Tobago has been conducting a NCSA to assess capacity issues, capacity needs and finally capacity priorities in the environmental area; particularly its capacity development needs to address the national requirements obligated with the ratification of the Rio Conventions by Trinidad and Tobago. The process started in December 2004 with an extensive study to review the environment and its related management framework in Trinidad and Tobago.

In 2011, national consultations were conducted using a scorecard approach. The results indicate that rankings of the country's implementation of the Rio Conventions were poor, with some division between a poor and fair scoring particularly with regards to the current legislation and policy framework, institutional capacity and primary obligations. No 'good' ranking was given on any aspect of the country's implementation of the Rio Conventions. Appropriate communication between focal points and stakeholders was unanimously ranked as poor along with stakeholder awareness and involvement, indicating a strong correlation among these three criteria. It is a concern that needs to be addressed in order to improve the implementation of MEAs in Trinidad and Tobago.

These findings were also confirmed through other assessments. The regional report on the achievement of the MDGs in the Caribbean community (2004) found that reliability of data was also a major issue. Though MEAs are not specifically mentioned in the NEP, this policy sets seven objectives to balance economic growth with environmentally sound practices. Some of these objectives are confirming the need to address some issues identified through the NCSA process. Under the National Spatial Development Strategy (NSDS) for Trinidad and Tobago, environment is a key pillar of this sustainable development planning framework. It recognizes the need to improve data collection, dissemination and monitoring, the need to improve the legislation and policies, the need to develop educational instruments, and the need to improve collaboration and coordination among agencies, including the planning authorities and cross-agency arrangements.

Project Goal and Objectives

The goal of this project is to strengthen the ability of the Government of Trinidad and Tobago to create, leverage and maintain synergies for the national implementation of MEAs and strengthen integrated approaches to environmental management, including meeting MEAs guidance and national reporting requirements. The proposed project will address crosscutting capacity needs identified through the NCSA process and other assessments with a focus on facilitating the implementation of MEAs in Trinidad and Tobago. The project will develop a robust participatory approach to strengthen multi-stakeholder capacities to actively play a role in environmental decision-making and governance processes on environmental obligations, rules and regulations that are directed by the MEAs that Trinidad and Tobago is a Party to. The project will also contribute to a better alignment of the Green Fund of Trinidad and Tobago (GFTT) with the implementation of MEAs obligations in Trinidad and Tobago through funding environmental projects, which will enhance national and global environmental benefits and strengthen the capacity of CSO to better understand and manage the implementation of MEAs at the local level.

The project's objective is to implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits. The GEF grant will enable stakeholders in Trinidad and Tobago to build their own capacities to better manage global environmental priorities and issues based on Trinidad and Tobago's particular priorities and needs. The project will address key capacity development needs related to the implementation of MEAs, seeking to strengthen synergies to achieve maximum profitability, by re-structuring organizational relationships, strengthening partnerships, relationships and commitments, and improved coordination and collaboration. The project will also contribute to a better alignment of the Green Fund of

Trinidad and Tobago (GFTT) with the implementation of MEAs obligations in Trinidad and Tobago through funding environmental projects, which will enhance national and global environmental benefits and strengthen the capacity of CSO to better understand and manage the implementation of MEAs at the local level.

Project Strategy

The expected achievements of this project are a set of improved capacities to meet and sustain MEAs objectives in Trinidad and Tobago through improving national coordination, collaboration, environmental information sharing and an enabling environment, including environmental funding mechanisms. This project makes the assumption that by addressing coordination issues, by providing a strengthened institutional framework – including an effective funding mechanism - and a better enabling environment, the environmental governance framework in Trinidad and Tobago will be equipped with a more holistic understanding of global environmental objectives and solutions to implement MEAs obligations. The project will contribute directly to enhancing the institutional, individual and systematic capacities around key national institutions mandated to fund and manage the environment in Trinidad and Tobago. It will ensure that decision-makers have access to accurate and updated information on the natural resources/environment of the country in order to make informed decisions on the protection and conservation of the environment in Trinidad and Tobago; hence contributing to global environmental benefits.

Project Outcomes and Components

The implementation of the project will achieve two expected outcomes:

Under the first outcome, the project will focus on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into the existing environmental management framework in Trinidad and Tobago. The project will support the development of capacities of decision-makers to interpret and agree on how best to govern the environment in Trinidad and Tobago that not only meets national priorities, but also global environmental obligations. This outcome will focus on the processes to facilitate these decisions and strengthen the instruments available to decision-makers and policy-makers in order to provide an adequate enabling environment for improving environmental governance in Trinidad and Tobago. Activities supported by the project under this outcome will also include strengthening the process to engage, coordinate and collaborate with non-governmental stakeholders, such as NGOs, CSOs, private sector and academia; using and strengthening existing coordination mechanisms such as the MCCC or the MEA/Climate Change Focal Points network.

Under the second outcome, project resources will be used to support activities to better align projects funded by the GFTT with the implementation of MEAs obligations in Trinidad and Tobago; hence contributing to national environmental benefits and by extension to global environmental benefits. The project will seek to increase the effectiveness of this unique national environmental funding mechanism. It will support activities to strengthen the capacity of the Green Fund Executing Unit (GFEU), seeking greater capacity of the GFTT to inform applications for funding environmental projects specifically with respect to alignment with MEA obligations. The project will also support the development of capacity of CSOs to access project funding from the GFTT.

Responsibilities

1. Project Board (PB)

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager (PM), including approval of project plans and revisions. In order to ensure UNDP ultimate accountability, Project Board decisions should be made in accordance to

standards¹¹ that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager (i.e. the Country Director).

Project reviews by the Project Board are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The Project Board is consulted by the Project Manager for decisions when project tolerances have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorize any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

Specific responsibilities of the Project Board:

Running a project:

- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Address project issues as raised by the Project Manager
- Provide guidance and agree on possible countermeasures/management actions to address specific risks
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner
- Review each completed project stage and approve progress to the next
- Appraise the Project Annual Progress Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes through revisions

Closing the project

- Assure that all Project deliverables have been produced satisfactorily
- Review and approve the final project report, including lessons learnt
- Make recommendations for follow on actions to be submitted to the Outcome Board
- Commission project evaluation
- Notify operational completion of the project to the Project Board

¹¹ *UNDP Financial Rules and Regulations*: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

The Project Board has the responsibility to define for the Project Manager the specific project tolerances within which the Project Manager can operate without intervention from the Project Board. For example, if the Project Board sets a budget tolerance of 10%, the Project Manager can expend up to 10% beyond the approved project budget amount without requiring a revision from the Project Board.

2. Project Manager

The individual contracted as the Project Manager will be recruited to coordinate the implementation of the project. Part of his/her time will be spent on overseeing the implementation of the project and the rest of his/her time will be to manage capacity development activities undertaken under the three expected outcomes. The Project Manager will also be responsible to monitor and evaluate the progress made by the project. The main tasks for this position include:

- Oversee the day-to-day monitoring of project implementation
- In consultation with stakeholders, recommend modifications to project management to maintain project's cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Board
- Prepare all required progress and management reports, e.g., APR/PIR and project initiation report
- Support all meetings of the Project Board
- Maintain effective communication with project partners and stakeholders to dissemination project results, as well as to facilitate input from stakeholder representatives as project partners
- Support the independent terminal evaluation
- Ensure full compliance with the UNDP and GEF branding policy

3. Administrative/Financial Officer

The Administrative/Financial Officer will ensure timely project delivery, transparent reporting and record keeping, as well as compliance with NIM policies. The Administrative/Financial Officer will work closely with the UNDP CO, which will provide direct support to project implementation. Responsibilities include to:

Work-planning & Budgeting

- Research and prepare for the UNDP Programme Officer and the Project Manager on cost/time estimates to support project activities, ensuring efficiency and cost-effectiveness
- Regular review of the overall project balance ensuring that ultimately cumulative expenditure is within the overall project budget
- Prepare of annual budgets to support the planned activities, ensuring that budgeted amounts and expected disbursement schedules are reasonable, and remaining funds are sufficient
- Draft procurement/recruitment plan to support agreed work plan
- Inform UNDP Programme Officer and Project Manager of financial issues affecting project delivery, propose budget revisions/adjustments as necessary

Project Delivery & Reporting

- Execute procurement and recruitment plan, ensuring transparency, cost-effectiveness/efficiency, and compliance with NIM
- Manage payroll and cash reserves of the project
- Prepare quarterly expenditure report, and request cash advance from UNDP (i.e. Fund Authorization and Certificate of Expenditure (FACE))
- Manage financial and administrative aspects of project assets, maintain registers for inventory of non-expendable equipment and ensure that the equipment is safe and in proper working condition, providing regular updates to inform further implementation (e.g. next phase of station installation)
- Prepare financial/operational progress reports for project team, PB, or other meetings
- Identify reporting challenges and make adjustments to internal reporting procedure as necessary to address problems (if any), ensure that the minimum reporting requirements are met
- Ensure documentation and records are up-to-date and complete, meeting audit standards
- Support the regular monitoring, as well as evaluation and audit processes by providing reports, supporting documentation and other information as needed

- Provide information as needed for other purposes or ad hoc requests (e.g. UNDP or donor request, publications, communication materials, etc...)

Administration

- Organizational and logistical issues related to project execution and as per UNDP guidelines and procedures
- Record keeping of project documents, including financial in accordance with audit requirements
- Ensure all logistical arrangements are carried out smoothly
- Assist Project Manager in preparing and updating project work plans in collaboration with the UNDP Country Office
- Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
- Report to the Project Manager and UNDP Programme Officer on a regular basis
- Identification and resolution of logistical and organizational problems, under the guidance of the Project Manager

The Administrative/Financial Officer will have at least three (3) years' experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management project.

Annex 6: Social and Environmental Screening Procedures (SESP)

Project Information

Project Information	
3. Project Title	Capacity Development for improved management of Multilateral Environmental Agreements for Global
4. Project Number	5372
5. Location (Global/Region/Country)	Trinidad and Tobago

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation and monitoring of the project. Participants participate to capacity development activities supported by the project and the project will support the development of an enabling environment and conditions for stakeholders in the management of natural resources. This approach is consistent with the participation and inclusion of human rights principle.

During the project formulation, consultation sessions and meetings have been conducted with a wide range of key stakeholders to exchange experiences and establish the baseline of the project, including stakeholder workshops to review and validate the project strategy drafted on the basis of information collected. It is anticipated that these consultations, cooperation and coordination efforts during the formulation of the project will prove to be effective in generating stakeholder engagement during project implementation. Such consultations also assure that the interest of potentially marginalized individuals and groups is taken into account in the implementation. The approach for stakeholder engagement is consistent with a human rights-based approach to development programming.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Gender sensitivity and gender considerations have been taken into account in the formulation of this project; proposing gender sensitive approaches and a need to pay attention to gender equality. Every effort will be made to incorporate gender issues in the implementation of this project. Roles of men and women in activities of the project will be equally assigned without any discrimination. The project will take steps to ensure that women account for at least 50% of participants in the project. Moreover, the project will strengthen data collection and monitoring programmes – gender segregation of data collection and analysis as a basis for ensuring long-term gender benefits. This gender inclusive project – which is aligned with the “rolling” *UNDAF 2014-2015* – will foster environmental management and women's empowerment and participation in environmental management. This approach will facilitate a focus on gender issues and gender-based solutions.

Briefly describe in the space below how the Project mainstreams environmental sustainability

This project is a response to the UNEP-GEF-funded *National Capacity Self-Assessment (NCSA)* project that has been ongoing in Trinidad and Tobago. The NCSA identified *weak cooperation, collaboration, information sharing and mainstreaming MEAs in national development as well as a poorly effective funding mechanism* as crosscutting capacity areas hampering an effective implementation of MEAs obligations in Trinidad and Tobago. It found that there were an insufficient number of relevant organizations and staff to implement effective environmental management practices; a low level of decision-makers' awareness about global MEAs; and an inadequate institutional, legislative and policy frameworks. Despite that the environment is not a major focus in the *UNDAF 2014-2015*, environmental degradation remains a major issue in Trinidad and Tobago; the project will contribute to addressing this issue through increasing the capacity in this sector, mainstreaming global environmental obligations into national development and increasing the funding of environmental projects by the Government. This is aligned with the *Manifesto* of the current government that identifies environmental priorities such as climate change mitigation and adaptation, sustainable agriculture, water resources management and waste management. It is also well aligned with the *National Spatial Development Strategy*.

and Tobago that sets policies, including a set of policies focusing on the need to improve the enabling environment such as a coordinated approach to water resources and water quality.

However, despite the existence of environmental activities in Trinidad and Tobago, no other projects are addressing the needs identified in the NCSA. This project will address the need to coordinate and harmonize the implementation of MEAs by ensuring that an adequate enabling environment is in place and conducive to the implementation of MEAs and mainstreaming MEAs obligations into the national development process. The project will target the development of capacities at the individual and organizational level, strengthening technical skills to implement MEAs. The project will also support activities to strengthen the coordination between key sectors to address biodiversity, climate change and land degradation issues at systemic and institutional levels with a particular emphasis on the implementation of MEAs obligations. There are no environmental risks involved with the implementation of this project.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?

Note: Describe briefly potential social and environmental risks identified in Attachment 1 - Risk Screening Checklist (based on any "Yes" responses).

Risk Description

Risk 1: None

QUESTION 3: What is the level of significance of the potential social and environmental risks?

Note: Respond to Questions 4 and 5 below before proceeding to Question 6

Impact and Probability (1-5)

I =
P =

N/A

Significance (Low, Moderate, High)

N/A

Comments

N/A

QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?

Description of assessment and management measures as reflected in the Project design. If EISA or SESA is required note that the assessment should consider all potential impacts and risks.

N/A

QUESTION 4: What is the overall Project risk categorization?

Select one (see SESP for guidance)

Low Risk

Moderate Risk

High Risk

Comments

Minimal environmental and social risks related to this project have been identified.

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply

Principle 1: Human Rights

Principle 2: Gender Equality and Women's Empowerment

1. Biodiversity Conservation and Natural Resource Management

Comments

None required

None required

None required

	2. <i>Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	None required
	3. <i>Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	None required
	4. <i>Cultural Heritage</i>	<input type="checkbox"/>	None required
	5. <i>Displacement and Resettlement</i>	<input type="checkbox"/>	None required
	6. <i>Indigenous Peoples</i>	<input type="checkbox"/>	None required
	7. <i>Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	None required

Final Sign Off

QA Assessor <i>Resonant</i> <i>Leard</i>	4/6/2015	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.
QA Approver		UNDP senior manager; typically the UNDP Deputy Country Director (DCCD), 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.
PAC Chair		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

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
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? ¹²	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.	Are there measures or mechanisms in place to respond to local community grievances?	No
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
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
3.	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? <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>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
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?	No

¹² Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Checklist Potential Social and Environmental Risks		
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)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	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	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? <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>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹³ 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	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)? <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>	No
Standard 3: Community Health, Safety and Working Conditions		
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

¹³ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Checklist Potential Social and Environmental Risks		
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
Standard 4: Cultural Heritage		
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)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
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? ¹⁴	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
Standard 6: Indigenous Peoples		
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	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	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
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.5	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
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No

¹⁴ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Checklist Potential Social and Environmental Risks		
Standard 7: Pollution Prevention and Resource Efficiency		
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
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? <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>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 7: Letter of agreement between UNDP and Government of the Republic of Trinidad and Tobago for the provision of support services

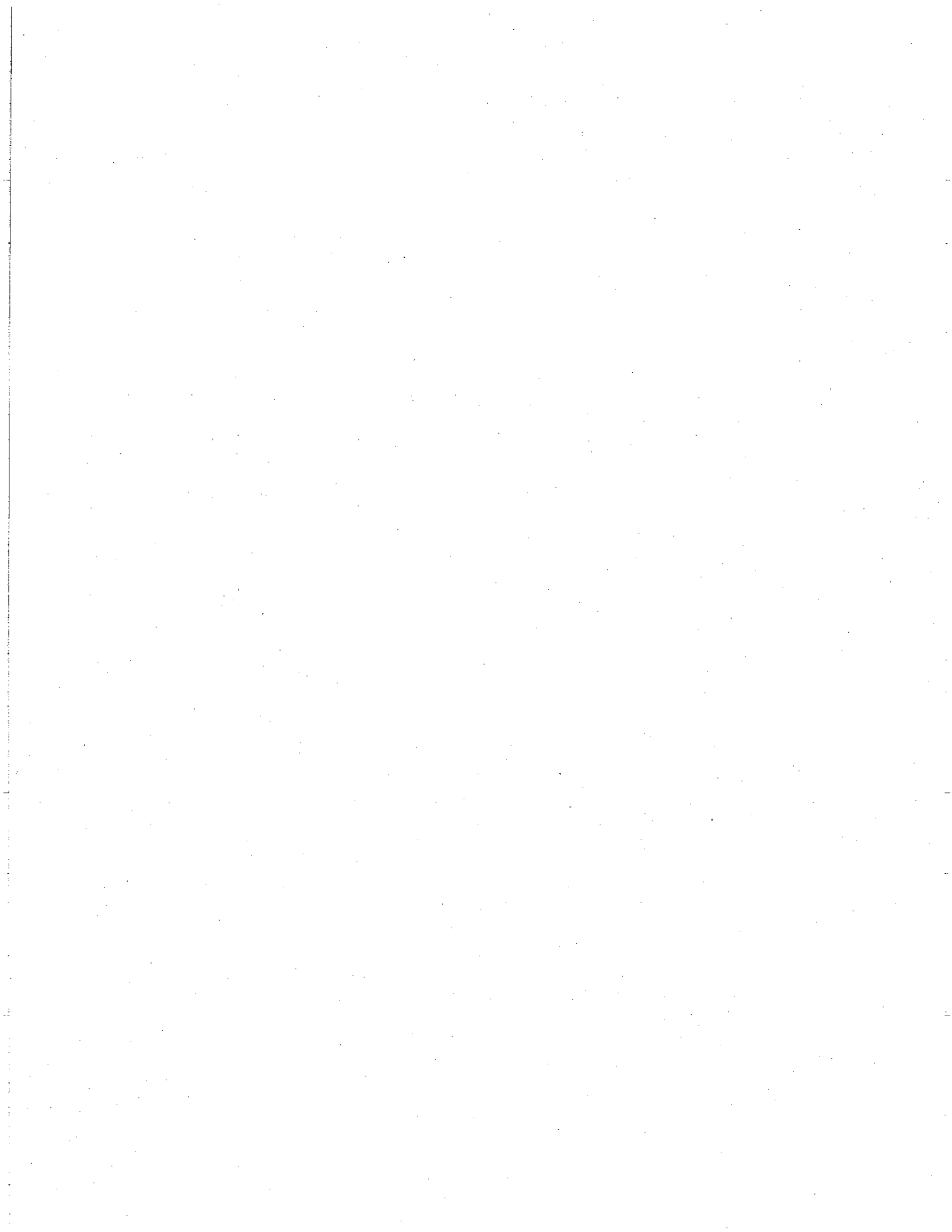
Project Title “*Capacity Development for improved management of Multilateral Environmental Agreements for Global Environmental Benefits*”

PIMS number 5372/Atlas Award ID: 00083861/Project ID: 00092135

DATE:

The Honourable Camille Robinson – Regis,
Minister of Planning and Development
Ministry of Planning and Development
Level 14
Eric Williams Finance Building
Independence Square
PORT OF SPAIN

1. Reference is made to consultations between officials of the Government of *the Republic of Trinidad and Tobago* (hereinafter referred to as “the Government”) and officials of the United National Development Program (hereinafter referred to as “UNDP”) with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office shall provide such support services at the request of the Government through the Ministry of Planning and Development its institution designated in the Project Document dated the 11th day of **July, 2017**.
2. The UNDP country office shall provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Ministry of Planning and Development is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office shall provide, at the request of the designated institution, the following support services for the activities of the project:
 - (a) Identification and/or recruitment of project and programme personnel;
 - (b) Identification and facilitation of training activities;
 - (c) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of the project, the annex to the project document is revised with the mutual agreement of the UNDP resident representative and the Ministry of Planning and Development.
5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of the Republic of *Trinidad and Tobago* and the United Nations Development Programme (UNDP), signed by the Parties on May 20, 1976 (the “SBAA”) including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through the Ministry of Planning and Development. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.



6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for this project.

Yours sincerely,



Signed on behalf of UNDP

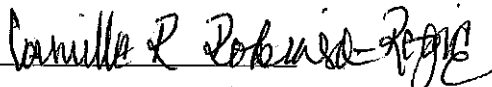
Mr. Richard Blewitt

Resident Representative, UNDP,

The Republic of Trinidad and Tobago

Date:

11/07/2017



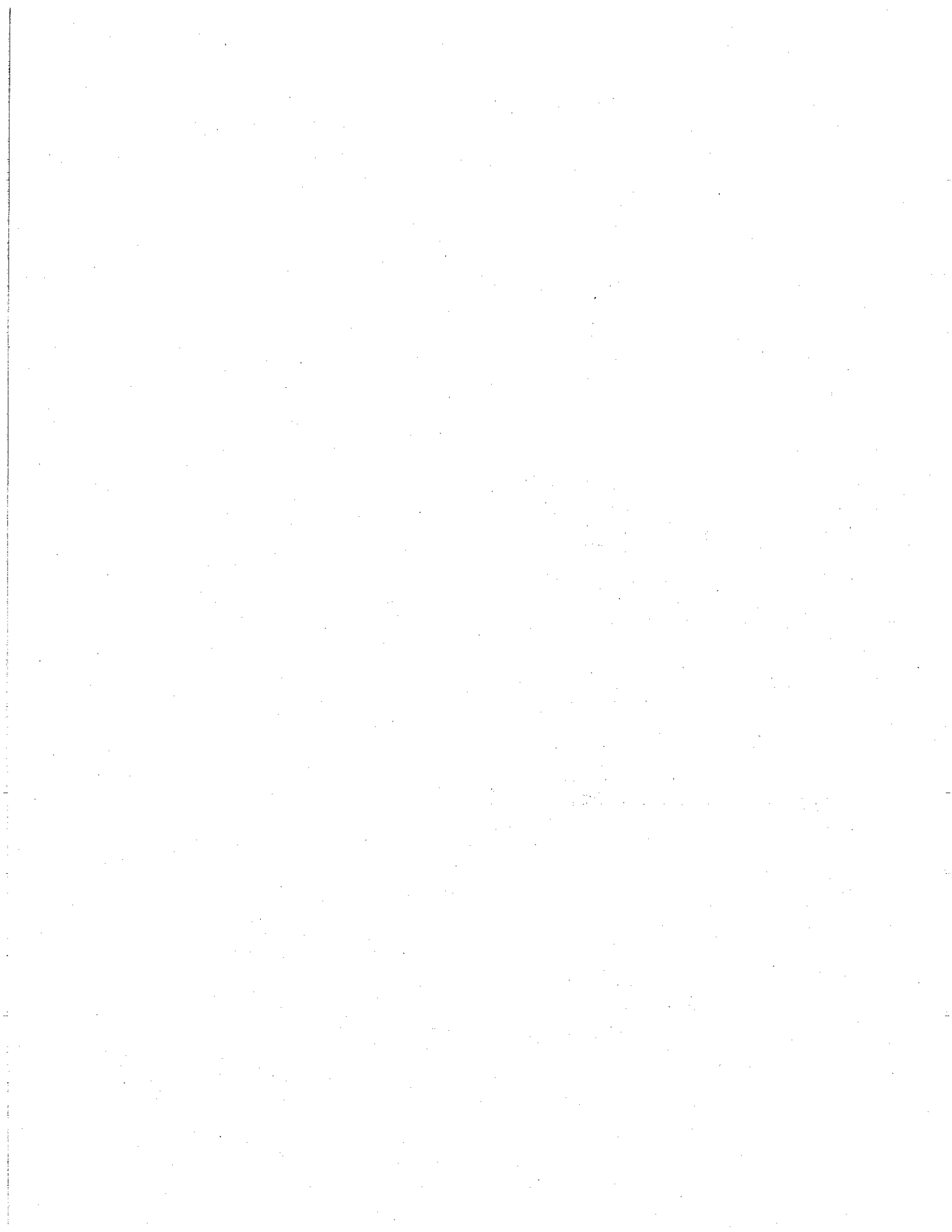
For the Government of *the Republic of Trinidad and Tobago*

The Honorable Camille Robinson – Regis

Minister of Planning and Development

Date:

11/07/2017



Attachment: Description of UNDP Country Office Support Services

1. Reference is made to consultations between the Ministry of Planning and Development, the institution designated by the Government of the Republic of *Trinidad and Tobago* and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project “*Capacity Development for improved management of Multilateral Environmental Agreements for Global Environmental Benefits*”, project PIMS number 5372.

2. In accordance with the provisions of the letter of agreement signed on the _____ day of _____ and the Project Document, the UNDP country office shall provide support services for the project as described below.

3. Support services to be provided:

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Support MPD in the identification and/or recruitment of project personnel * Project Manager * Finance Officer	2- 2017	As per the UPL	Should be approved by the Project Board; then UNDP will directly charge the project upon receipt of request of services from the project manager
2. Procurement of goods: * Data show * PCs * Printers	3- 2017 0- 2018 2-2019 1-2020	As per the UPL	As above
3. Procurement of Services Contractual services for companies	3- 2018 3-2019 1-2020	As per the UPL	As above
4. Payment Process	Estimated to be at least 150.	As per the UPL	As above
5. Staff HR & Benefits Administration & Management	Estimated to be at least 4	As per the UPL	As above
6. Recurrent personnel management services: Staff Payroll & Banking Administration & Management	Ongoing throughout implementation when applicable	N/A	N/A
7. Ticket request (booking, purchase)	Estimated to be 15 times (including possible trips to Tobago)	As per the UPL	As above
8. F10 settlement	Estimated to be 15 times	As per the UPL	As above
9. Support Implementing Partner in conducting workshops and training events	Estimated to be 20 workshops	As per the UPL	As above
Total:		USD 15,761.90	

4. Description of functions and responsibilities of the parties involved:

UNDP will conduct the full process while the role of the Implementing Partner (IP) will be as follows:

- The Implementing Partner will send a timetable for services requested annually/ updated quarterly
- The Implementing Partner will send the request to UNDP for the services enclosing the specifications or Terms of Reference required
- For the hiring staff process: the IP representatives will be on the interview panel,
- For Hiring CV: the IP representatives will be on the interview panel, or participate in CV review in case an interview is not scheduled

Annex 8: Risk Log

Project Title: Capacity Development for improved management of Multilateral Environmental Agreements for Global Environmental Benefits					Award ID: Project ID:		
#	Description of the Risk	Date Identified	Type	Impact/Probability (scale 1 to 5 with 1/lowest)	Countermeasures / Mngt response	Owner	Submitted, updated by
1	Changes in government management systems and priorities due to change in political status		Strategic	Delays in project implementation P = 4 I = 5	<ul style="list-style-type: none"> o project manager to draft clear time schedule o consultations and feedback from stakeholders through the project steering committee increases accountability o meetings held with other stakeholders to increase buy in across a wide cross section of beneficiaries 	Project manager	UNDP
2	Project activities and resources do not translate in increasing the capacity of key organizations to implement MEAs		Strategic	Project does not meet its objectives P = 2 I = 5	<ul style="list-style-type: none"> o Use a participatory and consultative approach to developing and implementing activities o Implement robust M&E systems o institutions include awareness and training under respective annual corporate plans 	Project manager	UNDP
3	Unavailability of govt staff to utilise capacity built for sustainable involvement in implementing MEAs		Operational	After project completes there is no continuity of the work and policy not tabled for approval P=4 I=5	<ul style="list-style-type: none"> o Develop strategy to involve as many key staff in the process as possible o Keep project board closely updated on progress o institutions include awareness and training under respective annual corporate plans o Develop training tools that can be used as reference material post project 	Project Manager	UNDP
4	GFTT becoming a dollar centric fund		Operational	Initial ability of GFTT to enhance capacity to meet global MEA obligations compromised P = 3 I = 5	<ul style="list-style-type: none"> o Use a participatory and consultative approach to developing and implementing activities o Implement robust M&E systems 	Project Manager and Project Executive	UNDP
5	Limited participation of CSOs, unwillingness to share project proposals		Operational	Initial ability of project to enhance capacity to meet global MEA obligations compromised P = 4 I = 5	<ul style="list-style-type: none"> o Develop robust consultative process o Utilise the international relevance of project to emphasize a broader perspective and scrutiny to which the project will be subjected during project implementation 	Project Manager and Project Executive	UNDP

PART III: Co-Financing Letters

Annex A Co-Financing Letters



Office of the Permanent Secretary

Ministry of the Environment and Water Resources
Level 26, Tower D, International Waterfront Complex,
Wrightson Road, Port of Spain
Tel: 623-3158 Ext. 207/212; Fax: 624-1417

EPPD: 14/5/37

June 1st, 2015

Ms. Adriana Dinu
Officer-in-Charge and Deputy Executive Coordinator UNDP-GEF
United Nations Development Programme
304 East 45th Street, FF914
New York, NY 10017
USA

Dear Ms. Dinu,

Letter of Co-financing for "Capacity Development for improved management of Multilateral Environmental Agreements (MEAs) for global environmental benefits"

This is to confirm the commitment of the Ministry of Environment and Water Resources to collaborating with UNDP in Trinidad and Tobago within the framework of the "Capacity Development for improved management of Multilateral Environmental Agreements (MEAs) for global environmental benefits" project.

The Ministry is pleased to provide in-kind co-financing in the amount of US\$1,150,000.00 to the above-mentioned project towards the realization of objectives over the three year timeframe.

The following Units which fall under the Ministry would provide project assurance, monitoring as well as technical advice and expert input to the Project Board and Advisory Committee during the project implementation:

- The Green Fund Executing Unit
- Multilateral Environmental Agreements Unit

We look forward to working with the GEF and UNDP colleagues in addressing this important portfolio.

Sincerely

Vidiah Ramkhelawan
Vidiah Ramkhelawan
Permanent Secretary



*Empowered lives.
Resilient nations.*

29 May, 2015

Dear GEF Council Members and Secretariat,

Letter of co-financing for "Capacity Development for improved management of Multilateral Environmental Agreements for global environmental benefits" Medium-Sized Project

I am pleased to confirm the commitment of the United Nations Development Programme to collaborate for the successful implementation of the UNDP/GEF medium sized project "Capacity Development for improved management of Multilateral Environmental Agreements for global environmental benefits".

Our commitment to the aforementioned project provides in-kind co-financing in the amount of US\$50,000 (fifty thousand US dollars) towards the realization of the objectives of the project over its life-time. This contribution will be used to support project management and reporting activities in accordance with the UNDP rules and procedures, and in line with the GEF requirements to ensure project assurance, monitoring, technical advice and expert input during project implementation.

UNDP Trinidad and Tobago looks forward to working with GEF and UNDP colleagues for continued collaboration in the development of this important initiative.

Yours Sincerely,

A handwritten signature in black ink, which appears to read 'R. Blewitt', is written over the typed name.

Richard Blewitt

UN Resident Coordinator & UNDP Resident Representative
Trinidad and Tobago, Suriname, Aruba, Curacao and Sint Maarten

GEF Council Members and Secretariat
UNDP Global Environmental Facility,
UNDP Headquarters,
New York, USA

UNDP Trinidad and Tobago
3A Chancery Lane, Port of Spain, Trinidad and Tobago
Tel: (868)623-7056 Fax: (868)623-1658 E-mail: registry.tt@undp.org Website: <http://www.undp.org.tt>

