



**United Nations Development Programme  
Country: Trinidad and Tobago  
Project Document**




<b>Project Title:</b>	Capacity Development in Project Management
<b>UNDAF Outcome(s):</b>	Effective Government participation in governance structures at all levels
<b>Expected CP Outcome(s):</b>	Governance structures and practices are more decentralized and responsive to needs at the local level.
<b>Expected Output(s):</b>	<ul style="list-style-type: none"> <li>▪ 400 staff of the Ministry of Local Government (MOLG) trained in the PRINCE2 project management methodology</li> <li>▪ Increased awareness of staff of the MOLG of Results Based Management Systems</li> <li>▪ Project Initiation Document for further related initiatives</li> <li>▪ Strengthened institutional structures, mechanisms and systems within (Local) Government agencies through the improvement of project management systems,</li> </ul>
<b>Executing Entity:</b>	<b>Ministry of Local Government (MOLG)</b>
<b>Implementing Agencies:</b>	<b>Ministry of Local Government</b>

**Brief Description**

Recent economic growth and resulting urban and rural development have placed new demands on the existing Local Government systems. These demands dictate that the local system must now operate at a higher level of efficiency in what can be considered to be a fast paced and results oriented environment. Institutional Strengthening of the MOLG will facilitate the improvement of its operations and the resulting delivery of services by municipalities to communities thereby enhancing the quality of life of the citizenry. One of the major challenges identified is the limited human resource capacity and existing management systems to apply results based management. To support the Ministry in its reform process the UNDP will provide access to its online learning system to facilitate project management training for Ministry personnel. This is necessary to ensure that the Ministry has the human capacity with the requisite skills to implement the Local Government reform and decentralize initiative for meeting the current demands of society and achieving the Government's National Strategic Development Plan, Vision 2020. The project is therefore expected to be a catalyst leading to future initiatives which will develop a Results Based Management System for the Ministry.

Programme Period:	2008-2011
Key Result Area (Strategic Plan)	Governance
Atlas Award ID:	00050554
Start date:	September 2008
End Date	December 2008
PAC Meeting Date	10 July 2008
Management Arrangements	National Execution

Total resources required	224,058.00 (USD)
Total allocated resources:	224,058.00 (USD)
• Regular	_____
• Other:	_____
o Donor	_____
o Donor	_____
o Donor	_____
o Government	224,058.00 (USD)
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Government)		10 September 2008
Agreed by (Executing Entity):		10 September 2008
Agreed by (UNDP):		10 September 2008

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## I. SITUATION ANALYSIS

The Ministry of Local Government (MOLG) in Trinidad has embarked upon the decentralization of its system to facilitate the achievement of Vision 2020 through the improvement of infrastructure, preservation of the environment, increasing access to basic amenities and delivery of social services with particular emphasis on the provision of preventative health care in the various Municipalities. It has been recognized that while the Ministry of Local Government is well positioned to implement this change, institutional challenges must be overcome to achieve Vision 2020. In the identification of the challenges faced by the MOLG, it was clearly stated that human resource capacity and the existing management systems need to improve and take into account new developments in results based management.

It has been the experience of the United Nations Development Programme, that the key to effective decentralization is the strengthening of an enabling environment and institutional capacity. Improving these key areas would result in improved service delivery and an increased level of citizen participation and involvement in Local Government affairs. Current demands dictate that the Local Government system must be able to operate effectively in a fast paced and results oriented environment and it is therefore imperative that the identified challenges be addressed to meet the demands of the population and by extension the Strategic Goals as identified in Vision 2020.

The Ministry of Local Government in its effort to facilitate effective decentralization is implementing a new wave of projects that must be managed efficiently in order to achieve the desired results. While the Ministry's personnel possess skills in various areas of specialty there is an apparent need to build project management capabilities. Further, given the structure of the Ministry of Local Government, it is essential that a common process be adopted for effective functioning of the Ministry and its Municipalities. This will allow for the standardization and monitoring of operations which will support the national thrust towards the establishment of monitoring and evaluation systems in the Public Sector.

Given the urgency with which changes must be implemented to facilitate the reform process, Ministry personnel must be exposed in the shortest possible time to an effective and internationally recognised system which will facilitate capacity development and enable staff to function efficiently to deliver goods and services at the local level, the constituent base of the Ministry of Local Government.

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## II. STRATEGY

To facilitate the Ministry of Local Government's need for strengthening staff's capacity and a common platform on which the Ministry can operate, **PR**ojects **I**N **C**ontrolled **E**nvironments (PRINCE2), a structured, process-based method for effective project management will be used.

PRINCE2 is based on international best practices and has been adopted by the UNDP as its organizational project management methodology. In addition, PRINCE2 is widely recognized in the public and private sectors internationally and is flexible to fit with different management systems both at programme and project levels. UNDP is therefore well placed to support the Ministry of Local Government in this initial effort to build the capacity of its staff to facilitate the successful implementation of projects emanating from the reform and decentralization initiative. Further, the online methodology of delivery of the PRINCE2 training meets the MOLG's need to urgently and effectively develop its staff's capacity to operate in a project oriented and results based environment and to communicate more effectively with counterparts trained in project management locally, regionally and internationally.

This project will train 400 staff members of the MOLG and further outline a vision of the Ministry in a results based environment. The project is therefore expected to be a catalyst leading to future initiatives which will facilitate the development of a Results Based Management System for the Ministry as well as the strengthening of the human resource capacity as is required in a newly Decentralized environment.

### **Objective**

Based on the overall vision relating to adopting a common project management methodology<sup>1</sup>, the main objective of the project is to train 400 government staff from the Ministry of Local Government and its Municipal Corporations in PRINCE2 and facilitate the certification of staff members who have successfully completed the course and its examinations.

The project will support the Ministry of Local Government to:

1. *Facilitate the acquisition of project management skills by staff of the Ministry of Local Government. This will be achieved by:*
  - a. Providing access to PRINCE2 through UNDP's Learning Management System at its Headquarters in New York
  - b. Facilitate the PRINCE2 Examinations and certification of successful Ministry's employees
2. *Provide best practices on the development of a Results Based Management System. This will be achieved by:*
  - a. Executing workshops for Ministry personnel implementing the Project Management methodology
  - b. Facilitating the further identification of gaps which may hinder the development of a RBMS and strategy to overcome such gaps
3. *Develop a Project Initiation Document (PID)<sup>2</sup> based on experiences and information gained. The PID will essentially focus on those elements which are essential to capacity development as well as the development of a RBMS*

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<sup>1</sup> See Draft White Paper on Local Government Reform (2006) for more information.

<sup>2</sup> A PID is a full project document according to PRINCE2 definitions

Generally the programme implementation strategy will include:

- i Reinforcement of knowledge/best practice exchanges at all levels
- ii Elaboration of documentation to collect best practices and lessons learnt for replication at the national level

The expected outcome is to create a Local Government Ministry and Local Government Bodies with the human capacity to implement the Local Government reform and decentralization initiative. Further, the project will facilitate the move towards standardization, improved Monitoring and Evaluation, and Reporting on projects.

### III. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

1.1 Governance structures and practices are more decentralized and responsive to needs at the local level.

**Outcome Indicators:**

- Improved service delivery by Local Government Bodies.
- Increased community involvement, participation and awareness within municipalities through the development of a clear vision and strategic direction based on community needs.
- Strengthened institutional structures, mechanisms and systems within (Local) Government agencies through, for example, the improvement of project management systems, accounting and auditing systems, manpower planning and human resource management and the creation of asset management systems .

**Baseline:** Absence of standard government project management methodology.

**Target:** Provision of technical support toward the strengthening of governance and corporate structures and systems and management capacity of Local Government Bodies in order to ensure increased effectiveness of the decentralized governance system geared towards the empowerment of citizens at every level of society and greater effectiveness in the Local Government sector.

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Governance - Strengthening accountable and responsive governing institutions  
Partnership Strategy

**Project title and ID (ATLAS Award ID):** Capacity Development in Project Management - 00050554

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
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#### IV. ANNUAL WORK PLAN

Year: 2008

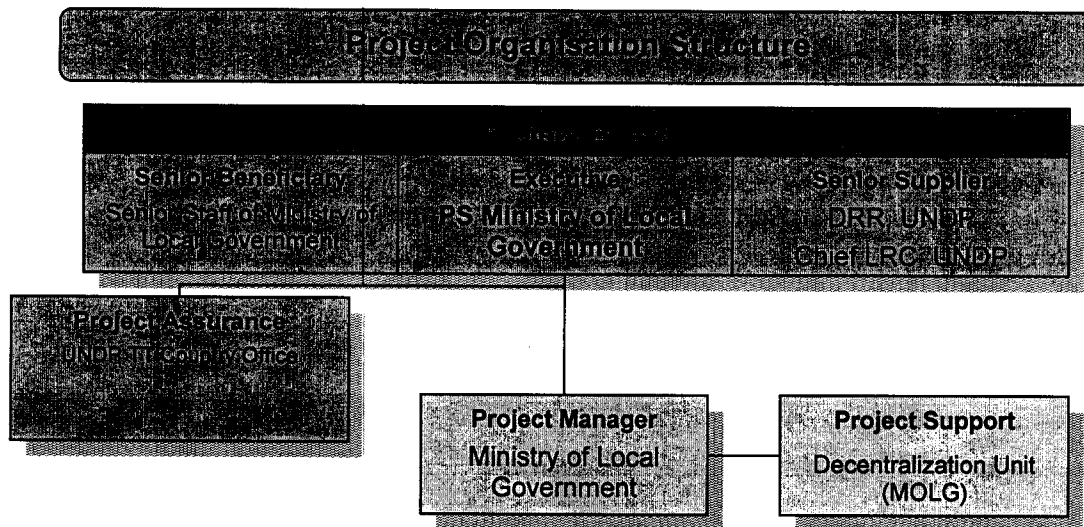
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
<p><b>Output 1:</b>  <b>400 staff of the Ministry of Local Government trained in the PRINCE2 project management methodology</b>                      Baseline: Ministry Staff not exposed to the PRINCE2 Methodology of Project Management  <u>Indicators:</u>                      Staff sit and pass required examinations  <u>Targets:</u>                      At least 90% of staff selected for training participates in exams.                      - At least 80% of staff selected for training pass examination and receive certification.</p>	<p>1. <u>Activity Result</u> : Training                      Learning Strategy Developed                      LMS learning platform, license fees, passwords and logons implemented                      Preparation for exams (invigilators etc.) made                      Candidates sit required examinations and successful candidates receive certification</p>			√	√	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• UNDP</li> </ul>	Ministry of Local Government	USD 172,900.00
<p><b>Output 2</b>  <b>Staff of the Ministry of Local Government aware of the</b></p>	<p>2 <u>Activity</u> _____ <u>Result:</u>                      Workshops/Visioning Sessions</p>				√	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• UNDP</li> </ul>	Ministry of Local Government	USD 8,000.00

<sup>4</sup> See Annex III for TOR for Capacity Development Advisor

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
<p><b>Vision regarding Results Based Management Systems</b></p> <p><b>Baseline:</b> Lack of a Results Based Management approach in the Ministry</p> <p><b>Indicators:</b> Staff exposed to knowledge and best practices regarding Results Based Management Systems</p> <p><b>Targets -</b></p> <ul style="list-style-type: none"> <li>- Senior Ministry officials and project staff attend workshops on Results Based Management Systems</li> </ul> <p><b>Related CP outcome:</b></p> <p>1.1 Governance structures and practices are more decentralized and responsive to needs at the local level.</p> <p><b>Output 3</b></p> <p><b>Project Initiation Document</b></p> <p><b>Baseline:</b> Documented Strategy</p>	<ul style="list-style-type: none"> <li>▪ Planning and Execution of Workshop Sessions with Senior Staff</li> <li>▪ Elaboration of materials to communicate vision of the Ministry to staff of Ministry and Corporations regarding results based management and the role of PRINCE2</li> <li>▪ Planning and Execution of a Session with UNDP Capacity Development Expert with Ministry officials</li> </ul>							
	<p>1 <u>Activity Result:</u> Project Initiation Document</p> <ul style="list-style-type: none"> <li>▪ Recruitment of Capacity</li> </ul>					<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• UNDP</li> </ul>	Ministry of Local Government	USD 28,500.00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>for the Development of a Results Based Management System does not exist</p> <p><u>Indicators:</u> Staff engaged in strategic planning and identification of resources required for Output 3</p> <p><u>Targets:</u> Senior Ministry officials participate by providing inputs into the PID</p> <p><u>Related CP outcome:</u> 1.1 Governance structures and practices are more decentralized and responsive to needs at the local level.</p>	<ul style="list-style-type: none"> <li>Development Advisor</li> <li>Development of a comprehensive second stage project initiation document which will identify further capacity development initiatives and baselines in PRINCE2 format</li> </ul>			√	√				
									USD 209 400.00
									USD 14,658.00
									USD 224 058.00
<b>SUB TOTAL</b>									
<b>GMS (7%)</b>									
<b>TOTAL</b>									

## V. MANAGEMENT ARRANGEMENTS



In line with the UNDP's policy of promoting national ownership, leadership and accountability, the project will be managed and executed by the Ministry of Local Government (MOLG) utilising the national execution modality (NEX) with the support of UNDP. A dedicated Project Manager<sup>5</sup> will be sourced by the Ministry of Local Government. A Project Board will be established to oversee the implementation of the project. The Board, compliant with PRINCE2 standards, will comprise the following:

- Executive: Permanent Secretary of the Ministry of Local Government or designated officer.
- Supplier: Deputy Resident Representative (UNDP Trinidad and Tobago) and Chief of Learning Resource Centre (UNDP Headquarters).
- Beneficiary: Senior staff of the Ministry of Local Government; CEO of the Planning and Engineering Departments

The project manager will provide bi-weekly regular highlight reports<sup>6</sup> to the project board on project implementation progress and will provide more extensive updates upon realization of larger project milestones.

Specific roles and responsibilities for the Ministry of Local Government and UNDP are as follows:

<sup>5</sup> See Annex I for TOR of Project Manager

<sup>6</sup> Highlight reports are also documented in PRINCE2.

**Ministry of Local Government (Executing Agency)**

- 1) Obtain and allocate resources for the implementation of the project in a timely manner
- 2) Assign individual to perform duties as project manager for the project
- 3) Identify participants to be trained.
- 4) Provide required internet access for course participants

**UNDP**

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

- 1) Set up the Learning Management System learning platform and associated systems
- 2) Participate on the Project Board.
- 3) Providing guidance to the MOLG in the execution of monitoring and evaluation activities
- 4) Identification and recruitment of both national and/or international experts with the prior agreement of the MOLG. The MOLG will liaise with the UNDP on any matter of concern;
- 5) Regularly review the status of project objectives, activities, outputs and emerging issues
- 6) Financial management of the project and the preparation of financial reports

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 for indirect costs incurred by UNDP headquarters and country office 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
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through UNDP Headquarters' Bureau for Latin America and the Caribbean
- Systems, IT infrastructure, branding, knowledge transfer

To cover these GMS costs, the contribution shall be charged a fee equal to 7%

All costs for the project will be borne by the Ministry of Local Government in accordance with the terms outlined in the Cost Sharing Agreement attached as Annex IV.

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## VI. MONITORING FRAMEWORK AND EVALUATION

### *Responsibility*

The executing agency bears primary responsibility for monitoring and evaluation.

### *Monitoring Framework*

The UNDP will work with the MOLG to put measures in place to ensure appropriate monitoring and evaluation utilizing the UNDP's existing Monitoring and Evaluation Framework. Under this framework, the MOLG and UNDP will regularly review the status of project objectives, outputs, activities and emerging issues.

The project will be monitored through the following mechanisms:

1. **Project Board Meetings.** The project manager will be responsible for organizing these meetings and for follow-up on the recommendations and decisions taken in the meetings. The Board will function in accordance with established PRINCE2 guidelines. The Board is responsible to effect changes and/or modifications to the project if the project moves beyond acceptable tolerance in implementation. Risk management, responsibility of the project manager, will be monitored at the meetings (*see Annex III for Risk Assessment of project*). Additional monitoring of risks and issues will be conducted through UNDP's Project Management facility.
2. **Progress reports.** The project manager will provide regular progress reports including updates on the status of risks defined to the project board to facilitate assessment of project progress. Upon completion of major milestones more extensive progress reports will be provided to the Project Board and progress meetings will be organized.
3. **Final Project Report.** A report on completion of project will be prepared by the project manager. The report will include lessons learnt and completed risk and issues logs. This report will include feedback from participants trained in PRINCE2, and statistics on number of participants selected for participation, number of participants sitting for exam and number of participants successful in the exam.
4. **Financial Reports.** Financial reports will be prepared by the UNDP and submitted to the Project Board. These reports will indicate the project expenditure to date in relation to the expected expenditure and will thereby provide an assessment of financial data relating to project progress. Financial reporting will take place together with the progress reports.

## Quality Management for Project Activity Results

<b>OUTPUT 1:</b>		
<b>Activity Result 1 (Activity 1)</b>	<i>PRINCE2 Training</i>	Start Date:15 Sept 2008 End Date: 12 Dec. 2008
<b>Purpose</b>	To facilitate the acquisition of project management skills by staff of the Ministry of Local Government	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Develop Learning Strategy</li> <li>▪ Providing access to PRINCE 2 through UNDP's Learning Management System at its Headquarters in New York</li> <li>▪ Facilitate the PRINCE2 Examinations and certification of successful candidates</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Access of course participants to LMS learning platform	<ul style="list-style-type: none"> <li>• Arrangements to provide access to online facilities confirmed</li> <li>• Registration list of persons from Ministry on LMS platform</li> </ul>	30 September 2008
Registration for exams (> 90% registered)	List of persons registered for exams	17 October 2008
Examination Results (> 80% of those taking exams are successful)	List with status of participants' exam results	12 December 2008

<b>OUTPUT 2:</b>		
<b>Activity Result 2 (Activity 2)</b>	<i>Workshops</i>	Start Date: 15 Sept 2008 End Date:28 Nov 2008
<b>Purpose</b>	<i>To provide best practices on the development of a Results Based Management system?</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Executing workshops for Ministry personnel being trained in the Project Management methodology</li> <li>• Facilitating the further identification of gaps which may hinder the development of a RBMS and strategy to overcome such gaps</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number and types of workshops organised for Ministry Staff and those from corporations	Report on workshops. Report will include an assessment of additional staff members for a second Phase of project management training	31 October 2008

<b>OUTPUT 3:</b>		
<b>Activity Result 1 ( Activity 3)</b>	<i>Project Initiation Document</i>	Start Date: 15 Sept 2008 End Date: 19 Dec 2008
<b>Purpose</b>	To Develop a Project Initiation Document (PID) <sup>7</sup> based on experiences and information gained. The PID will essentially focus on those elements which are essential to capacity development as well as the development of a RBMS	
<b>Description</b>	Acquire the services of a Capacity Development Advisor, qualified in PRINCE2 Assessment of capacity of Ministry to implement a Results Based Management System and development of methodology for achieving same	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Qualified personnel hired	Contract entered into by UNDP and identified person	29 September 2008
Draft PID prepared	Draft report submitted by Capacity Development Advisor	14 November 2008
Final PID submitted	Final PID document received by MOLG	1 December 2008

<sup>7</sup> A PID is a full project initiation document according to PRINCE2 definitions

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## VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Trinidad and Tobago and UNDP, signed on 20 May 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 following type of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

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

As stated in the SBAA, the cost of items constituting the Government's contribution to the project and any sums payable by the Government in pursuance of this article, as detailed in Project Budgets, shall be considered as estimates based on the best information available at the time of preparation of such budgets. Such sums shall be subject to adjustments whenever necessary to reflect the actual cost of any such items purchased thereafter. Further to this provision, any such changes in costs, particularly in the case of overruns, must be discussed and agreed to by both parties, after which time the Ministry of Local Government will be responsible for meeting these costs under this project.

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## VIII. ANNEXES

Annex I	Terms of Reference Project Manager
Annex II	Terms of Reference Capacity Development Advisor
Annex III	Risk Log
Annex IV	Cost Sharing Agreement



**United Nations Development Programme**

**TERMS OF REFERENCE**

**PROJECT MANAGER**

**Capacity Development in Project Management  
MINISTRY OF LOCAL GOVERNMENT (MOLG)  
GOVERNMENT OF TRINIDAD AND TOBAGO**

**June 2008**

**1 Purpose of the Project Manager**

The role of the Project Manager is to manage the implementation of a Capacity Development project to equip Ministry Personnel with the requisite skills for Managing and implementing the Reform and Decentralization process in which the Ministry is currently engaged.

**2 Situational Analysis and Context**

The Ministry of Local Government in Trinidad has embarked upon the decentralization of its system to facilitate the achievement of Vision 2020 through the improvement of infrastructure, preservation of the environment, increasing access to basic amenities and delivery of social services. In the identification of the challenges faced by the MOLG, it was clearly stated that human resource capacity and the existing management systems need to improve and take into account new developments in results based management.

The Ministry of Local Government in its effort to facilitate effective decentralization is implementing a new wave of projects that must be managed efficiently in order to achieve the desired results. While the Ministry's personnel possess skills in various areas of specialty there is an apparent need to build project management capabilities. Further, given the structure of the Ministry of Local Government, it is essential that a common process be adopted for effective functioning of the Ministry and its Municipalities. PRINCE2, (**PR**ojects **I**N **C**ontrolled **E**nvironments) is a structured, process-based method for effective project management that will facilitate the Ministry of Local Government's need for strengthening staffs' capacity and a common platform on which the Ministry can operate.

This project will train 400 government staff and outline a vision of the Ministry. The project is therefore expected to be a catalyst leading to future initiatives which will facilitate the development of a Results Based Management System for the ministry as well as strengthening of the human resource capacity as is required in a newly Decentralized environment.

### **3 Project Objective**

Based on the overall vision relating to adopting a common project management methodology<sup>8</sup>, the main objective of the project is to train 400 government staff from the Ministry of Local Government and its Municipal Corporations in PRINCE2 and facilitate the certification of staff members who have successfully completed the course and its examinations.

### **4 Expected Outputs**

The Project Manager will be expected to manage the project in accordance with established institutional guidelines. Specifically, the Project Manager will work towards achieving the stated objective through the attainment of the following outputs:

1. Training and certification of MOLG personnel in PRINCE2
2. Increased knowledge of personnel trained on the MOLG vision regarding management for results for project implementation
3. Development of a Project Initiation Document (PID) to facilitate the development of a Results Based Management System
4. Report on completion of Project

### **5. Summary of Key Functions**

- Management of the project and ensuring that deliverables are delivered on time and within reasonable quality standards,
- Information and communication management and project reporting

### **6 Duties and Responsibilities**

1. Ensures that adequate systems are in place to execute project activities with the knowledge that Internet connectivity for Ministry staff will be outside of the project mandate and arranged by the Ministry,
2. Ensures forward-looking information and communication management and project reporting
3. Project Monitoring and Evaluation of the project activities and outcomes
4. Prepare the Terms of Reference for any personnel against this project

### **7 Competencies**

- Promotes knowledge management through leadership and personal example (Project Manager is expected to be one of the participants in the training)
- Actively works towards continuing personal learning and applies newly acquired skills
- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation and monitoring of management projects

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<sup>8</sup> See Draft White Paper on Local Government Reform (2006) for more information.

- Solid knowledge in financial resources and human resources management, contract, asset and procurement, information and communication technology, general administration
- Ability to lead business processes re-engineering, implementation of new systems (business side), and affect staff behavioral/ attitudinal change
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Leads teams effectively and shows mentoring as well as conflict resolution skills
- Demonstrates strong oral and written communication skills
- Remains calm, in control and good humoured even under pressure

## **8 Required Skills and Experience**

Education:

- Masters Degree in Business Administration, Public Administration, Finance, Economics or related field.

Experience:

- 10 years of relevant experience at in providing management advisory services and/or managing staff and operational systems and establishing inter-relationships among international organization and national governments.
- Experience in the usage of computers and office software packages, experience in handling of web based management systems.

Language Requirements:

- Fluency in written and spoken English is essential

## **9 Duration and Duty Station**

The Project Manager will be stationed at the Ministry of Local Government in Port of Spain, Trinidad and Tobago for the duration of the project.

## **10 Supervision**

Supervision will be under the guidance of the Project Board of the project.

## ANNEX II

### TOR CAPACITY DEVELOPMENT ADVISOR

<b>Application Deadline :</b>	31 July-08
<b>Post Level :</b>	SSA
<b>Languages Required :</b>	English
<b>Duration of Initial Contract :</b>	2 months
<b>Expected Duration of Assignment :</b>	1 year

### Background

The Ministry of Local Government in Trinidad has embarked upon the decentralization of its system to facilitate the achievement of Vision 2020 through the improvement of infrastructure, preservation of the environment, increasing access to basic amenities and delivery of social services. In the identification of the challenges faced by the MOLG, it was clearly stated that human resource capacity and the existing management systems need to improve and take into account new developments in results based management.

The Ministry of Local Government in its effort to facilitate effective decentralization is implementing a new wave of projects that must be managed efficiently in order to achieve the desired results. While the Ministry's personnel possess skills in various areas of specialty there is an apparent need to build project management capabilities. Further, given the structure of the Ministry of Local Government, it is essential that a common process be adopted for effective functioning of the Ministry and its Municipalities. PRINCE2, (**PR**ojects **I**N **C**ontrolled **E**nvironments) is a structured, process-based method for effective project management that will facilitate the Ministry of Local Government's need for strengthening staffs' capacity and a common platform on which the Ministry can operate.

The task of the Capacity Development Advisor is to, within the project of Capacity Development in Project Management, to analyze the current Results Based Management Environment within the Ministry for Local Government and to develop a next phase Project Initiation Document (PID) to assist the Ministry further in its development of their Results Based Management System.

### Duties and Responsibilities

#### Functional/ Key Tasks

- Drafting and formulation of the second phase PID document, based on analyses, ground evidence and agreement of the Ministry for Local government in the PRINCE2 format.
- To deepen knowledge on capacity development strategies, through Practice Notes,

- policy briefs, capacity development position statements etc.
- To identify further opportunities and partnerships within the area of Capacity Building between the United Nations Development Programme and the government.
  - To identify and document other best practices within the area of Capacity Development for use in the Ministry of Local Government and the Government of Trinidad and Tobago at large.
  - Guidance and quality assurance for capacity development knowledge product development.
  - To identify champions in the Ministry of Local Government and the Government at large within the area of Capacity Development.
  - To assist in the elaboration of materials and conduct of relevant workshops, seminars and meetings.
  - To implement any other tasks assigned by the Project Manager

## **Competencies**

### **Technical Knowledge:**

Substantive knowledge and understanding of development cooperation, with emphasis on development effectiveness, Capacity Development, public-private partnerships and sustainable development.

Understanding and experience in one or more knowledge areas, including process and/or substantive knowledge; willingly shares this knowledge with others.

### **Management & Leadership:**

Has leadership qualities and motivates teams well, inspiring confidence in others. Flexibility in carrying out responsibilities and responsiveness to complex needs and demands. Develops creative solutions to particularly challenging situations and is an effective influencer.

### **Teamwork:**

Works effectively in cross-functional teams, as well as through networks of diverse and dispersed people.

### **Communication:**

Strong oral and written communication skills. Good listener and responsive to the opinions of others.

### **Building Partnerships:**

Cultivates productive relationships with partners and other important institutions and individuals; mobilizes additional resources to achieve strategic results. Speaks confidently and exercises diplomacy in dealing with governments, UN system and

national partners.

Has the ability to think strategically, develop initiatives as well as provide innovative solutions and advice through learning and partnerships.

**Respect for Diversity:**

Commitment to UN's core values; respects individual, gender and cultural differences in dealing with others.

**Required Skills and Experience**

Master's Degree in international relations, economics, social sciences.  
PRINCE2 certified.

A minimum of 7 years of experience over all, particularly in the field of international cooperation at different levels

Fluency in English is required. Working knowledge of Spanish is highly desirable.

**ANNEX III**

**Risk Assessment**

Description	Date Identified	Type	Impact/Probability Scale	Countermeasures/Management response	Owner	Submitted/Updated by
1 Funding not received in a timely Manner	July 08	Financial	Delay of Project Implementation Probability = 2 Impact: = 5	Ensure funds available prior to project signing. Update Minister/Permanent Secretary regularly on project formulation process.	Project Manager	UNDP
2 Internet connectivity for course participants inadequate	July 08	Operational	Delay of systematic approach to project implementation Loss of interest by target trainees P = 3 I = 5	Pre-project assessment of connectivity and provide resources to increase adequacy or identify suitable physical locations as alternative (e.g. NALIS). Back-up option of using CD-ROMS	For pre-project assessment: MOLG. During project: Project manager	UNDP
3 Staff do not understand why PRINCE2 is used and have low motivation to take and pass the course	July 08	Organizational	Low participation in training/registration for exams/sitting of exams P = 2 I = 5	Conduct workshop to outline vision of MOLG and rationale to use Prince 2 lead by Senior Government Officials such as the Hon. Minister or Permanent Secretaries. Message	Project Manager	UNDP

<sup>9</sup> Probability Scale 1 (low) to 5 (high); Impact scale 1 (low) to 5 (high)

Description	Date Identified	Type	Impact & Probability/Scale	Countermeasures / Management Response	Owner	Submitted/Updated by
4 Change of Senior User	July 08	Organizational	Delay in project execution P = 4 I = 5	sent by Minister/PS to supervisors about importance of PRINCE2 training. Recommend that the Permanent Secretary assumes the role of Executive of the Project Board	UNDP	UNDP

**ANNEX IV**

**COST SHARING AGREEMENT BETWEEN THE  
UNITED NATIONS DEVELOPMENT PROGRAMME  
AND  
THE MINISTRY OF LOCAL GOVERNMENT**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the Ministry of Local Government (hereinafter referred to as the "Donor") have agreed to co-operate in the implementation of the project **00062515** "Capacity Development in Project Management" 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 been duly informed of the contribution of the Donor to the project;

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

**Article I**

1. The Donor shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of (TT equivalent) US\$ 224,058.00.
2. The Donor shall, in accordance with the schedule of payments set out below, deposit the contribution in UNDP's local account:

The Republic Bank,  
Independence Square, Port-of-Spain  
Account #:150285260601  
**(In making the deposit please identify the project number: 00062515).**

<b><u>Date payment due</u></b>	<b><u>Amount(US\$)</u></b>
a) August 8 2008	<b>\$224,058.00 (TT\$ Equivalent)</b>

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 28 November 2008.

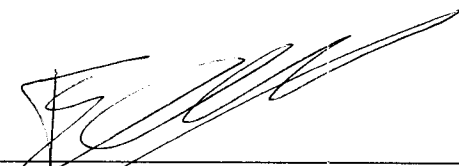
IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.

  
\_\_\_\_\_  
For the Government:  
Senator The Hon. Hazel Manning  
Minister of Local Government

10 September 2008  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
For the Ministry of Local Government  
Mrs. Indra Furlonge-Kelly  
Permanent Secretary

10 September 2008  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
For the United Nations Development Programme  
Mr Edo Stork  
Resident Representative (a.i.)

10 September 2008  
\_\_\_\_\_  
Date