



United Nations Development Programme

Country: Trinidad and Tobago

Project Document

Project Title

Elaboration of a Strategy for the Reduction of Carbon Emissions in Trinidad and Tobago.

UNDAF Outcome:

UNDAF Outcome 1: Effective public participation in governance structures at all levels.

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

Creating an enabling environment for sustainable development.

Expected Output(s):

(Those that will result from the project)

1. Institutional capacity for the development of CO2 reduction strategy developed.
2. Strategic and policy framework for CO2 reduction elaborated.
3. Framework for strategy implementation developed.

Executing Entity:

Ministry of Housing and the Environment MHE

Responsible Agencies:

Ministry of Housing and the Environment (MHE)/UNDP

Brief Description

Trinidad and Tobago has one of the highest growth rates and per capita incomes in the region. The country's economy is heavily dependent on oil and gas with a significant level of industrialization and urbanization. The result of this is a relatively high level of carbon emissions particularly within the transportation, manufacturing and power generation sectors. Both national policies and international commitments point to the need to address this issue. This project seeks to provide development support to the MHE in the elaboration of a carbon reduction policy, strategy and implementation framework through technical analysis, capacity development and knowledge sharing over a 3 year period.

Programme Period:	Nov 2010 – Nov 2013	Total resources required	US\$ 579,984
Key Result Area:	4.3. Promoting climate change adaptation	Total allocated resources:	_____
Atlas Award ID:	TBD	• Other:	_____
Start date:	Nov 2010-Nov 2013	• UNDP Program cost	US\$100, 000
PAC Meeting Date	May 2010	• Government	US\$ 479,984
		• Unfunded budget:	_____
			US\$579,984

Agreed by (Government) Dr. Roodal Moonilal, Minister, Ministry of Housing and the Environment. Date:

Roodal Moonilal

Agreed by Mrs. Veronica Belgrave, Permanent Secretary, Ministry of Housing and the Environment. Date: 19/11/2010

Veronica Belgrave

Agreed by Dr. Marcia De Castro, UNDP Resident Representative:

Date:

Marcia De Castro

6/12/2010

I. SITUATION ANALYSIS

Trinidad and Tobago is the most industrialized country in the Caribbean. This industrialization is based largely on oil and gas, and related petrochemical and other manufacturing activities including iron and steel, cement, methanol, nitrogen and other products. Economic growth between 2000 and 2007 averaged slightly over 8%, significantly above the regional average of about 3.7% for that same period; however, it has slowed down since then and contracted about 2.7% in 2009. Growth has been fueled by investments in liquefied natural gas (LNG), petrochemicals, and steel. Trinidad and Tobago is the leading Caribbean producer of oil and gas, and its economy is heavily dependent upon these resources but it also supplies manufactured goods, notably food and beverages, as well as cement to the Caribbean region. Oil and gas account for about 40% of GDP and 80% of exports, but only 5% of employment. The country is also a regional financial center, and tourism is a growing sector, although it is not as important domestically as it is to many other Caribbean islands. The development of energy intensive industries on a small physical land mass accompanied by a high level of urbanization has resulted in a number of environmental challenges for Trinidad and Tobago including a high level of carbon emission per capita.

Trinidad and Tobago is also a signatory to a number of international conventions which mandate national actions to address many global environmental challenges. In the specific case of climate change and global warming, international consensus establishes the pivotal role of CO₂ as a causal agent. As such this country has signed the United Nations Framework Convention on Climate Change (UNFCCC) as well as the Kyoto Protocol, under which developed countries have committed to reduce green house gasses to agreed targets by 2012. Notwithstanding, all countries, including developing countries have a legal obligation under the convention to institute measures that would avoid, reduce or sequester carbon in order to achieve the ultimate objective which is the stabilisation of greenhouse gases in the atmosphere. Additionally, under the convention Trinidad and Tobago has begun its periodic reporting obligation to the UNFCCC. In 2001 the country completed and submitted the country's First National Communication to the UNFCCC secretariat. This baseline assessment generated information for the 1990 base year on four broad areas namely:

- National Circumstances
- National Inventory of Green House Gasses
- Statements on Vulnerability and Adaptation
- Technology Needs and Capacity Building for Research

This report, serving as a baseline of the status of national carbon emissions, identified the transportation, industrial and power production sectors as the most significant source of carbon emissions nationally. Total GHG emissions for Trinidad and Tobago were estimated to be 15 000 Gg (CO₂ equivalent). With respect to sectoral contribution, the combustion of fossil fuel for the production of energy contributed 66% of the total anthropogenic CO₂ emissions, with the industrial processes contributing the remaining 34%. Within the energy sector, the energy industries contributed 44% of the total emissions, manufacturing and construction in industries 38%, transportation 15% and the other activities 3% (Initial National Communication of the Republic of Trinidad and Tobago, 2001).

Trinidad and Tobago is in the process of completing its Second National Communication. Apart from these initiatives, however, the country has participated in a number of regional and national actions to address carbon dioxide emissions. For instance, Trinidad and Tobago was a participating country in the CARICOM regional project titled "*Adapting to Climate Change in the Caribbean*" in which strategies were explored to prepare the small island developing states of the region to the challenges of climate change. The country also participated in a follow-up initiative for *Mainstreaming Climate Change Adaptation in SIDS*. At the national level the government has signalled its recognition of the issue through a number of clearly articulated public statements which acknowledge the challenge of climate change to long term national development.

Efforts to confront environmental challenges are funded through at least three sources in Trinidad and Tobago. Firstly public funds are allocated to treat with mainly national challenges such as public awareness building, development and implementation of the regulatory framework, conservation and biodiversity protection, watershed and coastal area management, and CO₂ reduction. National environmental management efforts which support the response to global challenges are funded through the country's participation in the multinational framework of conventions, treaties and protocols, particularly through the Global Environmental Facility.

Considering domestic activities, the core strategic approach to minimizing the consumer carbon footprint lies in the overall reduction of activities and consumption of products and services which generate CO₂ emissions in the three major sectors

II. STRATEGY

The UNDP Country Office in Trinidad and Tobago is proposing to assist the Government in developing a national CO₂ reduction strategy through the provision of technical support for capacity building, sharing of relevant global experiences, and the provision of relevant technical expertise. This builds on UNDP's past efforts to support national activities aimed at meeting Trinidad and Tobago's international obligations including UNDP's technical support to the Initial National Communication. It will also enable Trinidad and Tobago to access and apply UNDP's international knowledge networks and best practice in this area to the national agenda. For this project UNDP support can be provided through its new corporate programme, MDG Carbon Facility as well as its global network of experience. In addition, operational assistance to the project is available as specified in the section on management arrangements

The core technical strategy for CO₂ reduction in Trinidad and Tobago will be to address the three sectors currently identified as the major CO₂ emitters, these being the transportation, industrial and power generation sectors.

It is proposed that the methodology to be used for arriving at the strategy will include but not be limited to:

- Socio-economic analysis of projected developments in the relevant sectors to arrive at a possible business as usual (BAU) trajectory
- Analysis of the efficacy of intervention options on a balance of costs and benefits
- Development of a low greenhouse gas emission trajectory based on the above to highlight a significant deviation from the BAU scenario
- Ongoing consultation with relevant stakeholders on proposed intervention options to ensure feasibility, acceptability and buy-in

The elements of the methodology proposed are standard to the development of carbon reduction strategies worldwide.

The project includes the following main outputs:

- ❖ The legislative and policy institutional framework for CO₂ reduction strengthened;
- ❖ Clear strategic elements and policies identified for reducing CO₂ emissions from the target sectors identified;
- ❖ Framework for strategy implementation developed;

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the UNDP Country Programme Results and Resource Framework: Outcome 2. Creating an enabling environment for sustainable development.</p> <p>Outcome indicators as stated in the UNDP Country Programme Results and Resources Framework, including baseline and targets: <i>Baseline:</i> Key elements (policy, institutional framework, public participation) for sustainable development need strengthening. <i>Indicators/targets:</i> Mechanisms for articulating sustainable development goals and fostering public participation exist and are functioning.</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan): 4.3. Promoting climate change adaptation</p> <p>Project title and ATLAS Award ID: Elaboration of a Strategy for the Reduction of Carbon Emissions in Trinidad and Tobago</p>					
INTENDED OUTPUTS	TARGETS	INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS US\$
<p>Output 1: Institutional capacity for the development of CO2 reduction strategy strengthened.</p> <p>Baseline: Insufficient capacity to develop strong CO2 reduction strategies in government agencies.</p>	<p>Capacity building program designed and delivered to selected government ministries and agencies on areas relevant to carbon reduction strategies, such as: socio-economic analysis and cost-benefit analysis, methodology for developing BAU and intervention trajectories</p> <p>Continued capacity building in the above through participation of government agencies in activities targeted for this period</p>	<p>Training materials and subject area materials developed</p> <p>Methodology for BAU and intervention trajectories developed and elaborated</p> <p>At least two training sessions/ workshops held</p> <p>Interagency framework for participation operational</p>	<p>Actions:</p> <ul style="list-style-type: none"> - Determine modality of training - Identify expertise and knowledge transfer requirements - Develop training schedule for agencies/sectors - Develop schedule of activities and framework for participation of selected agencies in targeted activities. 	<p>Project manager UNDP Programme Officer (procurement) Training consultant</p>	<p>Project manager: US\$40,500 (one quarter of total cost for project period= 36 months*US\$ 4,500=US\$162 000)</p> <p>Administrative expenses: US\$ 13 500 (one quarter of total cost for project =36 months* US\$ 1500 per mth=US\$ 54 000)</p> <p>Training consultant (12 months *US\$3 500)= US\$ 42 000</p> <p>Training session facilitator= 5*2 000= US\$ 10 000</p> <p>Training sessions= 5*US\$8 000=US\$ 40 000</p> <p>Travel and field expenses= US\$26,000</p> <p>Total: US\$172 000</p>

<p>Output 2: Strategic and policy framework for CO2 reduction elaborated</p> <p>Baseline: Lack of data on socio-economic impact of carbon emissions from business as usual in the core sectors</p> <p>Lack of data on the costs and benefits of interventions to reduce carbon emissions in the relevant sectors</p> <p>Lack of coordinated strategy and policy for CO2 reduction. Existing sectoral policies disconnected – i.e. integration and harmonization of policies needed to avoid duplication and conflict</p>	<p>Technical analysis of core sectors (industrial, transportation and power generation sectors) conducted to identify CO2 reduction opportunities</p> <p>Strategy and policy framework for CO2 reduction developed</p>	<p>Synergies and gaps in existing policy and legislation assessed. Business As Usual (BAU) trajectory developed for all relevant sectors</p> <p>Socio-economic and environmental impact of BAU assessed</p> <p>Cost benefit analysis of intervention options conducted for three sectors</p>	<p>Actions:</p> <ul style="list-style-type: none"> - Source expertise to conduct target activities - Analyse existing policy and legislation - Conduct desk review and technical literature search - Source existing data where appropriate - Collect primary data on socio-economic impact of BAU and cost-benefits analysis for core sectors - Identify and analyse interventions for core sectors - Consult key national stakeholders to assess identified abatement options and interventions - Convene meetings and workshops as necessary to elaborate CO2 reduction strategy 	<p>Project Manager UNDP Programme Officer (procurement) Technical consultants</p>	<p>Technical consultants 2*24 months*US\$3 000= US\$144 000</p> <p>Project manager:US\$40,500 (one quarter of total cost for project period= 36 months*US\$ 4,500=US\$162 000)</p> <p>Administrative expenses: US\$ 13 500 (one quarter of total cost for project =36 months* US\$ 1500 per mth=US\$ 54 000)</p> <p>Two stakeholder consultations=US\$ 4000 *2= US\$8 000</p> <p>Two workshops= US\$4000*2= US\$8 000</p> <p>Total: US\$214 000</p>
<p>Output 3: Framework for strategy implementation developed. Baseline: Existing institutional framework</p>	<p>Strategic, legislative and policy framework for CO2 reduction elaborated</p> <p>Implementation plans and specific projects for CO2 reduction elaborated and</p>	<p>Assessment of existing institutional avenues for strategy implementation completed</p>	<p>Actions:</p> <ul style="list-style-type: none"> - Assess intervention options for programming and project development as required - Examine existing 	<p>Project Manager UNDP Programme Officer (procurement) Technical</p>	<p>Technical consultant 1*10 months*US\$2 500= US\$25 000</p> <p>Project manager:US\$81,000 (half of total cost for project period= 36 months*US\$ 4,500=US\$162 000)</p>

<p>is for general inter-agency collaboration and cooperation. Lack of specific implementation framework</p>	<p>approved</p>		<p>institutional framework to determine possible avenues for strategy implementation</p> <ul style="list-style-type: none"> - Assess existing programmes and projects to determine synergies with planned CO2 reduction activities - Define institutional arrangements to inform implementation framework - Draft framework for strategy implementation action - Consult key national stakeholders to assess framework - Revise framework based on consultations 	<p>consultants</p>	<p>Administrative expenses: US\$ 27 000 (one half of total cost for project =36 months* US\$ 1500 per mth=US\$ 54 000)</p> <p>Two stakeholder consultations=US\$ 5000 *2= US\$10 000</p> <p>Total: 143, 000</p>
<p>Output 4 : M&E Baseline: N/A</p>	<p>Project achieving results according to plan Evaluation completed</p>	<p>Quarterly Monitoring completed by project Board Regular Monitoring and reporting completed throughout project by Project Manager</p>	<p>Actions: - Ongoing monitoring - Conduct Audit and Evaluation of project</p>	<p>Project manager; UNDP Programme officer</p>	<p>End of project evaluation =US\$8 000 Hire of audit firm= US\$5,000</p> <p>Total: US\$13 000</p>
<p>Cost Recovery GMS</p>					<p>37,940</p>
<p>Total Amount</p>					<p>579 940</p>

IV. ANNUAL WORK PLAN

Year 1

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (\$US)
<p>Output 1: Institutional capacity for the development of CO2 reduction strategy developed.</p> <p>Baseline: Lack capacity to develop strong CO2 reduction strategies in government agencies.</p> <p>Indicators: Training materials and subject area materials developed At least two training sessions/workshops held Interagency framework for participation operational</p>	<p>1. Identify and source expertise</p> <ul style="list-style-type: none"> - TORS developed - Procurement initiated - Procurement completed - Consultant hired 	X				Project Manager UNDP Programme Officer	Project Manager Procurement costs Administrative costs	13 500 2 000 2 500	
	<p>2. Determine training modalities for delivery</p> <ul style="list-style-type: none"> - Determine training needs - Assess feasibility of training modalities 		X			Project manager Training consultant	Project manager Training consultant Administrative costs	13 500 10 500 4 500	
	<p>3. Develop training modules</p> <ul style="list-style-type: none"> - Determine subject matter and training structure - Develop training materials 		X	X		Project manager Training consultant	Project manager Training consultant Administrative costs	13 500 10 500 4 500	
	<p>4. Training initiated</p> <ul style="list-style-type: none"> - Training sessions/modalities planned - Training sessions implemented 				X	Project manager Training consultant	Project manager Training consultant Training facilitator Training sessions Administrative costs Travel/Field expenses	13 500 10 500 6 000 16 000 4 500 3 000	
	<p>5. Schedule of project activities developed</p> <ul style="list-style-type: none"> - Work plans finalised 	X				Project manager			

<p>Output 2: Strategic and policy framework for CO2 reduction elaborated</p> <p>Baseline: Lack of data on socio-economic impact of carbon emissions from business as usual in the core sectors</p> <p>Lack of data on the costs and benefits of interventions to reduce carbon emissions in the relevant sectors</p> <p>Lack of coordinated strategy and policy for CO2 reduction. Existing policies too fragmented – i.e. separate policies for climate change, renewable energy, CNG conversion for alternative fuels and carbon reduction task force</p> <p>Indicators: Synergies and gaps in existing policy and legislation assessed.</p> <p>Business As Usual (BAU) trajectory developed for all relevant sectors</p> <p>Impact of BAU assessed</p> <p>Cost benefit analysis of intervention options conducted for three sectors</p>	<p>X</p>	<p>X</p>			<p>Project Manager UNDP Programme Officer</p>	<p>Procurement costs</p>	<p>2 000</p>
<p>Analysis of sectoral development plans and policies</p>					<p>Project manager Technical consultant</p>	<p>Technical consultant</p>	<p>9 000</p>
<p>Project costs and benefits of existing development plans for key sectors estimated.</p> <p>Collect and analyse data on costs associated with business and usual</p> <p>Collect and analyse data on benefits associated with business as usual</p> <p>Conduct cost benefit analyse</p>			<p>X</p>	<p>X</p>		<p>Technical consultants (2) Technical consultant (1)</p>	<p>18 000 9 000</p>

	Projected CO2 emissions arising out of sectoral development plans estimated. - source existing data - collect primary data - data analysed					X	X		Project manager Technical consultants	Technical consultants	18 000
Output 3: Development of Implementation Framework	No activity for this period										
Output 4: Baseline: N/A Indicators: 1. Quarterly Monitoring completed by project Board 2. Regular Monitoring and reporting completed throughout project by Project Manager	Successful monitoring and reporting on project - Quarterly reports for project board - Ad hoc reports as needed - Financial Monitoring - Mid Term Report - Final Report - Lessons Learnt Report		X				X	X	Project manager Programme officer		184 500
TOTAL											

Year: 2

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount

	Consultations with relevant stakeholders to finalise intervention options							X	Project manager Technical consultant	Technical consultants	18 000
Output 3: Development of Implementation Framework Baseline: Existing institutional framework is for general inter-agency collaboration and cooperation. Lack of specific implementation framework Indicators: Assessment of existing institutional avenues for strategy implementation completed	Assessment of capacity for implementation based on existing framework	X							Project manager Technical consultant	Technical consultant	5 000
	Recommendations for strengthening as appropriate		X						Project manager Technical consultant	Technical consultant	2 500
	Elaboration of implementation strategy into implementation framework			X					Project manager Technical consultant	Technical consultant	5 000
					X						
Output 4: Monitoring	Quarterly reports produced	X	X	X				X	Project manager Programme officer		
	Mid term report produced			X					Project manager Programme officer		
	Ad hoc reports as necessary								Project manager Programme officer		
TOTAL											218 000

YEAR 3

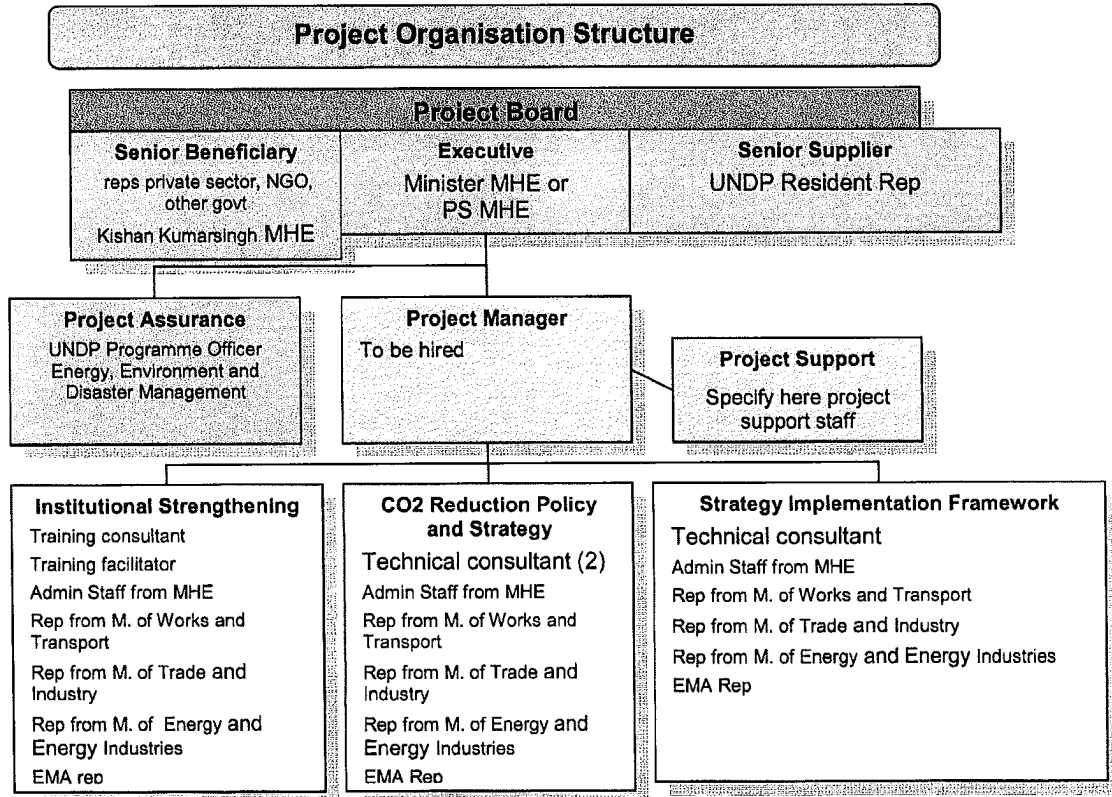
EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description

Output 1: Institutional capacity for the development of CO2 reduction strategy developed. Baseline: Indicators: Targets:	Participation in other project activities as needed such as stakeholder consultation	X	X	X	X	X	Project manager Technical consultants	54 000 18 000
Output 2: Strategic and policy framework for CO2 reduction elaborated Development of low carbon trajectories for three sectors And target setting as appropriate Draft policy and strategy developed	Assessment of identified intervention options	X					Project manager Technical consultants	9 000
	Construction of low carbon trajectory for each sector		X				Technical consultants	9 000
	Policy framework elaborated		X					
Output 3: Development of Implementation Framework Assessment of existing programmes and projects completed	Stakeholder consultation to obtain feedback on policy		X				Technical consultants Stakeholder consultations Workshops	9 000 8 000 8 000
	Identification of activities to achieve strategy	X					Technical consultant	5 000

V. MANAGEMENT ARRANGEMENTS

The Executing Agency for the project will be the Ministry of Housing and the Environment (MHE). This project will be managed using the Country Office Support to National Execution (NEX) modality, and the Project Manager will be hired and report to the Project Coordinator MHE.

Overall management arrangements will be handled by a Project Board as shown in the graphic below.



This project will be financed by the Ministry of Housing and the Environment. Arrangements for such financing will be based on a Cost Sharing Agreement which will detail the procedures surrounding receipt of these funds by UNDP.

Project Assurance

UNDP will assume the major project assurance role. (See roles and responsibilities of UNDP below)

Executing Agency – Ministry for Housing and the Environment

1. Obtain and allocate resources for the project in a timely manner
2. Certification of all payments
3. Participation in the Project's Steering Committee Meeting
4. Certification of annual expenditure reports prepared by UNDP
5. Convening of and participation in Project Board meetings
6. Preparation of Annual project Report
7. Provides guidance to the project manager in the execution of monitoring and evaluation activities
8. Participation in monitoring and evaluation of project activities and outcomes
9. Collaborate with the project manager and UNDP in drafting Terms of Reference for any expert or adviser

UNDP – Senior Supplier

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

1. Identification and recruitment of both national and international experts with prior agreement of the Executing Agency, MHE. The MHE will liaise with UNDP on any matters of concern.
2. Participate in meetings of the Project Board
3. Provide thematic and technical backstopping
4. Payment of experts upon certification by the project manager
5. Regularly review the status of project objectives, activities, outputs, risks and emerging issues and when necessary convey concerns to relevant parties
6. Financial management of the project and preparation of financial reports

UNDP will process payments after confirming the following:

- Activities financed are within the scope of the project
- The project manager has certified payment within an appropriate time frame
- Project funds are available to facilitate disbursements

In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery this Contribution, sourced from Other Resources, shall be subject to cost recovery by UNDP for indirect costs incurred by UNDP Headquarters (UNDP HQ) and Country Office (CO) structures in providing General Management Support (GMS) services. GMS encompasses general oversight and management functions of UNDP HQ and CO units, and include the following specific services:

- Project identification, formulation and appraisal
- Determination of execution modality and local capacity assessment
- Procurement of consultants
- Briefing and de-briefing of project staff and consultants

minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Performance Review covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

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

At the completion of the project an end of project report shall be prepared by the project manager detailing achievements of the project, lessons learned during the duration of the project and suggestions for new projects and ideas for implementation in the future in collaboration with the government.

Due to the scale of this project, only a single end-of-project evaluation will be conducted. The end-of-project evaluation will serve to document relevant lessons which can be drawn to support organizational learning, and to ensure significant financial coverage (i.e. the magnitude of project financial resources) to support the accountability of the executing agency. Project evaluation will be conducted jointly between UNDP and MHE.

The following reasons may be accepted as justifications for not conducting an evaluation that should be mandatory: 1. cancellation of the project; 2. the project has been evaluated by a development partner and the substantive concerns of UNDP have been adequately assessed by that evaluation.

VII. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: Institutional capacity for the development of CO2 reduction strategy developed		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Capacity development of relevant Ministries	Start Date: September 2010 End Date: September 2013
Purpose	<i>What is the purpose of the activity?</i> To build knowledge and skills of key Ministries to assess costs and benefits of sectoral development trajectories and the selection of low carbon alternatives.	
Description	<i>Planned actions to produce the activity result.</i> Training modules designed and implemented Participation of government representatives in data collection, analysis and policy formulation.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Capacity developed in participating government agencies in the area of cost benefit analysis, including methodologies for estimating carbon trajectories, selection of low carbon alternatives	Measure capacity developed against baseline established at beginning of project	End of Year 2; End of Year 3
Levels of satisfaction of government participants in training and project activities	Training evaluations Field exercise evaluations	After each training After each field exercise

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OUTPUT 2: Strategic and policy framework for CO2 reduction elaborated		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID:</i> CO2 reduction strategy and policy	Start Date: September 2010 End Date: September 2013
Purpose	<i>What is the purpose of the activity?</i> Elaborate strategic and policy framework for CO2 reduction in Trinidad and Tobago	
Description	<i>Planned actions to produce the activity result.</i> Assess existing policy and legislation to determine gaps; measure impact of existing development options pursued by key sectors; assess impact of interventions; compare both in terms of reductions in emissions and costs and benefits.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Draft policy elaborated	Draft policy submitted by consultant	September 2010
Inclusion of feedback of relevant stakeholders from government, private sector and civil society	Feedback from at least two stakeholder consultations included in policy document	September 2010

OUTPUT 3: Framework for strategy implementation developed.		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> CO2 reduction strategy framework developed	Start Date: September 2011 End Date: September 2013
Purpose	<i>What is the purpose of the activity?</i> To develop an implementation framework for the CO2 reduction policy and strategy	
Description	<i>Planned actions to produce the activity result.</i> Assessment of actions required by CO2 reduction strategy and possibilities for inclusion into existing frameworks and work plans. Expansion of existing frameworks to accommodate objectives of CO2 strategy	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Strategy framework for implementation developed	Implementation strategy delivered to MPHE	September 2013
Inclusion of feedback of relevant stakeholders from government, private sector and civil society	Feedback from stakeholder consultation included in framework document	September 2013

OUTPUT 4: Monitoring and evaluation		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> M&E	Start Date: January 2011 End Date: December 2013

Purpose	<i>What is the purpose of the activity?</i> Assuring achievement of results of project and measuring through an evaluation success of the project in achieving it's objectives	
Description	<i>Planned actions to produce the activity result.</i> Monitoring by project manager and ongoing reporting to Project Board Audit at project conclusion	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Active usage of Atlas project management module to document project progress	Quarterly project board meetings held with quarterly progress report and updated risks, issues, quality and management sections	Quarterly
Audit held	Audit firm contracted and audit conducted.	Q4 2013

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date to be filled in).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

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

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

VIII. ANNEXES

Risk Analysis.

Project Title: Elaboration of a strategy for the Reduction of Carbon Emissions in Trinidad and Tobago						Award ID: TBD Project ID: TBD	
#	Description of the Risk	Date Identified	Type	Impact/Probability (scale 1 to 5 with 1 lowest)	Countermeasures / Mngt response	Owner	Submitted, updated by
1	Draft policy and strategy not completed or accepted	May 2010	Operational	Policy and strategy not of good quality and lack of buy in. P = 4 I = 5	<ul style="list-style-type: none"> o project manager to draft clear drafting time schedule o consultations and feedback from all stakeholders o sessions with MHE staff to clarify drafting process o meetings held with other stakeholder Ministries to gather feedback to increase buy in 	Project manager	UNDP
2	No govt staff available to utilise capacity built for sustainable involvement in carbon reduction strategies beyond this project	May 2010	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 key staff in the process o Keep project board closely updated on progress 	Project Manager	UNDP
3	Counterpart govt staff reassigned to other divisions	May 2010	Operational	Counterpart staff leave to other divisions resulting in unsuccessful capacity development P = 2 I = 5	<ul style="list-style-type: none"> o Develop strategy to reduce vulnerability and institutionalize knowledge o Liaise closely with MHE 	Project Manager and Project Executive	UNDP
4	No funding received from government	May 2010	Operational	Project currently has received Cabinet approval but awaits approval from Ministry of Finance for commitment of funds	<ul style="list-style-type: none"> o UNDP provides seed funding of US\$100 000 to kick start project and emphasis UNDP's commitment to project proposal 	UNDP Programme Officer	UNDP

**COST SHARING AGREEMENT BETWEEN THE
UNITED NATIONS DEVELOPMENT PROGRAMME
AND
THE MINISTRY OF HOUSING AND THE ENVIRONMENT**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the Government of Trinidad and Tobago through the Ministry of Housing and the Environment (hereinafter referred to as the "Donor") have agreed to co-operate in the implementation of the project "**Elaboration of Strategy for Reduction of Carbon Emissions in Trinidad and Tobago**" in Trinidad (hereinafter referred to as "the Project ")

WHEREAS the Donor 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 is prepared to receive and administer the contribution for the implementation of the project,

WHEREAS the Government of Trinidad and Tobago has approved of the contribution of the Donor to the project;

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

Article I

The Donor shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of **US\$479, 984.00**

1. The Donor shall, in accordance with the schedule of payments set out below, deposit the contribution in UNDP's contribution account:

Chase Bank
International Agencies Banking
1166 Avenue of the Americas, 17th Floor
New York, NY 10036-2708
UNDP Contributions Account
No. 015-002284
SWIFT Address: CHASUS33

(In making the deposit please identify the project number: 00076546).

<u>Date payment due</u>	<u>Amount(US\$)</u>
a) November 15 th , 2010	80, 645
b) October 3 rd , 2011	233, 260
c) October 2 nd , 2012	150,335

The above schedule of payments 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.

3. The UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
4. All financial accounts and statements shall be expressed in United States dollars.
5. The value of a contribution-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 UNDP of the contribution-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 Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.
6. Any interest income 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 by UNDP related to the provision of support services, namely:

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%

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 and directives, applying its normal procedures for the execution of its projects.
2. Project management and expenditures shall be governed by the regulations, rules and directives of UNDP and, where applicable, the regulations, rules and directives of the Executing Entity/Implementing Partner.

Article IV

1. The implementation of the responsibilities of the UNDP and of the Donor 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 and to be in line with the attached Project Document.

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 Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavours to obtain the additional funds required.
3. If the contribution-payments 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 Donor 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 and directives of UNDP.

Article VII

UNDP shall provide the Donor on request with financial and other reports prepared in accordance with UNDP reporting procedures.

Article VIII

1. UNDP shall notify the Donor when all activities relating to the contribution have been completed.
2. Notwithstanding the completion of all activities relating to the contribution, UNDP shall continue to hold unutilized contribution-payments 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 contribution-payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

Article IX

1. After consultations have taken place between the two Parties to this Agreement and provided that the contribution-payments 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 Donor. The Agreement shall cease to be in force thirty (30) 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 Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized contribution-payments 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. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

Article X

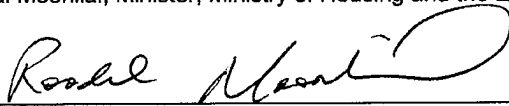
This Agreement shall enter into force upon signature and deposit by the Donor of the first contribution-payment to be made in accordance with the schedule of payments set out in Article I, paragraph 2 of this Agreement.

This Agreement shall be valid from the date it enters into force through 31 December 2012.

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

Agreed by (Government) Dr. Roodal Moonilal, Minister, Ministry of Housing and the Environment

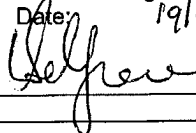
Date:



Agreed by Mrs. Veronica Belgrave, Permanent Secretary, Ministry of Housing and the Environment

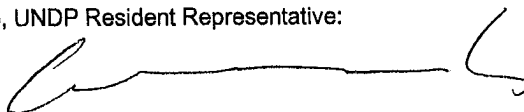
Date:

19/11/10



Agreed by Dr. Marcia De Castro, UNDP Resident Representative:

Date:



6/12/2010

Terms of Reference: Project Manager

<p>UNITED NATIONS DEVELOPMENT PROGRAMME</p> <p>UNDP COUNTRY OFFICE – TRINIDAD AND TOBAGO</p> <p>Terms of Reference/Job Description</p>
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Post Title: Project Manager, Elaboration of a Strategy for the Reduction of Carbon Emissions in Trinidad and Tobago

Duration: Thirty six months

Duty Station: Trinidad and Tobago (TT)

Starting date: TBD

Application deadline: TBD

Description:

UNDP is the UN's global development network and assists programme countries to build and share solutions to the challenges of globalization and human development. UNDP's Country Office in Trinidad and Tobago provides policy advice and technical support to 4 UNDP Country Offices in the Caribbean Region. In addition it implements national programmes and acts as a hub for national knowledge management activities. The position will be part of the National Energy and Environment Practice, namely its climate change and energy programme.

The entry into force of the Kyoto Protocol of the UN Framework Convention on Climate Change provides countries such as Trinidad and Tobago with new opportunities for leveraging resources from rapidly growing carbon markets to modernize their energy, industrial, housing and other sectors and support further energy and environmental policy reforms. Development of institutions, frameworks, and national capacities that would enable transition economies such as Trinidad and Tobago to realize the above mentioned potential is emerging as a critical issue in this regard.

UNDP through its national programme supports carbon reduction capacity development activities in Trinidad and Tobago by supporting the implementation of Enabling Activities as part of the implementation of the country's obligations under the UNFCCC. The government of Trinidad and Tobago has recently expressed specific interest in expanding its initiatives to address the issue of climate change, by seeking to develop and implement a CO₂ reduction strategy, and it is expected that such strategy would lead to significant reduction of carbon emissions nationally over the next 2-3 years. Furthermore, it is anticipated that UNDP through its new corporate programme, MDG Carbon Facility, will provide a full range of services for identification, development and implementation of projects under the Joint Implementation (JI), Clean Development Mechanism (CDM) and voluntary carbon market schemes.

Scope of Work:

The Project Manager CO₂ Reduction Strategy -Trinidad and Tobago (PM) will work under the overall guidance and supervision of the Ministry of Housing and the Environment, Trinidad and Tobago and in close consultation with the UNDP focal point for Environment, Energy and Disaster Preparedness. The role of the Consultant will be to oversee and support development and implementation of the Elaboration of a Strategy for the Reduction of Carbon Emissions in Trinidad and provide advisory services with regard to development of its carbon reduction projects.

The Project Manager is expected to contribute technical expertise to the various thematic and cross-cutting assessments, ensure proper coordination of all activities, and manage and approve the activities and outputs of the consulting teams.

Under the responsibility of a cabinet appointed Project Steering Committee (PSC), the Project Manager has the following principal responsibilities:

-
- To lead and coordinate the day-to-day management of the project and the project staff, including administration of the project according to UNDP procedures, accounting for the project, technical management of the project, and the timeliness of project implementation.
-
- The PM will lead the development of the detailed project design, in collaboration with the relevant technical advisors and in consultation with the UNDP country office and the Steering Committee. This includes the production of a work plan; preparation of the Terms of Reference for international and national experts recruited under the project, preparation of technical specifications for equipment purchased under the project; cost estimation; activity scheduling, and reporting on the forward planning of project activities and budget expenditures.
 - The PM will assist in the selection of consultants and short-term experts recruited under the project, in full accordance with relevant Trinidad and Tobago and UNDP rules, regulations, and procedures.
 - The PM will ensure his full awareness, familiarity and compliance with all financial and technical rules, regulations and procedures relevant for the project implementation (both UNDP and national). The PM will also be responsible for ensuring that the project staff (and other relevant staff of participating organizations) is aware and familiar with these rules, regulations and procedures, and with their application.
 - The PM is responsible for ensuring activities stipulated in the work plan, such as workshops, capacity assessments, training, action plan development and inventories, are implemented. This includes:
 - Designing the National CO₂ Reduction Strategy capacity building strategy and programme
 - Development of cost benefit analysis of existing plans and programmes and interventions proposed for in key sectors
 - Identification of priorities and key action plans to address the most important sources of CO₂ emissions
 - Elaboration of a CO₂ reduction policy, strategy and implementation framework for Trinidad and Tobago
 - Help to extract and disseminate knowledge and lessons learnt from relevant energy and climate change projects in the region.
 - The PM will coordinate, monitor, and supervise the activities of consultants and short term experts providing input to the project, including the supervision of the implementation of the activities undertaken by consultants and experts; logistics; the review of technical and progress reports; the achievement of the project outputs and objectives; and cost control including overseeing overall resource allocation and where relevant submit proposals for budget revisions.
 - The PM will liaise as required with the Steering Committee and regularly with the Project Team, and should ensure that the decisions and recommendations of the Steering Committee, and the opinions of the Project Team, are fully incorporated within the scope of the project implementation.

- The PM will liaise regularly with the UNDP's Programme Officer – Energy, Environment and Disaster Management on matters relating to project funding, administration and reporting, including the preparation of progress and financial reports.

Key competencies for the assignment

Functional Competencies

Development and Operational Effectiveness

- Ability to perform a variety of specialized tasks related to the formulation, implementation and evaluation of development programmes and projects
- Excellent organizational and project management skills
- Sound knowledge of carbon and environmental finance, as well as knowledge of broader economic and market perspectives, particularly in SIDS countries;
- Demonstrate participatory teamwork, ability to take appropriate initiatives to further team interests in culturally diverse environment

Knowledge Management

- Promotes a knowledge sharing and learning culture
- Ability to advocate and provide policy advice
- Actively works towards continuing personal learning and development

Leadership and Management

- Strong interpersonal and communication skills; commitment to team work and to working across disciplines;
- Focuses on impact and result for the client and responds positively to critical feedback
- Consistently approaches work with energy and a positive, constructive attitude

Technical and Functional

- Strong analytical, writing and communication skills;
- IT literacy, familiarity with e-presentation techniques and ability to operate with on-line web-based applications
- Excellent drafting ability and presentation skills, both oral and written

IX. MINIMUM REQUIREMENTS, QUALIFICATIONS, AND EXPERIENCE:

The PM should possess:

- A post graduate degree in Physical Sciences or Environmental Sciences or Chemical or Environmental Engineering or Economics with an emphasis on environmental policy and planning, together with five or more years experience in project administration.
- Experience with the design and implementation of environmental programmes and projects.
- Extensive experience with project management and a demonstrated ability to supervise and manage complex technical assistance projects. Professional qualifications in Project Management will be an asset.
- Demonstrated experience in the preparation of project reports and relevant international and national documentation;
- Good working knowledge of knowledge of and practical experience with the Kyoto protocol flexible mechanisms and carbon markets;
- Familiarity with legislation and/or initiatives related to climate change and renewable energy
- Knowledge of the experts and institutions involved in this area
- Good working relations with both government and non-government entities;
- Fluency in the English language
- Strong communication skills (verbal and written)
- Strong interpersonal and facilitation skills;
- Above average computer skills with an excellent working knowledge of Microsoft Word, Power Point and Excel and the Microsoft suite of productivity tools and project management software.

Supervision

The PM will report to the Ministry of Housing and the Environment, Port of Spain, Trinidad for the duration of the project. Supervision will be under the office of the Minister of Housing and the Environment.

