

Government of the Republic of Trinidad and Tobago

and

United Nations Development Programme

**Project Title: Institutional Strengthening and Capacity-building for the
Promotion of Good Governance in Tobago**

Starting Date: 30 June 2004

Expected Ending Date: 31 May 2007

Total Budget: \$US 976,190.40

Executing Agent: Division of Infrastructure and Public Utilities

Brief Description: The Government of Trinidad and Tobago (GoRTT) is committed to the promotion of good governance within the context of achievement of the Vision 2020 goal of developed country status. In this regard, UNDP, through the United Nations Volunteer System is committed to supporting the GoRTT, and more specifically, the Division of Infrastructure and Public Utilities (DIPU) of the Tobago House of Assembly (THA) in achievement of this goal. The objective of this technical assistance project therefore is to support the DIPU in achievement of the country's goals through the provision of global services that would strengthen institutions. This will be done through the recruitment of experts who will transfer their expertise through a mentorship programme, to local staff thereby building capacity within the country. This support has become necessary owing to the inability of the DIPU to attract qualified and experienced local professionals hence the recruitment of international professionals through the United Nations Volunteers (UNV) modality that is a global service offered through the United Nations. This project is fully consistent with Government's priority of good governance and poverty reduction through the provision of high-quality expertise that would enhance the delivery of essential public services. In the short term, the UNV modality would assist in institutional strengthening and capacity building of the Division of Infrastructure and Public Utilities (DIPU) of the THA. In the medium to long term, the Project would result in the building of local expertise that would support implementation of the Programme of Work of the DIPU.



Part I. Situation Analysis

Tobago is one of the two islands that comprises the twin-island state of Trinidad and Tobago that is 5,128 sq km in area, with a population of approximately 1.3 million. The island of Tobago is located at 11°N and 60°W and has a population of approximately 12,000. Development of the island to meet the increasing demands of the tourist industry as well as local requirements has created the need for infrastructural development. In order to address this challenge facing the island, the Tobago House of Assembly (THA) which is the governing body, has embarked on a series of reform programmes as part of the wider vision of the Government of the Republic of Trinidad and Tobago (GoRTT) designed to bring the country to developed status by the year 2020. These are targeted at the health, judicial, social and public services, agriculture, education, energy, housing, tourism, national security, environment, sport, and science and technology sectors. One of the main requirements of the THA is institutional strengthening and capacity building for development. The deficiency in these areas stems from the unavailability of skilled professionals in various fields as well as the inability of the Government to attract suitable experts. The Government has therefore sought the assistance of the United Nations Development Programme (UNDP) in strengthening their institutions and in building capacity in order to enhance performance in the public sector.

As a matter priority the Division of Infrastructure and Public Utilities (DIPU) of the THA has requested the support of UNDP in institutional strengthening. This need has arisen as the DIPU is in the process of implementing several Public Sector Investment Projects (PSIP) and IADB-assisted projects that focus on improving the Infrastructure and Public Utilities of Tobago. These projects include:

- **Crown Point Airport Development Project:** This involves the completion of designs for improvement and extension of the Crown Point Airport that would greatly enhance air travel and boost revenue from tourism.
- **Extension of the Scarborough Deep Water Harbour:** Extension of the harbour involves piling and extension of the jetty to facilitate berthing of very large cruise ships. Again, this would provide a further boost to the tourist industry. Evaluation of tenders is ongoing and the project is estimated for completion by the end of the year.
- **Improvement in Water Supply:** Under the Short Term Investment Programme (STIP) the level of service to residents of Halifax, Chatham, George, Shelbourne and Kitchener Streets would be improved. This project is expected to benefit some 360 households, totaling 1,500 persons. The project also involves improvement of the water supply to Friends Field and the Dwight Yorke Stadium and upgrading of the transmission system in the area.
- **Improvements in Education:** Construction of Phase II of the Tobago Technology Centre commenced at Goldsborough. This project is among the technical training

initiatives aimed at developing the island's human resource capital. Also, designs for a new Scarborough library are close to completion (90%) while some refurbishment works have commenced at the Charlotteville and Roxborough Libraries.

- **Social and Community Services:** Plans have been made for conversion of the Scarborough Market into a Centre for the Performing Arts and in this regard preparatory work has been completed. This project will be finished by December 2004. Construction and upgrade of community centres at Glamorgan, Jubilee Park Mt. St. George, Argyle, Lambeau, Patience Hill, Mt. Grace, Signal Hill, Les Couteaux, Castara, Speyside, Whim and Delaford are planned for 2004 - 2005.
- **Health:** Construction of a new Scarborough Hospital under the IADB-assisted Health Sector Reform Programme will begin in 2005. The Hospital is scheduled to advance close to completion in 2006. Construction of Health Centres at Charlotteville, Scarborough, Moriah and one District Health Facility at Roxborough is scheduled to commence in 2004.
- **Housing:** Infrastructure development targeting the construction of housing estates at Roxborough, Blenheim and Castara will begin in 2004. Development works are also planned for Signal Hill.
- **Roads and Bridges:** In order to improve the condition of the road and bridges network, attention will be focused on the laying of pipes along the Charlotteville-L'Anse Fourmi Road which is currently being constructed. Additionally, construction and rehabilitation works on priority projects include Northside, Windward, Roxborough/Bloody Bay Roads as well as improvement to public access routes to beaches and the resurfacing of main thoroughfares. Under the IADB-assisted National Highways Programme, the construction of roads at Mason Hall/Les Couteaux and Spring Garden and of bridges at Plymouth, Argyle, Goldsborough and Windward Road will be carried out.

It is therefore very evident that the DIPU is involved in a number of development projects that require a great level of specialisation and highly trained professional staff for successful implementation. Unfortunately the Division, at this time, does not possess this requisite staff and attempts to recruit trained staff through the Public Service Commission have proved futile as there are few of these professionals in Trinidad and Tobago that the Division has been successful in attracting and retaining as they compete with remuneration offered by the private sector.

Part II. Strategy:

The UNDP Country Office in Trinidad and Tobago through the UNV Programme is proposing to assist the DIPU in addressing the current shortage of expert professionals in the public sector through the provision of specialised human resources within the spirit of community service and solidarity that characterises UNV assignments.

United Nations Volunteers (UNV)

The UNV Programme operates under the guiding principles of the UN System and functions through the United Nations Development Programme (UNDP) Country Office in each country of operation. As the Volunteer arm of the United Nations System, UNVs have a mandate to

provide qualified human resources to their clients within the context of sustainable human development. In Trinidad & Tobago UNVs are integral components of the UNDP programme. In its work, UNVs are guided by the UN's Millennium Declaration of 2000 that promotes the Millennium Development Goals (MDGs) to which the GoRTT is committed.

UNVs work with a wide spectrum of partner governments, bilateral volunteer organisations, the UN System, Non Governmental Organisations (NGO) and Civil Society Organisations (CSO). Their proactive approach to programming efforts demands a clear determination of their comparative advantages when identifying the types of contributions that are best suited in the delivery of social projects. The UNV Annual Report 2001 shows that some 5,432 volunteers from 160 different countries served in 140 countries. These UNVs on average have 10 years working experience. Moreover, there are 70 UNV Programme Officers in 162 countries dedicated to managing and coordinating the work of the volunteers in each of the countries. UNDP/UNV's attributes of neutrality, transparency and impartiality make them trusted partners for governments and civil society organisations worldwide.

The UNV Programme has almost 30 years experience in managing volunteers. It can transfer valuable information to other organisations regarding the complex process of volunteer identification, placement, contracts, conditions of services and monitoring of volunteers globally. In the Caribbean, the Programme provided the Government of Guyana with personnel to address acute shortages of hydraulic engineers and has also supplied Physiotherapists, Occupational Therapists, Psychologists, Nurses, Dentists and Doctors to other Caribbean countries including Trinidad and Tobago.

Benefits of the UNV Approach

The spirit of solidarity, cultural sensitivity, and capacity building embodied in a volunteer ethic characterises assignments, and the volunteers are driven by their desire to serve a global society. They bring their expertise to teach others but also to learn from their experiences. In situations such as that of Trinidad and Tobago where the division between rich and poor is wide and access to adequate land issues is inequitable, UNV assignments strategically aim to foster programmes of community outreach, promote the volunteer ethic as well as improve the skills of counterparts to ensure UNV inputs are sustainable in the long term.

UNVs receive modest monthly living allowances, called a Volunteer Living Allowance (VLA), to cover living expenses and therefore do not receive wages. The VLA is established through structured cost of living surveys as well as sampling salary rates of the Government, NGO and private sector. The VLA is a set rate remaining constant for all UNV posts. For example, an engineer, a teacher, a surveyor and a public health specialist will all receive the same VLA under the UNV programme. A UNV's 'Conditions of Service' include health and life insurance, vacation entitlements, travel to, and from their country of origin, as well as support for spouse and dependents.

UNV has sought to define the role of its volunteers in programmes such as this where the objectives are institutional strengthening and capacity-building of staff of the DIPU, as:

"Volunteering takes many shapes and forms. From one-on-one support at a personal level to community service, from mutual support in self-help groups to participation in broad-based

movements and campaigns, voluntary action is as varied as the creativity of the volunteers, the nature of national settings and the breadth of problems. The common thread in this diversity is the fact that, in a world threatened by uncertainty and risk, volunteering provides a strong platform for reconnecting people who have become increasingly divided by gulfs of wealth, culture, religion, ethnicity, age and gender. In an age of instantaneous communication and global awareness, society's reliance on the healing power of inspiring, committed action for the public good is undiminished".

Throughout its implementation, projects will be carefully monitored and evaluated for its effectiveness in promoting community service and its other intended outcomes.

UNDP and its UNV Programme have been selected as the preferred UN agency for assisting in institutional strengthening of the DIPU as their programme promotes global volunteer contributions and mobilises volunteers in support of activities of UN agencies, governments, NGOs and other partners in development. Typically, UN Volunteers bring dedication, commitment and engagement combined with skills and experience.

In the short term, UNDP will, through this programme of assistance, address the immediate shortage of personnel as identified by the DIPU. These professionals, who will be contracted for periods of up to three years, will be deployed to complement the existing core of professionals throughout the country. Provision of goods and services to the DIPU will, in general address MDG 1 that addresses the halving of poverty by the year 2015. More specifically, it would facilitate progress in achieving MDG 7 (ensuring environmental sustainability) as well as MDG 8 (formation of partnerships in development).

Target beneficiaries from this assistance to the DIPU will be the people of Tobago who will benefit from a more efficient service. More specifically, junior professionals and technicians who will form part of the teams of professionals serving as under-studies to the UNV personnel will be the direct beneficiaries. To ensure quality of personnel, all selected UNV specialists will be trained at schools accredited by the Government of Trinidad and Tobago.

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Professionals will be recruited from a global roster and made available to the DIPU. These individuals would fill the following positions:

- Civil/structural Engineers (6)
- Electrical Engineer (1)
- Quantity Surveyor (1)

The DIPU is committed to building local capacity for the sustainability of the Division once the UNDP/UNV programme terminates. In this regard, the DIPU proposes to utilise the services of the UNVs in a capacity building programme that would involve a formal mentoring component to be supervised by the Administrator of Infrastructure and Public Utilities. This mentorship programme will involve UNV professionals who are recruited to function both at the local and community level in the delivery of basic services. The strategy would involve

both on the job training as well as formal sessions that would be participatory and interactive. This will complement the present capacity building programme that the Division has been attempting to implement.

Also the DIPU is proposing firstly, to accelerate the training of local professionals utilizing the already trained personnel; secondly to revise the compensatory package for staff of the Division; and thirdly to utilize the services of experienced but retired returning nationals in building capacity.

Within six months of the placing of UNV personnel, and as a condition for ensuring that the shortage of professionals is systematically addressed, UNDP will collaborate with the DIPU to develop an iterative Exit Strategy for the UNV assistance programme after a period of three years. Meetings of the Project Steering Committee (PSC) to monitor the progress of this Exit Strategy will occur every six (6) months.

Part III. Management Arrangements.

UNDP, Trinidad and Tobago is proposing to supply eight (8) professionals through the UNV modality to the DIPU according to the specified needs as outlined by the Division. This Programme of Assistance will be administered out of the UNDP Country Office. The Divisional Administrator will be required to provide technical oversight of the UNV professionals.

A Project Steering Committee (PSC) will be created to monitor and guide projects. Membership on this Committee would include representatives from the DIPU and UNDP.

UNV assignments are administered according to the 'Conditions of Service' for International UN Volunteer Specialists. In brief, the 'Conditions of Service' outlines processes such as:

Recruitment phase:

- Drafting post descriptions for UNV assignments in consultation with the Government;
- Lead recruitment processes; such as: advertisement of UNV assignments; identification of candidates; interviews; medical examinations; offer to candidates and arrange travel to duty stations.

In-Service phase:

- Organize induction programme;
- Administer UN Volunteers' entitlements/obligations: such as VLA, Settling-in-Grant (SIG), security allowance and personal effects insurance payments; dependents' travel to duty stations; medical and life insurance coverage; attendance and annual leave records and contract extensions;
- Monitor UN Volunteer performance.

Repatriation Phase:

- Travel arrangements to home countries and payment of Resettlement Allowance (RSA) on completion of service;
- Conduct final checklist including financial obligations and certificate of service.

The Executing Agency for the project shall be the DIPU. Full UNDP Country Office support will be provided to the DIPU for the recruitment and management of the UNV professionals. This will include the maintenance of leave, medical and performance records support during the settling-in period and arrangements for contract termination and repatriation. The DIPU will be responsible for technical supervision and oversight of the UNV professionals and shall provide six monthly reports on the performance of each UNV.

Part IV. Monitoring and Evaluation

The UNDP Country Office shall be jointly responsible with the DIPU for financial management of projects and will in this regard provide quarterly technical and financial reports to the Division and shall host bi-annual meetings of the PSC to discuss performance of the UNVs and assess progress in the actualization of the Exit Strategy for phasing out the UNVs. For the provision of these services to the DIPU, UNDP will recover costs incurred for project support through an appropriate administrative fee that will, among other things, facilitate the management of this project. The financing of this programme will be met by the DIPU through cost sharing funds payable to the UNDP Country office in accordance with an agreed payment schedule.

The outcomes and outputs of these projects will form part of UNDP's corporate programme monitoring, reporting and oversight mechanisms. These will therefore be incorporated into UNDP's Strategic Results Framework (SRF) and its Results Oriented Annual Report (ROAR). Project performance will be assessed through the convening of meetings of the Project Steering Committee which will forward recommendations to the UNDP Resident Representative, and Secretary and Administrator of the DIPU, for decision in effecting changes or modifications to the Project. The PSC will be convened bi-annually by UNDP in consultation with the DIPU. Minutes of these meetings will be prepared by UNDP for approval of all members. Mid-term and Terminal Project Review meetings will be conducted mid-way and prior to closure of the project. The project will be audited in accordance with the provisions of UNDP's internal audit.

Part V. Legal Context.

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

The following type of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured 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.

Section II. Project Results and Resources Framework

PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended outcomes as stated in Country Results Framework:

- Improved efficiency and equity in the delivery of public infrastructure and utility services.
- Promotion of the UN Volunteer ethic to encourage community service, outreach and committed actions for the public good.

Outcome Indicators:

- Adequate supply of multi-tasked engineering services to the projects undertaken by the Division of Infrastructure and Utilities, Tobago House of Assembly.
- Increase in number of professional engineers and Quantity Surveyors in Tobago.
- Accelerated project implementation and improved roads, bridges and housing facilities in Tobago.
- Income from tourist arrivals increased
- Improvement in the quality of life of the citizens of Tobago
- Increased collaboration with the DIPU as a development partner.

Baseline: Estimated shortage of professionals in the Division of Infrastructure and Public Utilities. Weak and slow rate of project planning (particularly in relation to billing and estimation) design, implementation, monitoring and evaluation.

Target: Ensure adequate support for engineering services to address issues of basic road improvement and issues causing a deficit of professionals in the Division of infrastructure and Public Utilities to ensure long term sustainability of the sector.


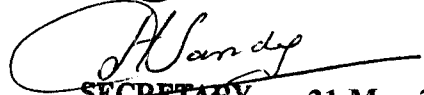

Intended Outputs	Indicative Activities (3 year period)	Inputs (US\$ for a 3 year period)
1.0 8 Specialized UNV Professionals <ul style="list-style-type: none"> ▪ 6 Civil/structural Engineers ▪ 1 Electrical Engineer ▪ 1 Quantity Surveyor 	1.0.1 Finalize TORs, selection and placement of UNV candidates with Government/Tobago House of Assembly/DIPU (UNDP).	1.0.1 \$850,960
2.0 Capacity Building	2.0.1 Develop capacity building and monitoring programme for local professionals (UNDP/consultant)	2.0.1 \$15,000
	2.0.2 One-week orientation workshop for 8 UNVs (UNDP/DIPU).	2.0.2 \$2,000
	2.0.3 Establish and Support Training Programme (UNDP/ DIPU).	2.0.3 None
3.0 Monitoring and Evaluation (UNDP/Tobago House of Assembly/UNV)	3.0.1 Establishment of Project Steering Committee (PSC): Six-monthly meetings	3.0.1 \$16,200
	3.0.2, Mid-Term Review and Terminal Project Review meetings.	3.0.2 \$7,000
	3.0.3 Development of an Exit Strategy (UNDP/Tobago House of Assembly)	3.0.3 \$5,000
4.0 Reporting 4.1 Miscellaneous	4.0.1 Terminal Project Report	4.0.1 \$6,000
		4.0.2 \$6,000
5.0 UNDP Country Office Administration (6.5% of total project cost)		5.0.1 \$59,030.40
TOTAL		\$967,190.40 (exchange rate of 1USD to 6.12TTD = TT\$5,919,205.25)

Section 111 – Budget

Part VI. Budgets

The funding for the initiative will come from the following sources:

Cost sharing from the Government of Trinidad and Tobago: \$US 967,190.40

On behalf of	Signature	Date	Name/Title
United Nations Development Programme		21 May 2004	Inyang Ebong-Harstrup Resident Representative
Executing/ Implementing Agency	 SECRETARY DIVISION OF INFRASTRUCTURE AND PUBLIC UTILITIES	21 May 2004	Mr. Hilton Sandy Secretary Division of Infrastructure and Public Utilities
Executing/ Implementing Agency	 ADMINISTRATOR DIVISION OF INFRASTRUCTURE AND PUBLIC UTILITIES	21 May 2004	Dr Ellis Burris Division of Infrastructure and Public Utilities

Section IV: UNV Total Workplan on Recruitment & Placement Process

Process	Responsible	Timeframe
Identification Phase		
Draft post descriptions	UNDP/DIPU	Upon approval of project document by UNDP T&T and Government
Advertisement of UN Volunteers assignments	UNV Hqs.	Upon receipt of post descriptions, signed project document and authorization to proceed with recruitment
Pre-selection of candidates and submission of candidates to UNDP T&T/DIPU	UNV Hqs.	Two weeks
Selection/acceptance of candidates	UNDP/DIPU	One week
Recruitment Phase		
Offer to candidates	UNV Hqs.	One week
Interviews, medical examinations, visas, security clearances and travel arrangements	UNDP offices in home country in coordination with UNV Hqs./UNDP T&T	Five weeks
In-service Phase		
Arrival formalities: such as temporary accommodation; country briefing, signature of contracts/code of rules; bank arrangements; initial payments; legal status arrangement; issuance of ID Cards	UNDP/DIPU	Upon arrival
Administration of UN Volunteers' entitlements/ obligations: such as Volunteer Living Allowance (VLA), Settling-in-Grant (SIG), security allowance and personal effects insurance payments; medical and life insurance coverage; attendance and annual leave records and contract extensions.	UNV Hqs./UNDP T&T	Throughout the assignment
Travel, visas and security clearances for dependants	UNDP offices in home country in coordination with UNV/UNDP T&T	Three weeks after permanent accommodation is secured
Work plan	Respective Division in coordination with UNV-PO	Throughout the assignment
Monitor UN Volunteers' performance	UNDP/UNV Hqs.	Throughout the assignment
End-of assignment Phase		
Submission of end-of-assignment report and final checklist.	UN Volunteers	One month before expiration of contract
Travel arrangements to home countries and payment of Resettlement Allowance (RSA).	UNDP/UNV	Upon submission of end-of-assignment report and final checklist.

Annual Work Plan

United Nations Development Programme
Trinidad & Tobago

Year: 2004

Project Number:

Project Title: Support for Institutional Strengthening and Capacity-building to the Division of Infrastructure and Public Utilities

Expected Output	Key Activities	Timeframe (June 04-June 05)				Responsible Partner	Planned Budget		
		Q1	Q2	Q3	Q4		Fund	Donor	Budget Description
Professional surveyors to meet the requirements of DIPU, THA is increased	▪ Draft post descriptions	X				UNDP/DIPU	None		
	▪ Advertisement of UN Volunteers assignments	X				UNDP			
	▪ Recruitment and Placement of UNVs	X				UNDP			
	▪ Monitor UN Volunteers' performance		X	X	X	UNDP			
Sub total									
Improved efficiency and equity in the delivery of services to DIPU	• Conduct one-week orientation workshop for 8 UNVs	X				UNDP/DIPU			
	▪ Establish and Support Training Programme for technicians		X	X	X	UNDP/DIPU			
	▪ Produce quarterly report		X	X	X	DIPU			
	Sub total								
Management and Coordination system in place and functional	• Establish Project Steering Committee (PSC)		X	X	X	UNDP/DIPU			
	• Conduct six bi-monthly meetings of the PSC					UNDP/DIPU			
	▪ Conduct Mid-Term Review meeting				X	UNDP/DIPU			
	▪ Design exist strategy				X	UNDP/DIPU			

	•	Conduct Terminal Review meeting				X	UNDP/DIPU	
	•	Produce terminal report				X	UNDP/DIPU	
Sub total								
Total								

SIGNATURE PAGE

Country: Trinidad and Tobago

UNDAF Outcome(s)/Indicator(s): _____
(Link to UNDAF outcome., If no UNDAF, leave blank)

Expected Outcome(s)/Indicator (s): **Improved efficiency and equity in the delivery of public service**

(Those that are linked to the project, are extracted from the CP and are linked to the SRF/MYFF goal and service line)

Expected Output(s)/Indicator(s): **Increased number of professional engineers and quantity surveyor**

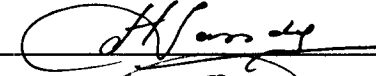

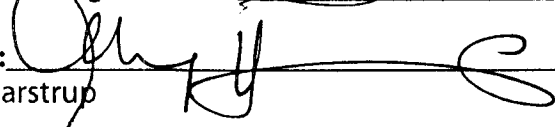
(Those that are linked to the project, are extracted from the CP and are linked to the SRF/MYFF goal and service line)

Implementing partner: **Division of Infrastructure and Public Utilities**
(designated institution)

Other Partners: _____
(formerly implementing agencies)

Programme Period: June 2004 – May 2007
 Programme Component: Provision of Services
 Project Title: Institutional Strengthening and Capacity-building for the Promotion of Good Governance in Tobago
 Project Code: _____
 Project Duration: Thirty Six (36) mths

Total budget: **US\$ 976,190.40**
 Allocated resources: **\$US 976,190.40**
 Government **US\$976,190.40**
 • • Regular _____
 • • Other: *(including in-kind contributions)*
 ○ ○ Donor _____
 ○ ○ Donor _____
 ○ ○ Donor _____
 Unfunded budget: _____

Agreed by (Government): ^{T.H.A}  _____
 Mr. Hilton Sandy
 Agreed by (Implementing Partner):  _____
 Dr. Ellis H. Burris
 Agreed by (UNDP):  _____
 Dr. Inyang Ebong-Harstrup