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| Project Title | United Nations Volunteers to fill UWI St. Augustine Academic Vacancies |
| UNDAF/United Nations Multi-Country Sustainable Development Framework (MSDF) outcome involving UNDP: | Access to equitable social protection systems, quality services and sustainable economic opportunities improved. Sustainable Development Goals (SDGs): 1,5,10 and 17. |
| Indicative Country Programme (CP) Outputs: | Mechanisms and systems to move people out of poverty and make them less vulnerable to transitional poverty improved. |
| Expected Output(s): | <ul style="list-style-type: none"> • Fill a vacancy at the University for efficient administration of the Centre for Entrepreneurship. • Strengthening the University's role as a key player in a local and global system driven by knowledge creation and transfer information. • Capacity development in management capabilities, technical expertise and research. |
| Executing Agency: | The University of the West Indies, St. Augustine. |
| Implementing Agencies: | The University of the West Indies and United Nations Development Programme |

Brief Description

The University of the West Indies through partnership with the UNDP is seeking to fill an Academic Vacancy at the institution with a competent and internationally qualified specialist brought on board through collaboration with the United Nations Volunteers, specifically, a Director for the Centre for Entrepreneurship. It is hoped that by embarking on this project, a highly qualified specialist can be recruited to fulfil the goals of the University's Strategic Plan with an aim to transform the University of the West Indies into a "globally recognised, regionally integrated, innovative and internationally competitive university deeply rooted in all aspects of Caribbean development.

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| Programme Period: 2017 – 2018 (1 yr in the first instance with the option to renew) | |
| Key Result Area Atlas Award ID: Project ID | |
| Start Date | January 2017 |
| End Date | December 2017 |
| PAC Meeting Date: December 15, 2016 | |

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|---------------------------------|---|
| Required Resources (Sub-Total): | US\$ 64,728.00UNDP |
| GMS Fees (7%): | US\$ 4,530.96 |
| In Kind: | Administrative support and office space |
| Total Budget: | <u>US\$ 69,258.96</u> |

Agreed by: Brian Gull
Pro Vice Chancellor and Campus Principal UWI, St. Augustine Campus

Agreed by: _____
(Executing Agency TBD)

Agreed by: R. Blewitt
Mr Richard Blewitt, UNDP Resident Representative, Trinidad and Tobago

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SECTION 1. SITUATION ANALYSIS/BACKGROUND:

The University of the West Indies' continued aim is to fulfil its 2012-2017 Strategic Plan of being an internationally recognised, regionally cohesive institution that is embedded in innovation and remains committed to all facets of Caribbean development, integration and global competitiveness. Based on the University's Annual Report 2014/2015, the University has seen a significant increase in student admissions with post graduate students specifically accounting for more than one-third of the total student population. More recently, there has been a noteworthy increase in course and programme offerings that have mirrored unrelenting determination to boost the University's academic value resulting in the international accreditation of several programmes in the engineering, social sciences, medical sciences and food and agriculture faculties.

In an attempt to attain vast improvements and achievements as they pertain to academic excellence and quality lecturing at the University of the West Indies, St. Augustine, recruitment of highly qualified specialists to fill academic vacancies at the University is vital. Based on the most recent data collected by the St. Augustine Campus Office of Planning and Institutional Research in the 2012/2013 period, the total number of staff was approximately 3240. These numbers indicate an incremental expansion in academic and academic support staff, but the issue of disproportionate academic staff-student ratios still needs to be tackled.

At the core of this pressing issue of lecturer-student ratio is the need for suitable recruitment and retention of quality lecturers at the University of the West Indies, St. Augustine. In November 2012, a report entitled "Emotional and rational drivers influencing attraction and retention of quality staff at the University of the West Indies" was conducted and its findings showed that the turnover rate of lecturing staff was remarkably high. In response to this, plans and policies were undertaken by the Human Resource department of the University to uncover the cause and propose a solution to the matter. Some of this included improving the quality of

"on-boarding," orientation initiatives and introducing competency based interviews and psychometric testing.

As of the end of 2015, the filling of many academic vacancies has proved to be challenging and the United Nations Development Programme (UNDP) has been approached to collaborate with the University of the West Indies, St. Augustine Campus on the recruitment of one (1) Director, for the Centre for Entrepreneurship (the Centre) in the first instance:

- Director – Centre for Entrepreneurship

UNDP in collaboration with UNV will seek to provide highly qualified International United Nations Volunteers to meet the requested need. They will be engaged in among other duties, project management, curriculum development and implementation in the field of Export Entrepreneurship and Innovation; the development of a multidisciplinary research programme in Export Entrepreneurship and Innovation within the UWI community (see DOA attached for detailed job specification).

While the primary accomplishment of this initiative will be filling of a vacancy as the Director of the Centre for Entrepreneurship to facilitate the efficient and effective functioning of the Centre, the overarching outcome will serve to strengthen the University's role as a key player in a local and global system driven by knowledge creation and transfer, information, and sharing of bold ideas. In keeping with the UNDAF commitment for capacity development and technical assistance the research products and knowledge transfer derived from this initiative will remain the legacy of the University of the West Indies, St. Augustine (UWI, St. Augustine).

Section 2. STRATEGY

The UNDP Trinidad and Tobago Country Office is proposing to assist the UWI, St. Augustine with the filling of a position in the Centre for Entrepreneurship. Through the provision of highly qualified specialists recruited through the United Nations Volunteer Programme, this will further assist the UWI St. Augustine in achieving its Strategic Plan which includes international recognition, regional unification, revolutionary academic life and global competitiveness.

The National Implementation Modality (NIM) will be utilized for execution of the functions and activities of this project, with particular emphasis on capacity building through the transfer of knowledge from the IUNV to a local counterpart. This modality will contribute to greater national self-ownership and support sustainable capacity development in management capabilities and technical expertise. In addition, there will be a spontaneous maximization of resources through integration and greater use of national programmes, systems and procedures. Through the NIM and with support from UNDP, the approach will facilitate the entire project management process from recruitment of professors to lecturing, research and knowledge transfer.

This person, who must be fluent in English, will be contracted for periods of up to three (3) years, and will be deployed to the UWI St. Augustine Campus. It is hoped that with this collaborative effort, persons recruited can be carefully oriented which would bring forth efficient and effectively run departments and faculties.

United Nations Volunteers

The United Nations Volunteer (UNV) Programme operates under the guiding principles of the United Nations (UN) System. In Trinidad and Tobago, UNVs are integral components of the

UNDP programme. As the Volunteer arm of the United Nations System, UNV has a mandate to provide qualified human resources to its clients. The UNV programme functions out of the United Nations Development Programme (UNDP) Country Office in each country of operation. UNV's role as a development institution is to analyse the sector-specific situation and respond to the country's human resource needs in the context of sustainable development. In its work, UNV is guided by the UNDP's Sustainable Development Goals (SDGs) and the Post 2015 Agenda.

UNV's proactive approach to programming efforts demands a clear determination of its comparative advantages when identifying the type of contributions, it is best suited to provide in social projects. The UNV Annual Report 2015 shows that 6,796 UN Volunteers from 153 countries served in 122 countries across the globe. These UNVs on average have 10 years working experience.

UNV has more than forty years' experience in managing volunteers. UNV's attributes of neutrality and impartiality makes it a trusted partner for governments and civil society organizations worldwide. As UNV works with a wide spectrum of partners, including governments, bilateral volunteer organizations, non-government/civil society organizations and the UN system, it can pass along valuable information to other organizations regarding the complex process of volunteer identification, placement, contracts, conditions of service, and monitoring of volunteers anywhere in the world.

Benefits of the UNV Approach

UN Volunteers receive modest monthly living allowances called a Volunteer Living Allowance (VLA), to cover living expenses. They do not receive a wage. The VLA is established through structured cost of living surveys as well as sampling salary rates of the Government, NGOs, and the private sector. The VLA is a set rate remaining constant for all UNV posts regardless of the position that they hold. For example, an engineer, a teacher, a doctor and a physiotherapist will all receive the same VLA under the UNV programme. A UNV's "Conditions of Services" include health and life insurance, vacation entitlements, travel to and from their country of origin,

support for spouse and beneficiaries as well as other benefits.

Throughout its implementation, the project will be carefully monitored and evaluated for its effectiveness in increasing the human resource capacity of the UWI, St. Augustine thus bolstering the fundamental renewable resource of an educated population.

UNDP and the UNV Programme are ideally positioned to assist in the promotion of global volunteer contributions and mobilize volunteers in support activities of UN agencies, governments, Non-Governmental Organisations (NGOs) and other partners in development. Typically, UN Volunteers bring dedication, commitment and engagement combined with skills and experience.

Section 3 – Results and Resource Framework

| | | |
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| <p>National priority or goal as stated in the Country Programme Document for Trinidad and Tobago (2017 - 2121): Development of a national policy/strategy on poverty reduction: consistent measurement of poverty utilizing an agreed methodology, and restructuring of safety net programmes.</p> | | |
| <p>UNDAF/United Nations Multi-Country sustainable Development Framework (MSDF) outcome involving UNDP: Access to equitable social protection systems, quality services and sustainable economic opportunities improved. Sustainable Development Goals (SDGs): 1, 5, 10 and 17</p> | | |
| <p>Partnership Strategy: The lead Agency on the project would be the University of the West Indies, St. Augustine in collaboration with the UNDP.</p> | | |
| <p>Project title and ID (Proposed): United Nations Volunteers to fill UWI, St. Augustine Academic Vacancy.</p> | | |
| <p>INDICATIVE ACTIVITIES</p> | | |
| <p>RESPONSIBLE PARTIES</p> | <p>INDICATIVE ACTIVITIES</p> | <p>INPUTS (USD)</p> |
| <p>Output 1 Build capacity at the Centre for Export Entrepreneurship at the University of the West Indies, St. Augustine. Baseline: Limited in the area of Export Entrepreneurship at</p> | <ul style="list-style-type: none"> - Establishment of a project board to provide project oversight. - Identify focal point from UWI St. Augustine. - Request CVs from UNV Headquarters in Bonn, Germany. | <p>UWI, UNDP UWI, UNDP UNV</p> |

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| <p>the University of the West Indies St. Augustine.</p> <p>Targets:</p> <p>1. A functioning Centre for Export Entrepreneurship at the University of the West Indies, St. Augustine;</p> <p>2. The transfer of knowledge from the IUNV to a local counterpart on matters related to Export and Entrepreneurship.</p> <p>Indicators:</p> <p>1. A functioning centre for Export and Entrepreneurship.</p> <p>2. No. of persons with increased capacity in the area of Export and Entrepreneurship.</p> | <ul style="list-style-type: none"> - Evaluate submissions in collaboration with the UWI, St. Augustine. - Recruit and land suitable candidate. - Conduct a complete situational analysis prior to the start of the project. - Arrange for travel (recruitment & repatriation), provide accommodation, Volunteer Living Allowance to cover living expenses and all ancillary payments for conditions of services during the one year term. - Conditions of Services includes health and life insurance, vacation entitlements, travel to and from their country of origin, support for spouse and beneficiaries as well as other benefits. | <p>UWI, UNDP, UNV</p> <p>UWI, UNDP, UNV</p> <p>UWI, UNDP</p> <p>UNDP</p> | <p>US\$59,728.00</p> |
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|--|--|--|----------------------|
| <p>Output 2 Effectively monitor and evaluate project to demonstrate impact. (Likely to be conducted in house, by a department in UWI St. Augustine)</p> | <ul style="list-style-type: none"> - Complete a Terms of Reference and tender documents to recruit a Monitoring and Evaluation consultant. - Identify indicators to demonstrate impact. - Evaluate project quarterly and conduct an annual review of the project. | <p>UWI, UNDP UWI, UNDP UWI, UNDP</p> | <p>US\$2,500.00</p> |
| <p>Output 3 Audit of the project</p> | <ul style="list-style-type: none"> - Compulsory audit of the project. | <p>UWI, UNDP</p> | <p>US\$2,500.00</p> |
| | | <p>Sub total</p> | <p>US\$64,728.00</p> |
| | | <p>GMS (7%)</p> | <p>US\$4,530.96</p> |
| | | <p>Total</p> | <p>US\$69,258.96</p> |

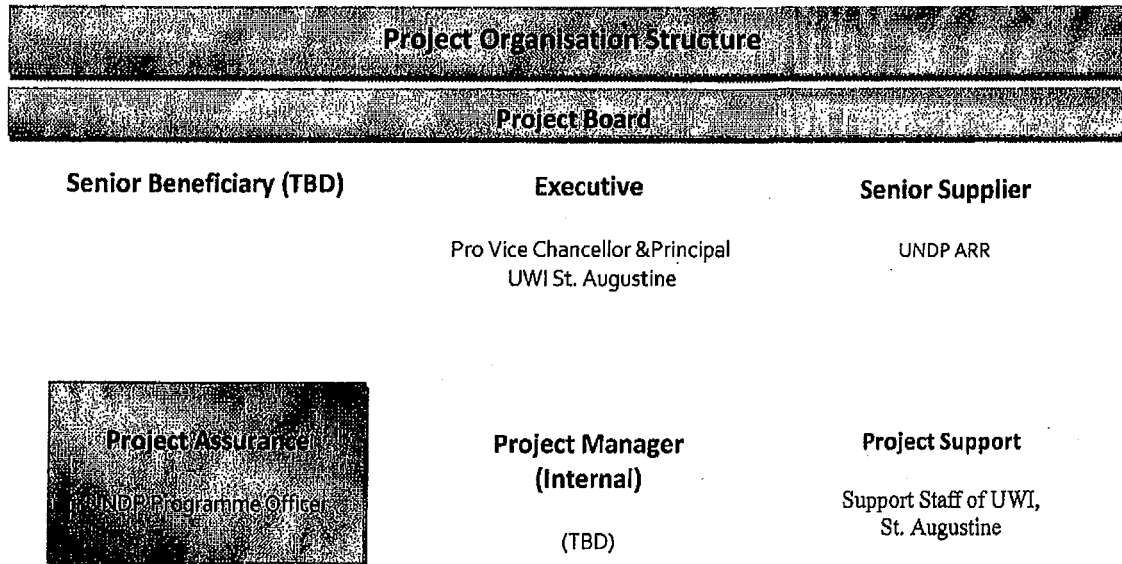
Section 4. Annual Work Plans:

Year 1

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIMEFRAME | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|--|---|-----------|-----|-----|-----|------------------------------------|----------------|--------------------|---------------|
| | | Q 1 | Q 2 | Q 3 | Q 4 | | Funding Source | Budget Description | Amount |
| Output 1 Build capacity at the Centre for Export Entrepreneurship at the University of the West Indies, St. Augustine. | Identification Phase: 1. Establish a project board to provide project oversight | X | | | | University of the West Indies/UNDP | UWI | | N/A |
| | 2. Identify a project manager (Internal) from UWISTA and get commitment of funds. | X | | | | UWI/UNDP | | | N/A |
| | 3. Request CVs from UNV Headquarters in Bonn Germany (After receiving the commitment of funds letter) | X | X | | | UNV | | | N/A |
| | 4. Evaluate submissions in collaboration with UWISTA. | | X | | | UWI/UNDP/UNV | | | N/A |
| | 5. Recruit and land a suitable candidate | | X | X | | UWI/UNDP/UNV | | | US\$59,728.00 |

| | | | | | | | | | | |
|--|---|---|---|---|---|--|--|-----------------------|--|----------------|
| | 6. Develop situational analysis. (To be completed by the Project Manager) | X | | | | | | | | N/A |
| Output 2 Effectively evaluate project to demonstrate impact | 1. Complete a TOR and tender documents for an M&E consultant | X | | | | | | | | US\$ 2,500.00 |
| | 2. Identify indicators to demonstrate impact and lessons learned | X | | | | | | | | |
| | 3. Evaluate project quarterly and conduct annual review. | X | X | X | X | | | | | |
| Output 3 Audit of project | 1. Conduct independent audit of project | | | | | | | When selected by UNDP | | US\$ 2,500.00 |
| Ouptuts Sub total | | | | | | | | | | US\$ 64,728.00 |
| General Management Support Fee (GMS) (7%) | | | | | | | | | | US\$ 4,530.96 |
| Total for 1 Year | | | | | | | | | | US\$ 69,258.96 |

SECTION 5. Management Arrangements



The roles and responsibilities of the parties are listed below:

Project Board:

1. Make decisions on major project changes;
2. Provide approval to move to different phases of the project;
3. Oversee project implementation on a quarterly basis via reports/updates from project manager; and
- 4.

Executing Agency – The University of the West Indies, St. Augustine:

1. Obtain and allocate resources for the project in a timely manner;
2. Certification of annual expenditure reports prepared by UNDP;
3. Participation in Project Board meetings;
4. Participation in monitoring and evaluation of project; and
5. Collaborate with UNDP in drafting Terms of Reference when necessary.

UNDP- Senior Supplier:

To facilitate implementation of the project, UNDP Trinidad and Tobago Country office will provide the following services in accordance with UNDP procedures:

1. Identification and recruitment of international IUNV with prior agreement of the Executing Agency, UWI, St. Augustine. The University of the West Indies will liaise with UNDP on any matters of concern;
2. Participate in meetings of the Project Board;
3. Provide thematic and technical backstopping;
4. Participate with the UWI, St. Augustine in joint supervision of the IUNV professor;
5. Payment of UNV professor upon clearance by the UWI, St. Augustine;
6. Regularly review the status of project objectives, activities, outputs, risks and emerging issues and when necessary, convey concerns to relevant parties; and
7. Financial management of the project and preparation of financial reports.

Project Manager (Internal):

1. Manage the activities which are required to achieve project outputs;
2. Provide direction and guidance to project team /responsible parties;
3. Liaise with the Project Board to ensure overall direction and integrity of the project;
4. Responsible for project administration;
5. Liaise with UNDP, Project Supplier;
6. Prepare quarterly and annual reports;
7. Management of project consultants;
8. Liaise with UWI, St. Augustine on financial matters; and
9. Scheduling and convening of Project Board meeting on a quarterly basis.

Financing of this project is to be sourced from funds allocated by the UWI, St. Augustine Campus. Project Expenditure Reports will be generated and submitted by UNDP to the UWI, St. Augustine on a quarterly basis or upon request. Annual Expenditure Reports, also known as Combined Delivery Reports (CDRs), will be submitted by UNDP to the UWI, St. Augustine for review and signature in the first quarter of the following year. As mandated by the UNDP Executive Board's cost recovery guidelines for the provision of services, UNDP will charge a seven percent (7%) general management support fee on the actual cost of services delivered. This fee would contribute to the costs incurred by UNDP in the provision of technical advice, procurement and financial management services to the project.

The outcomes and outputs of this project will form part of UNDP's corporate programme monitoring, reporting and oversight mechanisms. Project performance will be assessed through the convening of meetings of the Project Board which will forward recommendations to the UNDP Resident Representative, the UWI, St. Augustine, for decisions in effecting changes or modifications to the project. The Project Board will be convened by UNDP in consultation with the UWI, St. Augustine initially, and will meet on a quarterly basis. Minutes of these meetings will be prepared by the Project Manager (Internal) for approval by all members. A Terminal Project Review meeting will be held prior to the closure of the project. The project will be audited in accordance with the provisions of UNDP's internal audit.

Section 6. Monitoring Framework and Evaluation

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

Within the Annual Cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below;
- An Issue Log shall be activated in ATLAS, the UNDP Project Management System, and updated by the UNDP programme officer to facilitate the tracking and resolution of potential problems or requests for change;
- Based on the initial risk analysis submitted, a Risk Log shall be activated in ATLAS and regularly updated by reviewing the external environment that may affect the project implementation;
- Based on the information above recorded in ATLAS, a Project Progress Report (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot;
- A Project Lessons Learned Log shall be activated in ATLAS and regularly updated to ensure ongoing learning and adaptation within the organization, and to facilitate the preparation of the Lessons Learned Report at the end of the project;
- A Monitoring Schedule Plan shall be activated in ATLAS and updated to track key management actions/events; and
- An M&E consultant will be recruited to identify indicators to demonstrate the impact of the project, conduct annual monitoring of that impact and at the end of 1 year, to demonstrate impact and lessons learned.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager in collaboration with the UNDP and shared with the Project Board and the Outcome Board. As a minimum requirement, the Annual Review Report shall consist of the ATLAS standard format for the Quarterly Progress Report (QPR) covering the

whole year with updated information for each element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and to devise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made toward outputs, and that these remain aligned to appropriate outcomes.

A project evaluation is required upon completion of the project. This evaluation should detail the achievements of the project, the impact of the project, lessons learnt over the duration of the project, and make suggestions as to possible projects for implementation in the future.

Evaluation Plan

| Evaluation Title | Partners (if joint) | Related Strategic Plan Output | UNDAF/CPD Outcome | Planned Completion Date | Key Evaluation Stakeholders | Cost and Source of Funding |
|--|---------------------|-------------------------------|-------------------|-------------------------|-----------------------------|----------------------------|
| Continuous Monitoring & Final Evaluation | UWISTA | N/A | CPD Outcome 4 | M = Q1 to Q4 E = Q4 | UWISTA/UNDP | US\$ 2,500.00 |
| Audit | UNDP | N/A | N/A | Q4 | UNDP | US\$ 2,500.00 |

E = Evaluation

M = Monitoring

Section 7 – Quality management for Project Activity Results

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|---|--|--|
| OUTPUT 1: Build capacity at the Centre for Export Entrepreneurship at the University of the West Indies, St. Augustine | | |
| Activity Result 1 | - One qualified IUNV recruited | Start Date: Jan 2017 End Date: Dec. 31, 2017 |
| Purpose | To direct and support the work of the Centre for Export and Entrepreneurship. | |
| Description | Recruitment and hiring of Director. | |
| Quality Criteria | Quality Method | Date of Assessment |
| Establishment of a functioning Centre for Export and Entrepreneurship with local capacity enhanced at the centre. | Increased capacity in the area of Export and Entrepreneurship. Evaluation of increase to be conducted by UWISTA. | Start Date: Dec. 2017 End Date: (At the end of the project) |

| | | |
|---|--|--|
| OUTPUT 2: Effectively monitor and evaluate project to demonstrate impact and lessons learned | | |
| Activity Result 1 | - Effective monitoring and evaluation of project | Start Date: Nov. 30 th 2016 End Date: (End of the project) |
| Purpose | To demonstrate the impact of utilizing IUNV's at UWISTA and lessons learned. | |
| Description | Recruitment and hiring of M&E consultant. | |
| Quality Criteria | Quality Method | Date of Assessment |
| Creation of measurable indicators by which to monitor & evaluate impact. Production of evaluation reports. | Submission of indicators to project board for review and acceptance. Submission of evaluation report to project board for consideration. Feedback by project board members and UWISTA administration on the impact of the project. | Start Date: Jan. 2017 End Date: Dec. 31 2017 |

| OUTPUT 3: Audit of the project (This is a mandatory component of UNDP projects) | | |
|--|---|--|
| Activity Result 1 | - Audit of the project. | Start Date: At any time selected. End Date: (1 month following commencement of audit) |
| Purpose | To ensure that financial and management rules have been adhered to. | |
| Description | Recruitment of audit consultant | |
| Quality Criteria | Quality Method | Date of Assessment |
| Assessment of Auditing qualifications and experience. | Evaluation of all submissions by UNDP to ensure appropriate qualifications and work experience. | Start Date: At time of recruitment. End Date: |

Section 8 – Legal Context

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the participating Government and the United Nations Development Programme, signed on 20 May 1976.

The following type of revisions may be made to the Project Document with the signature of the UNDP Resident Representative after consultation with the Executing Agency and provided he or she is assured in writing that the other signatories of the Project Document have no objections to the proposed changes:

- a) Revisions in or addition of any of the Annexes of the Project Document.
- b) Revisions that do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation.
- c) Mandatory annual revisions, which re-phase the delivery of agreed project inputs, or increased expert, or other costs due to inflation, or take into account agency expenditure flexibility.

Consistent with Article III of the SBAA, the responsibility for the safety and security of the executing agency, its personnel and property, and of UNDP's property in the executing agency's custody, rests with the Executing Agency.

The Executing Agency shall:

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

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

The executing agency 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 the 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

Annex 1: Project Risk Log

| | | |
|---|-----------|---------------------|
| Project Title: United Nations Volunteers to fill UWI, St. Augustine Vacancy | Award ID: | Date: Nov. 30, 2016 |
|---|-----------|---------------------|

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures/ Management Response | Owner | Submitted, updated by: |
|---|--|-----------------|-------------|----------------------|--|----------|------------------------|
| 1 | Inability to promptly establish a Project Board. | Sept. 2016 | Operational | P=2 I=3 | Engage the University of the West Indies, St. Augustine by sensitizing on the importance of the establishment of the project board. | UNDP/UWI | UNDP |
| 2 | Funding not received in a timely manner. | August 2016 | Financial | P=3 I=3 | Enforce a deadline for the receipt of funding to ensure prompt project implementation. | UNDP/UWI | UNDP |
| 3 | Delay in issue and extension of visa and work permits for IUNVs which could lead to delays in recruitment. | August 2016 | Operational | P=2 I=4 | UWI, St. Augustine and UNDP should liaise with the relevant authorities to ensure that the issuance and extension of visas and work permits for the UN volunteers are processed in a well-planned manner and in the shortest time possible | UNDP/UWI | UNDP |

Annex II: Cost Sharing Agreement between the University of the West Indies, St. Augustine and the UNDP

**COST-SHARING AGREEMENT BETWEEN THE UNITED NATIONS
DEVELOPMENT PROGRAMME AND THE UNIVERSITY OF THE WEST INDIES,
ST. AUGUSTINE**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the University of the West Indies, St. Augustine (hereinafter referred to as "the UWI, St. Augustine") have agreed to co-operate in the implementation of a project in Trinidad and Tobago (hereinafter referred to as "the Project"), as described in the Project document [Project no. 00095950 *United Nations Volunteers to fill an Academic Vacancy and submitted to the UWI, St. Augustine for information.*

WHEREAS the University of the West Indies has informed UNDP of its willingness to contribute funds (hereinafter referred to as "the Contribution") to the UNDP on a cost-sharing basis to increase the resources available for the Project;

WHEREAS the UNDP shall designate an Implementing Partner for the implementation of each Project financed from the contribution (hereinafter referred to as "Implementing Partner")

NOW THEREFORE, UNDP and the UWI, St. Augustine hereby agree as follows:

Article I

1. The UWI, St. Augustine shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the Contribution of USD\$69258.96.
2. The UWI, St. Augustine, shall, in accordance with the schedule of payments set out below, deposit the Contribution in UNDP's contribution account at the:¹

¹ Please note that the currency of the bank account should be the same as the currency of the contribution

UNDP Contributions Account, #36349562
Citibank N.A.
111 Wall Street
New York, NY 10043
ABA/ACH Routing Number: 021000089
SWIFT: CITIUS33
(In making the deposit please identify the project number: (00095950)).

| Date payment due | Among US\$ |
|-------------------------|-------------------|
| 31 January 2017 | \$69,258.96 |

3. The UWI, St. Augustine will inform UNDP when the Contribution is paid via an e-mail with remittance information to contributions@undp.org, providing the following information: Institution's name, UNDP country office, [Project no. 00095950] *United Nations Volunteers to fill UWI, ST. AUGUSTINE Academic Vacancy* reference (if available). This information should also be included in the bank remittance advice when funds are remitted to UNDP.

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

5. The above schedule of payments² takes into account the requirement that Contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

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

7. UNDP may agree to accept Contributions in a currency other than United States dollars provided such currency is fully convertible or readily usable by UNDP and subject to the provisions of paragraph 6 above. Any change in the currency of the Contribution shall be made

² It is recommended that country offices negotiate the number of instalments to ensure at least six months anticipated disbursements are funded with each instalment. This will make processing of contributions and reporting more efficient for the country offices.

only in agreement with UNDP.

8. Any interest revenue attributable to the Contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

Article II

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the Contribution shall be charged a fee equal to 7%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

Article III

1. The Contribution shall be administered by the UNDP in accordance with UNDP regulations, rules, policies and procedures, applying its normal procedures for the execution of its projects.
2. Project management and expenditures shall be governed by the regulations, rules, policies and procedures of UNDP and, where applicable, the regulations, rules, policies and procedures of the Implementing Partner.

Article IV

1. The implementation of the responsibilities of the UNDP and of the Implementing Partner pursuant to this Agreement and the relevant project document shall be dependent on receipt by the UNDP of the Contribution in accordance with the schedule of payments set

out in Article I, paragraph 2, above. UNDP shall not start implementation of the activities prior to receiving the Contribution or the first tranche of the Contribution (whichever is applicable).

2. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies) UNDP shall submit to the UWI, St. Augustine on a timely basis a supplementary estimate showing the further financing that will be necessary. The UWI, St. Augustine shall use its best endeavours to make available to UNDP the additional funds required.
3. If the Contribution referred to in Article I, paragraph 2, above, are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2, above, is not forthcoming from the UWI, St. Augustine or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

Article V

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

Article VI

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

Article VII

UNDP shall provide the UWI, St. Augustine on request, with financial and other reports prepared in accordance with UNDP reporting procedures.

Article VIII

1. UNDP shall notify the UWI, St. Augustine when all activities relating to the Project have been completed in accordance with the Project document.

2. Notwithstanding the completion of all activities relating to the Project, UNDP shall continue to hold unutilized funds from the Contribution until all commitments and liabilities incurred in implementation of the activities financed by the Contribution have been satisfied and these activities brought to an orderly conclusion.
3. If the unutilized funds prove insufficient to meet such commitments and liabilities, UNDP shall notify the UWI, St. Augustine and consult with the University on the manner in which such commitments and liabilities may be satisfied.
4. In cases where the Project is completed in accordance with the project document any funds below 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be automatically reallocated by UNDP. Any funds above 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be reallocated by UNDP after consultation with the UWI, St. Augustine.

Article IX

1. After consultations have taken place between the two Parties to this Agreement and provided that the funds from the Contribution already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project, this Agreement may be terminated by UNDP or by the UWI, St. Augustine. The Agreement shall cease to be in force thirty days after either of the Parties may have given notice in writing to the other Party of its decision to terminate the Agreement.
2. If the unutilized contribution-payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, UNDP shall notify the UWI, St. Augustine and consult with the UWI, St. Augustine on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized funds until all commitments and liabilities incurred in implementation of the activities financed by the Contribution have been satisfied and these activities brought to an orderly conclusion.
4. In cases where this Agreement is terminated before Project completion any funds below 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be automatically reallocated by UNDP. Any funds above 5,000 USD (five thousand US Dollars) that remain unexpended

after all commitments and liabilities have been satisfied shall be reallocated by UNDP after consultation with the UWI, St. Augustine.

Article X

Any notice or correspondence between UNDP and the UWI, St. Augustine will be addressed as follows:

(a) To the University of the West Indies, St. Augustine:

Acolla Cameron, PhD
Senior Lecturer/Head of Department
Department of Management Studies
University of the West Indies
St. Augustine, Trinidad
Tel: 868-662-2002 ext. 82621
Fax: 868-662-1140
Email: acolla.lewis-cameron@sta.uwi.edu

(b) University of the West Indies, St. Augustine, email address provided below as confirmation that the remitted funds have been received by UNDP

University of the West Indies email address: acolla.lewis-cameron@sta.uwi.edu
Attention: Dr. Accolla Cameron

(c) To UNDP: Mr. Richard Blewitt
Resident Representative, Trinidad and Tobago
UNDP
Address: United Nations Development Programme
3A Chancery Lane
Port of Spain

Article XI

This Agreement shall enter into force upon the signature of this Agreement by Parties hereto, on the date of the last signature.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.

Signed by
For the University of the West Indies, St. Augustine
Name: Professor Brian Copeland
Title: Pro Vice-Chancellor and Campus Principal
Date:
Place: UWI, ST. AUGUSTINE
TRINIDAD, WEST INDIES

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)
) *Brian Copeland*
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Signed by
For the United Nations Development Programme
Name: Mr. Richard Blewitt
Title: Resident Representative, Trinidad and Tobago
Date:
Place:

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) *R. Blewitt*
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)