

Project Document
United Nations Development Programme



Project Title Development of a National CSR Policy

UNDAF Outcome(s): Outcome 1: Effective Public Participation in Governance Structures at all Levels

Expected Country Programme Outcome(s): Outcome 2: Creating an enabling environment for sustainable development
(Those linked to the project and extracted from the CP)

Expected Output(s): Completed position papers for a national CSR policy and strategy for T&T and substantive papers on CSR in T&T to be tabled in the govt T&T/IADB CSR Conference including support to this conference in Dec 2010
(Those that will result from the project)

Executing Partner: Ministry of Planning, Housing and the Environment

Responsible Parties: Ministry of Planning, Housing and the Environment, UNDP

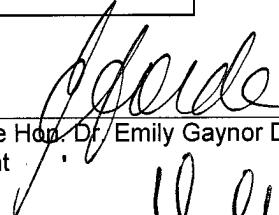
Brief Description

Increasingly, companies integrate social and environmental concerns into their corporate values and external operations. While this concept of Corporate Social Responsibility (CSR) has risen to greater prominence within Trinidad and Tobago's business community over the past two to three years, the desire is now for government's leading role to be increased to seek to guide and establish a vision and enabling environment for corporate social responsibility in the country. This project seeks to assist the Ministry of Housing, Planning and the Environment (MPHE) in the development of a national CSR policy and strategy and to support the MPHE in its efforts to host the 8th Inter-American CSR Conference in late 2010/early 2011 through the development of a range of knowledge products including working papers and a CSR video.

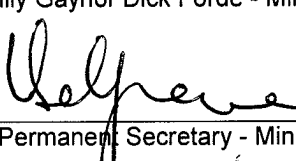
Country Programme Period:	2008-2011
Key Result Area (Strategic Plan)	Fostering Inclusive Participation
Atlas Award ID:	TBD
Start date:	1 June 2010
End Date	31 Oct 2011
PAC Meeting Date	11 May 2010
Management Arrangements	Co Support to National Execution

Total resources required	US\$ 287,820
Total allocated resources:	US\$ 287,820
• Other:	
◦ UNDP progr cost Sharing	US\$ 287,820
• Cost Recovery UNDP	US\$ 21,320

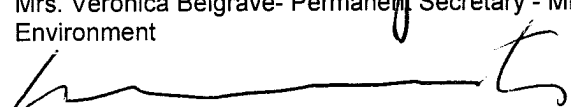
Agreed by:


 Senator The Hon. Dr. Emily Gaynor Dick Forde - Minister of Planning, Housing and the Environment

Agreed by:


 Mrs. Veronica Belgrave- Permanent Secretary - Ministry of Planning, Housing and the Environment

Agreed by:


 Dr. Marcia De Castro - Resident Representative, UNDP

Date:

14 May 2010

I. SITUATION ANALYSIS

Wealth creation increases one's responsibility for the public common good and the well-being of others. Over the past few years, this conviction and the notion of Corporate Social Responsibility (CSR) as a result of it have become increasingly prominent features of Trinidad and Tobago's corporate landscape. The findings of a recent UNDP CSR mapping exercise showed that from the comprehensive survey, a total of TT\$54 million (approx US\$ 8.6 million) were spent on social and environmental CSR initiatives between 2001 and 2006. While such a sum clearly demonstrates that the level of sustainability-related expenditures has significantly increased and that financial allocations for CSR initiatives across the twin-island state can only be described as substantial, practitioners and advocates of entrepreneurial ethics continue to face significant challenges both in terms of organizational capacity, strategic alignment of CSR activities with a company's core business portfolio and the regulatory responsibility of the state.

Not only are continuous efforts needed to further increase general entrepreneurial awareness of CSR to highlight the concept's corporate value as a strategic tool for senior management. Arguably, a significant number of local companies and particularly Small and Medium Enterprises (SME) have still not fully realised CSR as a means to increase their competitiveness and to secure their comparative advantage or, where they have, lack the in-house capacity to plan and execute CSR projects. Furthermore, among many T&T-based private sector companies the perception persists that CSR can be equated with the practice of philanthropy and charitable support for social causes. It is still little understood how something that voluntarily extends corporate support for society as a whole can be a sound business decision at the same time.

Finally, the role of government in the creation of regulatory frameworks has not been fully clarified thus restricting opportunities for public-private partnerships and hampering the development of public sector-driven incentive mechanisms to stimulate private sector participation in CSR. Instead of taking a backseat in promoting good corporate citizenship and rather than perceiving CSR to be the exclusive domain of private sector companies, the Government of Trinidad and Tobago (GORTT) aims to take a leading role in the setting of behavioral standards, developing compliance regulations, establishing incentive structures and providing a legislative framework for corporate ethics. While companies will earmark budgets, develop projects and initiate partnerships with Civil Society Organizations (CSOs), government's role is that of facilitator (e.g. via national strategy and policy framework), exemplar (e.g. via socially and environmentally sensitive public sector procurement regime), enabler (e.g. tax regimes that reward socially responsible companies), enforcer (e.g. via development of compliance mechanism that would ensure that local standards are in parity with international Best Practices) and partner (e.g. through coordination of sector-specific dialogue).

Within the GORTT, the Ministry of Housing, Planning and the Environment (MPHE) has become a strong champion of CSR and sought to shape the national CSR agenda on several occasions. While other line ministries such as Social Development and Trade and Industry have important roles to play in the process of exercising public thought leadership, the MPHE has developed significant in-house expertise not least as a result of the keen interest its Minister has taken in the strengthening of CSR within the national business community. The recently secured 8th IADB CSR Conference to be held in late 2010/early 2011 in Port of Spain is a reflection of such public commitment to the concept of good corporate citizenship in Trinidad and Tobago as well as with the Caribbean region. However, such commitment can and should be developed further.

II. STRATEGY

Emerging from diagnostic assessment in the formulation of this project, two main areas for intervention have been identified:

- 1) Awareness-raising vis-à-vis CSR, stakeholder dialogue based on CSR knowledge products and showcasing CSR activities in Trinidad and Tobago at the 8th Inter-American CSR Conference.
- 2) Development of a national CSR policy and strategy.

While these two areas define ultimately separate deliverables, they will inevitably create synergies with the process of developing knowledge products in the run-up to the conference crucially informing the drafting process for the national CSR policy. Both objectives need to be therefore seen as closely interlinked components of the same public sector efforts of seeking to ensure the long-term sustainability of the local CSR agenda. While the conference and its proceedings are expected to provide an impetus for further CSR initiatives in Trinidad and Tobago, its results will add to the content and substance of the policy framework to be developed through this project.

Upon completion of the project, the GORTT through the national CSR policy and strategy would be able to provide both private and public corporations with a behavioural framework that would clearly define and determine mandatory standards of corporate ethics, guide the introduction and implementation of 'softer' forms of regulations such as Codes of Conduct, lead the way for the forging of alliances between companies and government institutions and help to further incentivize the CSR landscape to encourage compliance. As a sector-specific policy, the national CSR policy would reflect the values and principles of the national development plan Vision 2020 and, in turn, contribute towards the implementation of its principles.

The aim is to enable the MPHE to present a draft CSR policy resulting from this project at the IADB CSR Conference thus demonstrating the GORTT's commitment and pro-active attitude towards the institutionalization and rationalization of corporate ethics. Furthermore, the knowledge products developed for the conference as well as the final CSR policy and strategy are intended to serve as stimulants for the signing of new CSR projects, also between UNDP and private sector partners. UNDP believes that its unique ability to provide its client with Best Practice tools from its global knowledge network and its expertise in CSR as demonstrated in projects such as the Growing Inclusive Markets (GIM) initiative gives it a comparative advantage over other providers of capacity-development services. Through its United Nations Volunteers (UNV) modality, UNDP is able to source highly-skilled professionals with a solidarity-driven commitment to global development at short notice. This provides the rationale for choosing a UNV specialist to be recruited as the Project Manager.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Creating an enabling environment for sustainable development				
Outcome indicators as stated in the UNDP Country Programme Results and Resources Framework, including baseline and targets: <i>Baseline: Key elements (policy, institutional framework, public participation) for sustainable development weak. Indicators/Targets: Mechanisms for articulating sustainable development goals and fostering public participation exist and are functioning</i>				
Applicable Key Result Area (from UNDP 2008-11 Strategic Plan): Fostering Inclusive Participation				
Project title and ID (ATLAS Award ID): Support to National CSR Policy, Strategy and Knowledge , ATLAS Award ID TBD				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: An articulated draft national policy (including a strategic framework) for the Ministry Planning, Housing and the Environment that outlines how the T&T government can further facilitate CSR development in the country	Year1: Working papers national policy and strategy developed through participatory mechanism and shared with stakeholders. Feedback received Year2: Finalized draft national policy and strategy	<ol style="list-style-type: none"> Participative policy, strategy meetings and workshops conducted Conduct research and review selected market analyses done around important key substantive areas At least 2 working papers for the policy and strategy developed and shared with Ministry and stakeholders for feedback Final draft policy developed Document developed with recommendations to MPHE for implementation strategy 	<p>Activities 1,3,4: project manager and team policy strategy development</p> <p>Activity 2: project manager and team policy strategy development with support from programme officer</p> <p>Activity 5: project manager and team policy strategy development with support from programme officer</p>	<p>UNV Salary: US\$ 30,000</p> <p>Workshops: US\$ 20,000</p> <p>CSR Consultant: US\$ 40,000</p> <p>Total: US\$ 90,000</p>
Output 2: Comprehensive CSR knowledge package developed within MPHE	Year 1: baseline, video, recruitment, >= 2 substantive papers for Dec 2010 CSR Conference Year 2 : document recommendations for implementation strategy	<ol style="list-style-type: none"> baseline developed for capacity of Ministry PHE in the area of CSR Video of Caribbean CSR Conference with additional interviews in the field of beneficiaries At least two high quality substantive papers on CSR in T&T developed and placed on web site 	<p>Activities 1: project manager with team content development</p> <p>Activity 2: Video Consultant</p> <p>Activity 3: project manager with team policy strategy development with support from programme officer</p>	<p>UNV Salary: US\$ 27,000</p> <p>CSR Consultant: US\$ 10,000</p> <p>Consultant video: US\$ 15,000</p> <p>CSR Publishing Consultant US\$ 20,000</p> <p>Communications: US\$ 8,000</p>

				Total: US\$ 80,000
Output 3: At least one signed project document and one draft project document with private sector partner for new CSR initiative	Year1: new prodoc signed 1st initiative Year2: draft prodoc developed 2nd initiative:	1. identification of private sector and organizational partners for new project documents 2. drafting prodocs and mobilization of funding 3. Research UNDP guidelines with private sector	Activities 1,2,3: programme officer	Proforma costs Programme Officer Private Sector and Diversification US\$ 80,000 Total: US\$ 80,000
Output 4: M&E Report	Year1: monitoring Year2: audit and evaluation	1. Ongoing monitoring 2. Conduct Audit and Evaluation of project	Activity 1: project manager; Activity 2: programme officer	US\$ 16,500 Total: US\$ 16,500
Subtotal				US\$ 266,500
Cost Recovery GMS 8%				US\$ 21,320
Total				US\$ 287,820

IV. ANNUAL WORK PLAN

Year: 2010

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	Amount
<p>Output 1: An articulated draft national policy (including strategic framework) from the Ministry Planning, Housing and the Environment that outlines how the T&T government can further facilitate CSR development in the country</p> <p>Baseline: No national draft gov't policy and/or strategy available for CSR in T&T</p> <p>Indicators: feedback given to draft policy from relevant stakeholders from gov't, private sector, civil society</p> <p>Yearly Output Targets: Working papers national policy and strategy developed through participatory mechanism and shared with stakeholders. Feedback received</p>	<p>1. stakeholders inputs gathered -workshops and meetings held</p> <p>2. Understanding of context, possibilities and stakeholders -Research -Market Analysis -Meetings</p> <p>3. At least two draft working papers re. policy/strategy - Drafting - Receiving Feedback</p>					project manager and team policy strategy development	Project Manager Workshops CSR Consultant	US\$ 7,500 US\$ 18,000 US\$ 10,000
	<p>4. Final draft policy/strategy developed -meetings and feedback</p>					project manager and team policy strategy development	Project Manager CSR Consultant	US\$ 3,750 US\$ 5,000
	<p>1. Determine initial capacity gov't CSR -Baseline developed</p> <p>2. Advocacy materials produced -Consultant video procured -Video Produced</p> <p>3. Project capacity increased -Consultant CSR procured</p> <p>4. way forward for Ministry PHE articulated -consultations held - implementation plan produced</p>					project manager with team content development	Project Manager Communications	US\$ 9,000 US\$ 2,500
	<p>4. way forward for Ministry PHE articulated -consultations held - implementation plan produced</p>					Programme officer	Video Consultant Communications	US\$ 15,000 US\$ 2,500
<p>4. way forward for Ministry PHE articulated -consultations held - implementation plan produced</p>					Project Manager	Project Manager	US\$ 4,500 US\$ 2,500	

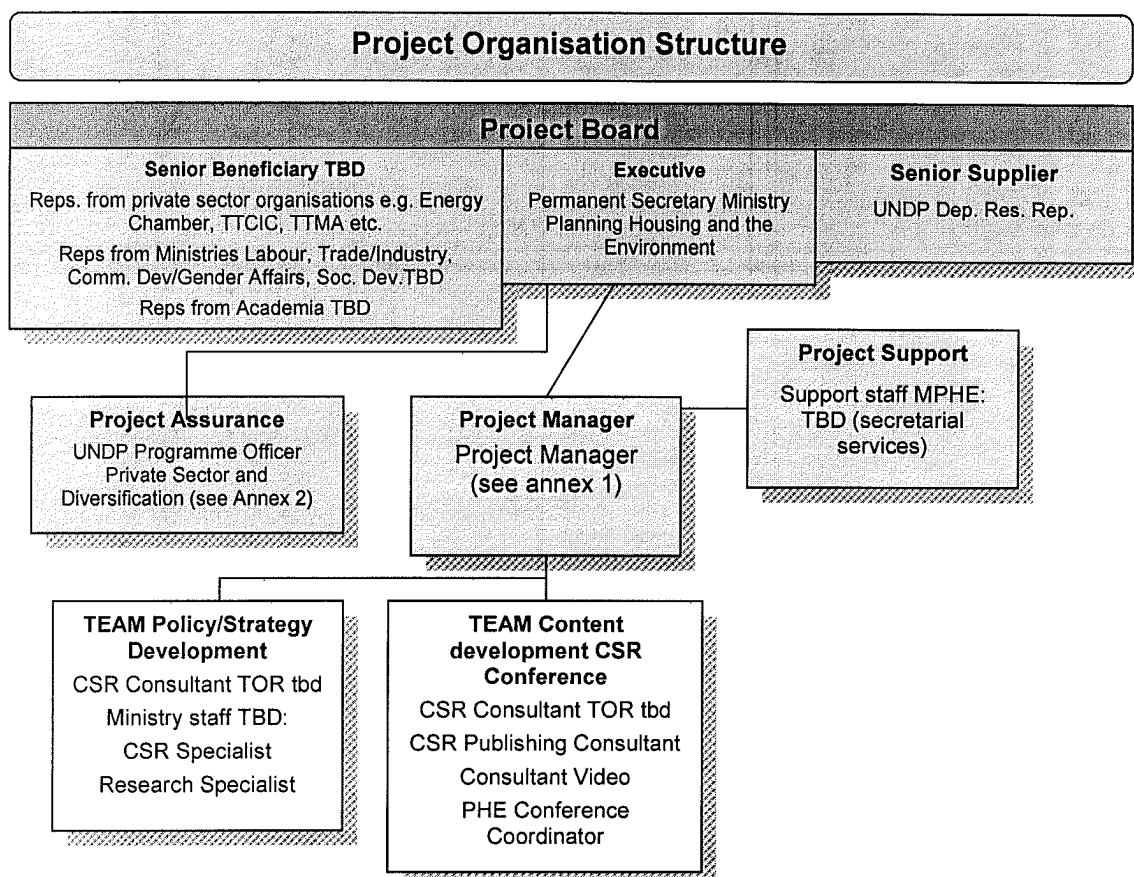
<p>market analysis used for inclusion into the draft policy and strategy</p> <p>Annual Output Target: baseline, video, recruitment, >= 2 substantive papers for Dec 2010 CSR Conference</p>	<p>5. knowledge products for Dec 2010 conference developed</p> <ul style="list-style-type: none"> - desk analysis - meetings 	<p>project manager with team content development</p>	<p>Project Manager CSR Consultant Publishing Consultant Communications</p>	<p>US\$ 9,000 US\$ 10,000 US\$ 20,000 US\$ 2,500</p>
<p>Output 3: At least one signed project document and one draft document with private sector for new GIM/CSR initiative</p> <p>Baseline: one draft prodoc available for CSR partnerships</p> <p>Indicators: at least one new prodoc signed and at least one new draft pipeline project document developed. At least US\$ 200,000 mobilized for project cost sharing</p> <p>Annual Output Target: new prodoc signed 1st initiative:</p>	<ol style="list-style-type: none"> 1. prodocs developed - meetings held, commitments resource mobilization - draft prodocs developed, feedback collected - research UNDP guidelines with private sector 		<p>UNDP Programme Officer (Private and diversification)</p>	<p>US\$ 40,000</p>
<p>Output 4: M&E</p> <p>Baseline:</p> <p>Indicators: compliance with monitoring, audit and evaluation guidelines UNDP</p> <p>Annual Output Target: monitoring</p>	<ol style="list-style-type: none"> 1. project achieving results according to plan - quarterly reports - quarterly project board meetings - highlight reports following up 		<p>Monitoring (Project Manager)</p>	<p>US\$ 8,250</p>
TOTAL				US\$205,000

Year: 2011

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
<p>Output 1: An articulated draft national policy and strategy from the Ministry Planning, Housing and the Environment that outlines how the T&T government can further facilitate CSR and GIM development in the country</p> <p>Baseline: No national draft gov't policy and strategy available for CSR/GIM in T&T</p> <p>Indicators: feedback given to draft policy from relevant stakeholders from gov't, private sector, civil society</p> <p>Annual Output Target: Finalized draft national policy and strategy</p>	<p>1. stakeholders inputs gathered -workshops and meetings held</p> <p>3. Draft working papers policy/strategy - Drafting - Receiving Feedback</p>							
<p>Output 2: Comprehensive knowledge package developed within MPHE</p> <p>Baseline: to be developed – see activity 1</p> <p>Indicators: video developed, >=2 substantive papers tabled for Dec 2010 CSR Conference, papers and market analysis used for inclusion into the draft policy and strategy</p> <p>Annual Output Target : document recommendations for implementation strategy</p>	<p>4. Final draft policy/strategy developed -meetings and feedback - Recommendations for implementation</p>					UNDP	Project Manager CSR Consultant	US\$ 3,750 US\$ 5,000
	<p>4. way forward for Ministry PHE articulated -consultations held</p>						Project Manager	US\$ 4,500

<p>Output 3: At least one signed project document and one draft document with private sector for new GIM/CSR initiative</p> <p><i>Baseline: one draft prodoc available for CSR partnerships</i></p> <p><i>Indicators: at least one new prodoc signed and at least one new draft pipeline project document developed. At least US\$ 200,000 mobilized for project cost sharing</i></p> <p><i>Annual Output Target: draft prodoc developed 2nd initiative</i></p>	<ul style="list-style-type: none"> 2. prodocs developed - meetings held, commitments resource mobilization - draft prodocs developed, feedback collected - research UNDP guidelines with private sector 						<p>UNDP Programme Officer (Private and Diversification)</p>	<p>US\$ 40,000</p>
<p>Output 4: M&E</p> <p><i>Baseline: compliance with monitoring, audit and evaluation guidelines UNDP</i></p> <p><i>Annual Output Target: audit and evaluation</i></p>	<ul style="list-style-type: none"> 2. project achieving results according to plan - quarterly reports - quarterly project board meetings - highlight reports following up 3. lessons learned - audit conducted - evaluators procured - evaluation done 					<p>UNDP Programme Officer (Private and Diversification)</p> <p>Project Manager UNDP Programme Officer (Private and Diversification)</p>	<p>US\$ 8,250</p>	
<p>TOTAL</p>								<p>US\$ 61,500</p>

V. MANAGEMENT ARRANGEMENTS



The project will be managed as a nationally executed project (NEX) with Country Office support provided by UNDP, Port of Spain. The Ministry of Planning, Housing and the Environment will act as the Executing Agency and will have overall responsibility for the management of project inputs and outputs. The project manager will be recruited and work in the Ministry of Planning, Housing and the Environment. All administrative UNDP services will be done at the request of the project manager.

The financing of this project will be met by the UNDP through Programme Cost Sharing Funds. Project Expenditure Reports will be generated and submitted by UNDP to the National Executing Agency on a quarterly basis or upon request. Annual Expenditure Reports, also known as Combined Delivery Reports (CDRs), will be submitted by UNDP to the Ministry Planning, Housing and the Environment 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 8 percent (8%) general management support fee on the actual cost of services delivered. This fee will contribute to the costs incurred by UNDP in the provision of technical advice, procurement and financial management services to the project.

Furthermore, this project will be included into UNDP's audit schedule for the year 2011.

In keeping with UNDP's policy for promoting national ownership and leadership the project will be nationally executed with the Ministry of Housing, Planning and the Environment as the Executing Agency. Project implementation will be in line with the PRINCE 2 methodology and as such a Project Board will be set up to make all management decisions related to the project including all decisions related to directional change and timing for delivery of outputs. To ensure effective and efficient project management, a project manager will be appointed to undertake the day to day implementation of the project.

Project Assurance

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

Executing Agency – Ministry for Housing, Planning and the Environment

1. Obtain and allocate resources for the project in a timely manner
2. Certification of any deposits
3. Participation in the Project Board
4. Certification of annual expenditure reports prepared by UNDP
5. Participation in Project Board meetings
6. Provides guidance to the project manager in the execution of monitoring and evaluation activities
7. Participation in monitoring and evaluation of project activities and outcomes
8. 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, and International UNVs with prior agreement of the Executing Agency, MHPE. The MHPE 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 the project manager or other 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

Project Manager

The Project Manager will be recruited from among the candidate's pool of the United Nations Volunteers Programme (UNV). He/She will have the following core tasks and duties:

1. Manage the realization of project outputs through activities
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. The supervision of project consultants
7. Convening of quarterly project board meetings or ad hoc project board meetings when deemed necessary by the project board
8. Reporting to the Project Board
9. Preparation of Annual project Report

VI. 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 and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the 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.

Upon 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 both in collaboration with the government and for further involvement of the private sector in sustainable development for T&T in the future.

VII. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: An articulated draft national policy from the Ministry Planning, Housing and the Environment that outlines how the T&T government can further facilitate CSR development in the country		
Activity Result 1 (Atlas Activity ID)	<i>Draft CSR/GIM Policy/Strategy</i>	Start Date: 10 June 2010 End Date: 31 July 2011
Purpose	<i>Develop in participative manner national CSR/GIM policy and strategy for T&T to facilitate more private sector work for development in the country with a focus on the poor and vulnerable</i>	
Description	<i>Research, report writing, market analysis, advocacy, workshops, drafting, collection best practices</i>	
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>
Inclusion best practices of other relevant country policies and strategies	Identification of country best practices in draft policy and strategy	31 Aug 2010, 30 Nov 2010, 28 Feb 2011, 31 July 2011
Inclusion of feedback of relevant stakeholders from govt, private sector and civil society	Identification which stakeholder inputs ensuring feedback from govt, private sector, civil society	31 Aug 2010, 30 Nov 2010

OUTPUT 2: Comprehensive knowledge package developed within MPHE		
Activity Result 1 (Atlas Activity ID)	<i>Capacity Development Ministry CSR/GIM</i>	Start Date: 15 April 2010 End Date: 31 Dec 2010
Purpose	<i>Build an important collection of knowledge to be tabled in the Govt of TT/IADB CSR Conference in T&T in Dec 2010 and development of capacity in the Ministry around knowledge products</i>	
Description	<i>Video produced, >= 2 substantive docs for CSR conference, recommendations for Ministry PHE to assist with conference</i>	
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 MPHE in area of CSR and GIM	Measure against baseline established at beginning of project improvements in capacity	31 January 2011, 31 July 2011
Development of quality substantive knowledge products	Materials used in Govt of T&T/IADB CSR Conference in Dec 2010. Materials used for development national CSR/GIM policy/strategy.	Early December 2010

OUTPUT 3: At least one signed project document and one draft document with private sector for new GIM/CSR initiative		
Activity Result 1 (Atlas Activity ID)	<i>New prodocs</i>	Start Date: 10 June 2010 End Date: 31 July 2011
Purpose	<i>Develop further meaningful CSR/GIM initiatives for the country</i>	
Description	<i>Planned actions to produce the activity result.</i>	
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>
Beneficiaries of new projects will be poor and vulnerable and include	Analysis of project document to establish number of poor/vulnerable	30 August 2010, 31 January 2011, 31 July

environmental benefits for the country and its people	beneficiaries	2011
Increased partnerships with private sector	At least US\$ 200,000 mobilized from private sector for new initiatives in signed project documents, confirmation of interest of private sector partner for draft project doc deliberable	30 August 2010, 31 January 2011, 31 July 2011

OUTPUT 4: Monitoring and Evaluation		
Activity Result 1 (Atlas Activity ID)	<i>M & E</i>	Start Date: 10 June 2010 End Date: 30 Sept 2011
Purpose	<i>Assuring achievement of results of project and measuring through an evaluation success of the project in achieving its objectives</i>	
Description	<i>Monitoring by project manager and ongoing reporting to Executive Board</i>	
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 management sections	Quarterly, at quarterly meetings
Audit held	Audit firm contracted and audit conducted as part of NGO/NIM audit	Q3, 2011

VIII. 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 in 1976.

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.

IX. RISK LOG

Project Title: Development of a National CSR Policy						ATLAS Award ID: TBD ATLAS 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	March 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 MPHE staff to clarify drafting process o meetings held with other stakeholder Ministries to gather feedback to increase buy in 	Project manager	UNDP
2	Govt loss of interest in CSR after Dec 2010 conference	March 2010	Political	Final work to complete policy and strategy not done resulting in incomplete and low quality product P = 4 I = 3	<ul style="list-style-type: none"> o work actively with private sector and other stakeholders before Dec 2010 to build capacity in govt to clearly outline benefits CSR 	Project Manager	UNDP
3	No govt staff available to build capacity for sustainable involvement in CSR beyond this project	March 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
4	Counterpart govt staff reassigned to other divisions	March 2010	Operational	Counterpart staff leave to other divisions resulting in unsuccessful development capacity P = 2 I = 5	<ul style="list-style-type: none"> o Develop strategy to reduce vulnerability and institutionalize knowledge o Liaise closely with Ministry PHE 	Project Manager and Project Executive	UNDP

X. ANNEXES

Special Financial Clause

1. The value of a 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 Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
2. UNDP shall receive and administer payments in accordance with the regulations, rules and directives of UNDP.
3. All financial accounts and statements shall be expressed in United States dollars.
4. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
5. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
6. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged 8% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
7. Ownership of equipment, supplies and other properties 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.
8. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

ANNEX1: TERMS OF REFERENCE PROJECT MANAGER

Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development, and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UNV volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UNV volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UNV volunteers even more rewarding and productive.

1. **UNV Assignment Title:** CSR Specialist
2. **Type of assignment:** International UNV
3. **Project Title:** Support to National CSR Policy, Strategy and Knowledge
4. **Duration:** 12 months
5. **Location, Country:** Port of Spain, Trinidad
6. **Expected starting date:** May 2010
7. **Brief Project Description:** The Government of Trinidad and Tobago (GORTT) has been selected as the host of a major international Corporate Social Responsibility (CSR) Conference organized and funded by the Inter-American Development Bank (IDB) to be held in Port of Spain in December 2010. Through its UNV modality, UNDP T&T seeks to technically and logistically assist the Ministry for Housing, Planning and the Environment (MPHE) which has been tasked to take the lead in the organizational process. Beyond the conceptualization and implementation, the UNV manages the project and supports the MPHE's efforts in developing a national CSR policy framework while taking responsibility for managing the national stakeholder community with regards to CSR issues.
8. **Host Agency/Host Institute:** UNDP/Ministry for Housing, Planning and the Environment
9. **Organizational Context:** The UNV will be housed in the Ministry Planning, Housing and the Environment and quality assurance will be given by the private sector and diversification programme officer based in the UNDP T&T Country Office
10. **Type of assignment place:** Family Duty Station
11. **Description of Duties:**

Under the guidance of the project board of the 'Support to National CSR Policy, Strategy and Knowledge' project the UNV volunteer will manage the project and undertake the following tasks:

- Assist the MPHE in the technical preparation of the 8th International IDB Conference on Corporate Social Responsibility (CSR)
- Assist the MPHE-led local support committee and the Conference Advisory Committee in developing a thematic framework for the conference
- Ensure a thematic integration of the MPHE's agenda on CSR into the topical framework of the conference
- Under the leadership of the Project Board, develop technical solutions and conceptual approaches towards a national policy framework and government strategy on CSR
- Within the abovementioned context, provide Best Practice research on selected CSR issues to the MPHE, including Global Reporting Initiative and G3 framework, Global Compact, Growing Inclusive Markets (GIM) initiative, CSR and Small and Medium Enterprises (SMEs), supply chain management, corporate governance, etc.
- Address key elements of a government policy on CSR including but not limited to a review local environmental standards, mechanisms for M&E, develop catalogue of penalties for non-compliance, tax incentives for ethically operating companies
- Develop at least two substantive working papers on a CSR topic of national or regional relevance
- Manage the national CSR stakeholder community in the form of a permanent 'round table' to facilitate the continuous exchange of ideas, concepts and constructive criticism
- Any other tasks specified in the project document

Furthermore, UNV volunteers are encouraged to:

- Strengthening their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and taking active part in UNV activities (for instance in events that mark IVD);
- Getting acquainted with and building on traditional and/or local forms of volunteerism in the host country;
- Reflecting on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contributing articles/write-ups on field experiences and submitting them for UNV publications/websites, newsletters, press releases, etc.;
- Assisting with the UNV Buddy Programme for newly-arrived UNV volunteers;
- Promoting or advising local groups in the use of online volunteering, or encouraging relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

12. Results/Expected Output:

- Increased capacity within the Ministry Planning Housing and Environment for the development of in the area
- A draft CSR and GIM policy presented to the Minister for Planning Housing and the Environment
- A final statement of achievements towards volunteerism for development during your assignment such as specific quantification of mobilized volunteers, activities, capacities.

13. Qualifications/Requirements:

- Master's Degree or equivalent in political or social sciences or related field.
- Prior professional experience in CSR research, advocacy, programme design and/or policy development
- At least 2 years of relevant experience at the national or international level in providing management advisory services and hands-on experience in design, monitoring and evaluation of development projects. Experience in the use of computers and office software packages and handling of web based management systems. Experience in working in and with the private sector. Excellent writing, communication and facilitation skills.
- Language Requirements: Fluency in English with fluency in Spanish an additional advantage.

14. Living Conditions:

Generally living conditions are good in the country. Crime and security should always be taken into account as evidenced by Trinidad being in UN Security Phase I. Clearing of shipments through Customs can take a long time. Spouse Employment Opportunities can exist depending on the profile but will take some time to get to fruition. Importing of Pets can be a problem or a lengthy process due to very quarantine times. Postal services to abroad tend to be slow. TV, Radio and Internet Services are readily available. Road conditions are reasonable but traffic congestion at peak times is an issue considering the limited road capacity for the number of vehicles circulating in the country. Vehicle availability is quite good. Good and professional medical facilities are limited with good medical services generally obtained by knowing the higher performing doctors in the country. Various types of good quality schools and international schools are available. Different types of quality houses/apartments are available but generally quite expensive compared to other countries. Household help is available but sometimes acceptable quality is difficult to find for newcomers. Furniture/Appliances and Utilities are available with a limited selection and higher prices due to the need to import. Banking and Credit Card Institutions are generally good with online banking also available. Shopping and Markets are available through stores and malls but with a supply related to the smaller size of the country. Food is very good and somewhat varied depending on personal preferences.

15. Conditions of Service

A 12-month contract; monthly volunteer living allowance (VLA) intended to cover housing, basic needs and utilities, equivalent to US\$ ¹1977; settling-in-grant (if applicable); life, health, and permanent disability insurance; return airfares (if applicable); resettlement allowance for satisfactory service.

¹ Monthly VLA for single IUNV without dependants

ANNEX2: TERMS OF REFERENCE PROGRAMME OFFICER

Position: Programme Analyst
(Private Public Partnerships and Diversification)

Duration: One (1) year with possibility for extension

Type of Contract: Service Contract (SC)

Location: Port-of-Spain, Trinidad and Tobago

Background:

Over the past several years, UNDP has made significant progress in strengthening its partnerships and marshalling the resources it needs to support progress toward the Millennium Development Goals (MDGs). UNDP currently coordinates and nurtures its working relationships with donor countries, civil society organizations, international financial institutions, regional development banks, the private sector and rest of the UN system.

UNDP Trinidad and Tobago strongly believes in the contributions that the private sector can make to development in T&T through achievement of Vision 2020 and the MDGs, not only through job and income creation and the community level, but also as a development partner. The pioneering mapping study on Corporate Social Responsibility shows the active participation of the private sector in the country's development and highlights further potential to expand². The recently completed Government of T&T/UNDP Caribbean CSR Conference from October 2009³ highlighted other opportunities and interest of the private sector and UNDP to continue to work together in T&T. The government of T&T also is a key partner and stakeholder and will organize a major hemispheric Latin America and the Caribbean IADB conference in T&T in December 2010.

UNDP T&T also continues to enjoy strong and healthy relationships with other UN agencies, multi lateral agencies and institutions, development banks, civil society organizations and other countries and international partners and believes it can develop more innovative initiatives in partnership together.

The development areas where partners can work with UNDP primarily include UNDP's five focus areas for development assistance, namely:

- 1) Democratic Governance
- 2) Poverty Reduction
- 3) Crisis Prevention and Recovery
- 4) HIV/AIDS
- 5) Energy and Environment

The work of the above named Programme Analyst will mainly be to bring new partnerships with these diverse partners to fruition in the shortest possible timeframe.

Desired Outcomes:

- Increased awareness and knowledge for T&T Private Sector and other partners on the policy environment for the Private Public Partnerships (PPPs) in TT and UNDP's value added
- A constituent approach to PPPs in all UNDP's programme formulations and planning processes

² A pioneering study undertaken by UNDP and South Chamber of Industry and Commerce in T&T: see <http://www.abovestudios.com/csrmapping/>

³ See Conference Report on <http://www.undp.org.tt/csr/UNDP%20CSR%20Regional%20Conference%20report%20final%20complete%202009.pdf>

- Application of the recommendations of the UN/UNDP publications and initiatives such as for example Growing Inclusive Markets (GIM), Unleashing Entrepreneurship, and the UN Global Compact

Outputs:

- To develop and start implementation of a PPP and Diversification strategy document for UNDP Trinidad and Tobago taking into account UNDP rules and regulation for engagement with the private sector. The strategy should contain a communications strategy that cuts across UNDP T&T project activities.
- Identification of at least 2 new initiatives with private sector partners for immediate engagement resulting in signed project documents taking into account UNDP rules and regulation for engagement with the private sector
- To assist in the drafting of at least two substantive papers on PPPs in T&T including CSR and other UN/UNDP PPP initiatives
- To assist to represent UNDP T&T to advise and assist the government of T&T in organization of the Dec 2010 Govt of T&T/IADB CSR Conference and develop new ideas and initiatives
- To act as Programme/Quality Assurance Officer to monitor a portfolio of selected UNDP projects for the office
- To work on any other related tasks assigned by UNDP T&T Management

Suggested activities:

- Maintain contacts UNDP's HQ Partnerships Bureau, Private Sector Division.
- Liaise with UNDP's Caribbean Regional Centre in Port of Spain and counterpart UNDP offices in the Caribbean to ensure participation of Caribbean countries in the upcoming Dec 2010 CSR Conference and gather lessons learned
- Meet with Government and Private sector officials and CSO and academia in T&T
- Research successful interventions in UNDP's network through private sector initiatives that resulted in the concrete improvements in the lives of the poor and that are replicable in Trinidad and Tobago (for example GIM initiatives)
- Identify potential project initiatives for implementation with a special focus on interventions that maximize the potential of the private sector contributing to achievement of the MDGs and Vision 2020
- Identification of additional entry points such as linkages between the Private Sector's Disaster Mgt plans and UNDP-Government programme
- Read background materials
- Use ATLAS ,UNDP's Enterprise Resource Planning System, and the principles of Prince2, in daily work and to log monitoring activities of the programme portfolio assigned
- Clarify rules and regulations documented in UNDP's Programme Operations Policies, Procedures (POPP)
- To take part in committees representing UNDP as designated by UNDP T&T Management
- To take part in UNDP T&T office staff and programme meetings
- To further develop and update UNDP T&T's web site incl. the PPP's and Diversification section
- To take part in UNDP strategic programmatic activities such as development and review of the United Nations Development Assistance Framework, Country Programme Document, Country Programme Action Plan

Competencies and Critical Success Factors:

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Ability apply conceptual models in support of formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- Good knowledge of the Results Management Guide and Toolkit
- Strong IT skills
- Ability to lead implementation of new systems (business side), and affect staff behavioral/attitudinal change

Management and Leadership

- Focuses on impact and result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

Prince2 training and certification, usage of the UNDP POPP

Recruitment Qualifications:

Education: Master's Degree or equivalent in political or social sciences or related field.

Experience:

- At least 2 years of relevant experience at the national or international level in providing management advisory services and hands-on experience in design, monitoring and evaluation of development projects. Experience in the use of computers and office software packages and handling of web based management systems. Experience in working in and with the private sector. Excellent writing, communication and facilitation skills.
- Prior professional experience in CSR research, advocacy, programme design and/or policy development

Language Requirements: Fluency in English with fluency in Spanish an additional advantage.