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United Nations Development Programme

PROJECT DOCUMENT

Trinidad & Tobago

Project Title: Institutional Strengthening
Project Number: 01003086
Implementing Partner: Ministry of Planning, Economic Affairs and Development
Start Date: December 2024 **End Date:** December 2027 **PAC Meeting date:** 23rd May 2025

Brief Description

This project is a continuation of Trinidad and Tobago's ongoing institutional strengthening efforts and aims to enhance the capacity of the National Ozone Unit (NOU) from 2025 to 2028. It will support the NOU in planning, coordinating, and monitoring the country's strategies to eliminate ozone-depleting substances (ODS) in line with the Montreal Protocol. The Government of Trinidad and Tobago is committed to fulfilling its obligations under the Montreal Protocol and the Multilateral Fund, focusing on phasing out controlled substances according to the agreed timeline. This renewed commitment will enable the NOU to implement the necessary plans and activities to meet international obligations.

Phase XII of the Institutional Strengthening Project will focus on further strengthening the country's Licensing and Quota System for the import of Montreal Protocol-controlled substances and will play a vital role in developing strategies for effective ODS management and phase-out. The project will also ensure continued active participation in global and regional network meetings, training programs, and high-level discussions to promote Montreal Protocol activities. Additionally, efforts to introduce energy efficiency measures for refrigeration and air conditioning (RAC) equipment will help reduce HFC consumption. Awareness-raising and dissemination activities will be reinforced throughout the project.

Contributing Outcome (UNSDCF, CPD, RPD): UNDP CPD 2022-2026 Outcome 2: The Caribbean has fully transitioned to a more diversified and sustainable economy that supports inclusive and resilient economic growth. Indicative Output(s) with gender marker[1]: GEN 1	

Total resources required:	$180,000	
Total resources allocated:		
	UNDP TRAC:	$0
	Donor MLF:	$180,000
Unfunded:		

Agreed by (signatures):

Government	UNDP
ABMaharaj Print Name: AARTI BEDASSIE-MAHARAJ	DocuSigned by: 1790D36F45A7448... Print Name: Ugo Blanco
Date: 11-06-2025	Date: 11/06/2025

[1] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

LIST OF ABREVIATIONS

CP	Country Programme
QA	Quality Assurance
ExCom	Executive Committee of the Multilateral Fund
GPRAC	Good Practices in RAC
GWP	Global Warming Potential
HCFCs	Hydrochlorofluorocarbons
HFCs	Hydrofluorocarbons
HPMP	HCFCSs Phase out Management Plan
IA	Implementing Agency
LVC	Low Volume Country
MPEAD	Ministry of Planning, Economic Affairs and Development
MLF	Multilateral Fund for the Implementation of the Montreal Protocol
MOP	Meeting of Parties to the Montreal Protocol
MP	Montreal Protocol
MT	Metric Tonnes
NOU	National Ozone Unit
ODP	Ozone Depleting Potential
ODS	Ozone Depleting Substances
PBP	Performance Based Payment
RAC	Refrigeration and Air Conditioning
SBAA	Standard Basic Assistance Agreement
UNDP	United Nations Development Programme

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

1. Background

Institutional Strengthening (IS) projects have played a pivotal role in enhancing the capacity of Article 5 countries to comply with the Montreal Protocol since the Executive Committee first approved these initiatives in June 1992. The establishment of indicative funding ceilings outlined in document UNEP/OzL.Pro/ExCom/7/20 provided a framework for IS support, facilitating the effective implementation of ozone-depleting substance (ODS) phase-out strategies. Over the years, the Executive Committee has reviewed and adapted funding levels in response to evolving compliance commitments under the Protocol, ensuring that IS projects are adequately resourced to meet the unique challenges faced by each country. For example, decisions made during the 19th and 35th meetings underscored the importance of continuous support and incremental funding increases, which are critical for sustaining national ozone units (NOUs) as they navigate compliance and capacity-building needs.

The recent adoption of the Kigali Amendment, which mandates the phase-down of hydrofluorocarbons (HFCs), has further underscored the necessity of robust institutional frameworks in Article 5 countries. At the Twenty-eighth Meeting of the Parties, a directive was issued to increase IS support in light of new commitments related to HFC management. This marked a significant shift in focus, as countries must now enhance their regulatory frameworks and capacity to manage alternatives to both HCFCs and HFCs. As outlined in decisions from the 77th and 78th meetings of the Executive Committee, the need for effective IS funding has become even more critical to ensure that countries can fulfill their reporting obligations and implement the required licensing and capacity-building activities. The challenges associated with the dual phase-out of HCFCs and the transition to HFC alternatives necessitate a comprehensive approach to institutional strengthening that can adapt to the complex demands of this new regulatory landscape.

Moving forward into the 2020-2030 period, the significance of IS support is clear. As all Article 5 countries strive to meet their HCFC phase-out obligations and initiate the HFC phase-down process, they will depend heavily on the resources and frameworks provided by IS projects. Funding for these initiatives not only facilitates compliance with existing Protocol measures but also empowers countries to strengthen their national programs, ensuring that ozone-layer protection remains a top priority within government structures. By maintaining and increasing support for IS projects, the Executive Committee can help Article 5 countries enhance their capacities, ensuring their role as active partners in the global effort to safeguard the ozone layer and mitigate the impacts of climate change.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

2. Development Challenge

The project seeks to address the critical challenge of ozone layer depletion in Trinidad and Tobago, a signatory to the Vienna Convention and the Montreal Protocol since 1989. The country ratified several amendments, including the Kigali Amendment in 2017, which obligates developing nations to phase out the consumption of ozone-depleting substances (ODS) to prescribed levels. Despite not manufacturing ODS or refrigeration equipment, Trinidad and Tobago relies on stringent import and export restrictions to comply with these international commitments. However, the implementation of the Montreal Protocol has faced significant challenges due to limited capacity within the National Ozone Unit (NOU) located within the Ministry of Planning and Development. This challenge is particularly relevant to national development priorities, as outlined in the Vision 2030 Development Plan, which emphasizes environmental sustainability and resilience in the face of climate change.

Ozone layer depletion has serious implications for public health, agriculture, and biodiversity. Increased ultraviolet (UV) radiation due to ozone layer thinning can lead to higher incidences of skin cancer, cataracts, and other health issues, disproportionately affecting vulnerable populations, including women, children, and low-income communities. For instance, the Pan American Health Organization estimates that a 1% decrease in stratospheric ozone could lead to an additional 200,000 skin cancer cases globally each year. Additionally, agriculture, a vital sector for food security, can be negatively impacted by increased UV radiation, affecting crop yields and threatening the livelihoods of farmers, some of whom are women.

The immediate causes of this challenge include insufficient funding and resources for the NOU to effectively implement and monitor compliance measures under the Montreal Protocol. Underlying factors consist of limited public awareness regarding the importance of ozone layer protection and a lack of integration of environmental policies into broader economic planning. Furthermore, the root causes involve systemic issues such as weak institutional frameworks, inadequate capacity for regulatory enforcement, and the absence of robust public engagement strategies. The lack of inclusion of marginalized groups in environmental governance hinders the development of equitable solutions that address the needs of all citizens.

3. Strategy

The Institutional Strengthening Project will continue to support Trinidad & Tobago's National Ozone Unit (NOU), which is part of the Ministry of Planning, Economic Affairs and Development's "Environmental Policy and Planning Division." The goal is to enhance the NOU's capacity to manage the ODS phase-out and HFC phasedown in accordance with the Montreal Protocol. The project provides crucial financial, technical, and administrative assistance to sustain the necessary systems, policies, and coordination to achieve these objectives. By strengthening the NOU, the project ensures that Trinidad & Tobago has the institutional infrastructure needed to meet ODS and HFC reduction targets while contributing to broader climate mitigation and sustainable development goals.

Conducting a problem tree analysis, the Theory of Change identifies enhancing institutional strengthening (IS) support as crucial to addressing these challenges. By providing targeted training and resources to the NOU, the project can improve its capacity to develop and implement effective policies, engage in public awareness campaigns, and foster community involvement in ozone protection initiatives via responsible choices in refrigerant and technology. This project aligns with the Sustainable Development Goals (SDGs), particularly Goal 13 (Climate Action) and Goal 5 (Gender Equality), as it seeks to

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

enhance resilience to UV radiation impacts while promoting gender-responsive approaches to environmental governance. Ultimately, addressing ozone layer depletion through this project will contribute to global efforts to protect the environment, promote public health, and support sustainable development outcomes that are inclusive and equitable, aiding in poverty reduction and addressing inequalities in Trinidad and Tobago.

The project's Theory of Change is focused on enhancing the NOU's institutional capacity to lead and coordinate national efforts to phase out HCFCs and phase down HFCs, ensuring compliance with Montreal Protocol targets. The multi-pronged approach builds on past institutional strengthening initiatives and integrates lessons learned to address new challenges, such as the expanded obligations under the Kigali Amendment.

Ongoing financial and administrative support will ensure that the NOU can function as the primary body for implementing ODS and HFC phase-out policies. This includes helping to revise and enforce national regulations in line with Trinidad & Tobago's international commitments under the Montreal Protocol. Institutional strengthening will focus on building the NOU's capacity to support policy and regulatory adjustments and offer technical support for government decision-making.

The project will prioritize continuous capacity development for NOU staff, industry stakeholders, and relevant national and local government bodies. Capacity-building programs will ensure that the NOU is equipped with the latest knowledge and skills to manage the Kigali Amendment's phasedown requirements. Training for customs and border control authorities will enhance their ability to track and report on adherence to phase-out targets under the ambit of the Montreal Protocol. The stakeholder engagement strategy will foster strong communication and coordination with industry sectors, such as refrigeration, air conditioning, and fire suppression. Public awareness campaigns will also educate industries and consumers about the importance of climate-friendly alternatives.

The project will incorporate gender-sensitive strategies into the implementation of the Montreal Protocol. The project will seek to ensure that women play an active role in decision-making within the NOU and related agencies for project execution. Capacity-building initiatives will also ensure that both men and women benefit equally from training opportunities.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

4. Results and Partnerships

The table below summarises the activities carried out in the previous Institutional Strengthening phases, especially phase XI (12/2021-12/2023) and the planned activities and expected results (output) under the context of the phase XII (as reported to the Multilateral Fund of the Montreal Protocol). These intended results will overall enhance the NOU's institutional capacity to lead and coordinate national efforts to phase out HCFCs and phase down HFCs, ensuring compliance with Montreal Protocol targets.

Components or elements	Activities in current phase (XI: 10/2021 – 12/2023)	Achievements in current phase (XI: 10/2021 – 12/2023)	Planned activities in next phase (XII: 10/2023 – 12/2026)	Expected results for next phase
Objective 1: Adoption/implementation of legislation and regulation to control and monitor the imports and use of Montreal Protocol controlled substances				
Amendments to national policies and regulations to include provisions required by the Kigali Amendment	Continue the procedures for the implementation of the Kigali Amendment by the Government of the Republic of Trinidad and Tobago.	Mechanisms were enabled for the implementation of the Kigali Amendment, such as the adaptation of the regulatory package for the management and control of HFCs.	Continue the procedures for the implementation of the Kigali Amendment by the Government of the Republic of Trinidad and Tobago.	Ensure continued implementation of targets under the Kigali Amendment
Effective implementation and enforcement of the licensing and quota system for all Montreal Protocol controlled substances	Continue and update quota system, monitor quota holders, allot quotas, monitor imports and exports	Adherence to quotas and national reduction targets	Continue quota system and applicable updates for compliance, monitor quota holders, allot quotas, monitor imports and exports	Adherence to quotas and national reduction targets. Quotas assigned for HFC imports. Comply with the first control measure for HFCs: Baseline freeze from 01/01/24.
Enforcement of control measures to sustain the phase out of substances already achieved	Continue supporting ISO Certification of Enforcement Officers and Process through capacity building and training.	Continued ISO Certification and increase in capability and knowledge base of enforcement officers	Continue supporting ISO Certification of Enforcement Officers and Process through capacity building and training. Continue activities to support compliance with methyl bromide phase out for non QPS and all other ODS	Cohesive Border Control of imports and exports of MP controlled substances. Issuance of import and export licenses Successfully support compliance with methyl bromide phase out for non QPS and all other ODS

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Components or elements	Activities in current phase (XI: 10/2021 – 12/2023)	Achievements in current phase (XI: 10/2021 – 12/2023)	Planned activities in next phase (XII: 10/2023 – 12/2026)	Expected results for next phase
Institutional measures in place with relevant offices to effectively monitor potential illegal trade of controlled substances as applicable	Strengthen system used by Border Control Agencies in the Monitoring and Control of ODS and ODS-dependent technologies	No banned ODS entered the country - 10% of women participating in Border Control	Strengthen system used by Border Control Agencies in the Monitoring and Control of ODS and ODS-dependent technologies	Ensure that no banned ODS enter the country.
Enforcement of measures to control or ban the imports of RAC equipment or preblended polyols, if applicable	n/a	n/a	Continue the procedures for the implementation of the license system for import of RAC equipment	Ensure continued implementation of procedures for the implementation of the license system for import of RAC equipment through monitoring of the system and sensitization of border control and importers on the relevant procedures
Ratification of Amendments to the Montreal Protocol	All Amendments to the Montreal Protocol ratified	n/a	n/a	n/a
Objective 2: Accurate and timely data collection and reporting of consumption of all Montreal Protocol controlled substances				
Monitoring customs import/export data of controlled substances	Improve monitoring of database of all substances controlled under the Montreal Protocol	Adequate Control of Substances controlled under the Montreal Protocol	Continued monitoring of database of all substances controlled under the Montreal Protocol in Trinidad and Tobago	Ensure Control of Substances controlled under the Montreal Protocol through data review
Supporting effective and timely data collection for Article 7 and Country Programme data reporting	Prepare and submit reports	Reports Submitted under Article 7 for each year of period and within deadline	Prepare and submit reports.	Timely reporting Submitted under Article 7
Supporting data reporting requirements for HFCs and blends under the Kigali Amendment and monitoring the country compliance in ODP tonnes and CO2-eq tonnes	Prepare and submit reports	Country data reports Submitted for each year of period and within deadline	Prepare and submit reports	Timely country data reporting and compliance in ODP and CO2e.
Objective 3: Efficient coordination between national agencies/stakeholders to support the objectives of the Montreal Protocol				

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Components or elements	Activities in current phase (XI: 10/2021 – 12/2023)	Achievements in current phase (XI: 10/2021 – 12/2023)	Planned activities in next phase (XII: 10/2023 – 12/2026)	Expected results for next phase
Establishment/enhancement of inter and intra-governmental cooperation mechanisms particularly for the implementation of the Kigali Amendment	The Cabinet Committee for the implementation of the Montreal Protocol constituted	Improved coordination of implementation of obligations under the Montreal Protocol from public and private sector Monthly meetings with stakeholders conducted 57% participation of women on the Committee .	Continue coordination for management of obligations under the Montreal Protocol through The Cabinet Committee for the implementation of the Montreal Protocol.	Improved coordination of implementation of obligations under the Montreal Protocol from public and private sector
Facilitation of agreements with stakeholders and partners (i.e., RAC associations, industry, and government) to efficiently implement the Montreal Protocol projects and other requirements	Seminars Lectures Technical workshops	Improved dissemination of technical and non-technical information and improved technical skills of sector - Increased participation of woman and men in meetings and sessions.	Seminars, and Meetings with key stakeholders on Montreal Protocol implementation, including RAC Association, industry and Government agencies	Continue dissemination of technical and non-technical information and improved technical skills of sector
Objective 4: Supervision of timely implementation of HCFC phase out/HFC phase down activities and the resulting reduction in consumption of controlled substances				
Overall coordination of planned projects and expected outputs for approved and ongoing national plans	Continue the implementation of Stage II HPMP and KIP Continue activities to support compliance with methyl bromide phase out for non QPS and all other ODS	Successful submission of Second tranche Stage II HPMP Successfully support compliance with methyl bromide phase out for non QPS and all other ODS. Timely submission of tranche and progress reports	Continue the implementation of Stage II HPMP and the KIP	Successful meeting of targets associated with Second tranche Stage II HPMP and the KIP
Facilitation of timely review and submission of tranches/new stages/individual projects	n/a	n/a	Conduct of quarterly meetings to review tranches/new stages/individual projects	Ensure timely submission of tranche requests and terminal reports as applicable

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Components or elements	Activities in current phase (XI: 10/2021 – 12/2023)	Achievements in current phase (XI: 10/2021 – 12/2023)	Planned activities in next phase (XII: 10/2023 – 12/2026)	Expected results for next phase
Establishment of clearly defined roles for project supervision and implementation and implementation, where relevant	n/a	n/a	n/a	n/a
Objective 5: Promoting awareness raising and information exchange on relevant issues of the Montreal Protocol				
Raising awareness based on assessment of information needs for the general public and for specific sectors to support implementation of Multilateral Fund projects	Continue Consultations with Stakeholders and public service announcements	Improve awareness and education on ODS and low GWP refrigerants Several public service announcements aired and disseminated.	Continue Consultations with Stakeholders and public service announcements	Continue to improve awareness and education on ODS and low GWP refrigerants
Consultation with stakeholders in development of a plan for communication and awareness	Continue information sharing through private sector awareness initiatives, and National libraries Engagement of banks, schools, training institutions and procurement officers	Technical and non-technical information shared with various stakeholders	Continue information sharing through private sector awareness initiatives, and National libraries Engagement of banks, schools, training institutions and procurement officers	Technical and non-technical information shared with various stakeholders
Organizing celebration of World Ozone Day	Public Outreach Newspaper advertisements and bulletins Consultations Celebration of the ozone day and refrigeration day in new period.	Promotion of international scope of ozone issues and national efforts needed. Newspaper advertisements, public displays and bulletins completed.	Public Outreach Newspaper advertisements and bulletins Consultations Celebration of the ozone day and refrigeration day in new period.	Promotion of international scope of ozone issues and national efforts needed. Awareness raised.
Objective 6: Regional cooperation and participation in Montreal Protocol meetings				
Participation in the regional network meetings to provide continuity and institutional capacity building	Trinidad and Tobago to attend and actively participate at all regional and sub regional meetings.	Improved national and regional representation. Trinidad and Tobago participated at regional and sub regional meetings.	Trinidad and Tobago to attend and actively participate at all regional and sub regional meetings.	Improved national and regional representation
Encouraging country participation at Open-ended Working Group / Meeting of the Parties.	Trinidad and Tobago to attend and actively participate at all international meetings.	Improved national and regional representation.	Trinidad and Tobago to attend and actively participate at all official international meetings.	Improved international representation

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Components or elements	Activities in current phase (XI: 10/2021 – 12/2023)	Achievements in current phase (XI: 10/2021 – 12/2023)	Planned activities in next phase (XII: 10/2023 – 12/2026)	Expected results for next phase
		Trinidad and Tobago participated at OEWG and MOP		
Where possible, identify specific activities for cooperation with other countries in the network region on an issue of mutual interest	n/a	n/a	Continue to encourage information sharing and project implementation for enhance capacity building for F gas alternatives	Enhanced capacity and communication channels amongst Caribbean Parties.
Objective 7: Integration of MLF gender policy in implementation of the Montreal Protocol				
Encouraging consultations with stakeholders to mainstream gender into activities of Montreal Protocol activities	n/a	n/a	Consultation with associations, networks, and/or stakeholders focusing specifically on mainstreaming gender throughout the project planning and implementation process	Increased gender awareness throughout the activities performed by the NOU of Trinidad and Tobago.
Integration of the MLF gender policy in project planning and implementation	n/a	n/a	Ensure female participation on steering committee/project board meetings	Improved female participation in project planning and implementation
Assessment of engagement from stakeholders and partners in mainstreaming gender into activities, where relevant	n/a	n/a	Sex-aggregated data on participants/presenters is collected for all meetings/trainings/workshops	Gender mainstreamed throughout the activities performed by the NOU of Trinidad and Tobago.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

5. Resources Required to Achieve the Expected Results

A total funding of USD 180,000 has been allocated by the Multilateral Fund to support the implementation of the project from December 2024 to December 2027.

These resources shall be made available through the United Nations Development Programme for the implementation of activities approved by the Executive Committee of the Multilateral Fund. The National Ozone Unit will lead project implementation in partnership with national stakeholders and with technical support from the United Nations Development Programme.

6. Partnerships

The Government of Trinidad & Tobago, with the support of UNDP, will implement the activities of the Institutional Strengthening (IS) Project, which is critical to achieving sustained compliance with the Montreal Protocol commitments. Through effective partnerships, this project will enhance the capacity of Trindad and Tobago's National Ozone Unit (NOU) to manage ODS phase-out and HFC phasedown activities, in alignment with HCFC control targets and the phasedown milestones set by the Kigali Amendment.

The success of this Institutional Strengthening phase relies on collaborative efforts across a wide range of stakeholders, including private sector partners, public agencies, and industry leaders in the refrigeration and air-conditioning (RAC), foam, firefighting, solvent and other sectors. The project will work closely with the Ministry of Planning, Economic Affairs and Development's Environmental Policy & Planning Division, offering policy guidance and legislative support to facilitate regulatory actions for controlling HCFCs and HFCs, including new ministerial directives and adjustments to licensing and quota systems.

Trinidad & Tobago will meet upcoming ODS phase-out targets and address future challenges related to HFC phasedown through these partnerships, alongside the continued technical support provided by UNDP.

7. Stakeholder Engagement

The Institutional Strengthening Project will engage a broad range of stakeholders to ensure effective and inclusive implementation, supporting Trinidad & Tobago's compliance with the Montreal Protocol:

National Ozone Unit (NOU): As the primary beneficiary, the NOU will receive targeted operational and technical support to lead the implementation, policy development, and enforcement of ODS and HFC phase-out regulations. Regular coordination meetings will be held to align the project's activities with NOU's strategic goals.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Ministry of Planning, Economic Affairs and Development (MPEAD): Serving as the implementing partner, this Ministry will receive technical guidance to support the legislative processes and coordinate with other governmental agencies. The project will engage the ministry through policy workshops, working groups, and regular consultations.
Customs and Border Control Authorities: To strengthen enforcement of ODS and HFC import/export controls, customs officers will participate in specialized training and receive guidance on monitoring and compliance protocols.

Private Sector and Industry Associations: Key partners in the refrigeration and air-conditioning (RAC) sectors will be engaged to adopt and transition to low-GWP alternatives. Industry associations will be involved in awareness campaigns, and targeted workshops will be organized to address industry-specific challenges in adopting climate-friendly technologies.

The primary beneficiaries include the NOU, industries, customs officials, national government, local government and the Ministry of Planning, Economic Affairs and Development. To ensure ongoing engagement, the project will hold regular stakeholder forums, industry workshops, and targeted training sessions tailored to each group's role in implementing phase-out activities. Communication channels will be established to provide these groups with continuous updates and resources for compliance with Montreal Protocol goals.

8. South-South and Triangular Cooperation (SSC/TrC)

This project is being implemented in other countries where UNDP is providing technical guidance. In the region this includes Grenada, St. Kitts, Dominica which have other similar implementation strategies. Knowledge sharing, lessons learnt, and training collaborations would be promoted among these initiatives, utilising a regional platform which will serve to enhance the effectiveness of phase-down activities and the sustainability of project efforts.

9. Digital Solutions

To the extent possible, digital Solutions will be incorporated into project implementation, to enhance: communication and knowledge sharing efforts; training delivery; technology application; and energy efficiency promotion.

10. Knowledge

This project will create awareness through different forums among targeted groups on the provisions and targets of the Montreal protocol and the role these target groups must play to ensure a significant reduction in the release of ozone depleting substances in the atmosphere. These target groups will be systematically engaged to ensure that information and knowledge shared will be disseminated broadly in communities. Knowledge generated and lessons learnt from these activities will be shared among stakeholders.

11. Sustainability and Scaling Up

The project will use the existing structures in place at the National Ozone Unit to implement Montreal Protocol related activities. This is to ensure national ownership and leadership for the process, and the strengthening of national

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

capacity for future activities. Additionally, the National Ozone Unit will receive technical support from UNDP, hence strengthening current national capacities in this sector.

The project's Theory of Change revolves around building the NOU's institutional capacity to lead and coordinate the national effort to phase out ODS and phase down HFCs. The idea is that by strengthening the NOU through ongoing support, the unit will be equipped to enforce regulations and support the government in making informed decisions related to environmental management. The NOU will also be responsible for engaging with various stakeholders, including the refrigeration and air conditioning industries, to ensure compliance and progress.

12. Cost Efficiency and Effectiveness

The *Institutional Strengthening Project* for Trinidad & Tobago's National Ozone Unit (NOU) is designed to enhance the country's capacity to phase out ozone-depleting substances (ODS) and reduce hydrofluorocarbons (HFCs) in line with the Montreal Protocol, especially the Kigali Amendment. The strategy behind this project is built on strengthening the NOU's ability to manage the phase-out process effectively by providing targeted financial, technical, and administrative support. This approach ensures that the NOU has the necessary institutional infrastructure to meet international targets, contributing to both climate mitigation and sustainable development goals. However, for the project to deliver maximum results with available resources, a multi-faceted strategy that leverages best practices and learning from similar contexts is needed.

This approach has proven effective in other contexts. For example, the European Union's efforts to phase out HCFCs through institutional capacity-building have demonstrated the importance of long-term, sustained support for national bodies tasked with environmental enforcement. Strengthening local institutions ensures that environmental policies are implemented efficiently, even beyond the duration of the initial project. By focusing on the NOU's institutional development, Trinidad & Tobago can build a robust framework that can navigate both current challenges and future environmental obligations, making this pathway a highly efficient choice.

13. Project Management

The Institutional Strengthening Project will be implemented by the Ministry of Planning, Economic Affairs and Development/ Environmental Policy & Planning Division under the support to national implementation modality (NIM). It is operated primarily through the National Ozone Unit (NOU) within the Ministry of Planning, Economic Affairs and Development, which will coordinate ODS and HFC control efforts nationwide. The NOU's office infrastructure will be used for central operations, with dedicated operational and technical support from the UNDP Country Office in Trinidad & Tobago.

To strengthen the preparation, implementation, monitoring and evaluation, the project will be under the collaboration of UNDP. To ensure efficient resource sharing, joint outreach campaigns, and unified training initiatives, optimizing costs and leveraging synergies, the project works closely with other relevant projects that are coordinated by the NOU & UNDP. Standard UNDP audit protocols will apply to ensure compliance and transparency in financial management.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

14. Results Framework

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: UNDP CPD 2022-2026 Outcome 2: The Caribbean has fully transitioned to a more diversified and sustainable economy that supports inclusive and resilient economic growth.

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: UNDP CPD 2022-2026 IRRF: 1.1.1 Number of countries that have development plans and budgets that integrate intergovernmentally-agreed frameworks across the whole-of-government (2030 Agenda for Sustainable Development, Paris Agreement, Beijing Declaration and Platform for Action, SAMOA Pathway, Montreal Protocol, Kigali Amendment)

Applicable Output(s) from the UNDP Strategic Plan: UNDP Strategic Plan 2022-2025 Output 4.2 Public and private investment mechanisms mobilized for biodiversity, water, oceans, and climate solutions

Project title and Quantum Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Output 1[2] Strengthening Institutional Capacity for the Implementation of the Montreal Protocol in Trinidad & Tobago	1.1. Number of inter-agency coordination activities held.	Meeting Minutes for PSC	4	2024	4	4	4	12	Meeting minutes/ attendance sheets. Poor documentation or reporting fatigue → Establish a standard template/logging mechanism
	1.2 Number of border control workshops and officers trained (F=women)	NOU Training Logs	0	2024	2 / 30 (15F)	2 / 35 (20F)	2 / 30 (15F)	6 / 95 (50F)	Attendance registers, sex-disaggregated reports, training evaluations. Gender bias in participation → Active outreach and inclusive scheduling
	1.3 Number of sector training sessions and participants (F=women)	NOU Training Logs	1	2024	4 / 80 (10F)	4 / 85 (10F)	4 / 85 (10F)	12 / 250 (30F)	Pre/post tests, participant lists with gender data. Low turnout or poor recordkeeping → Incentivize participation, digital registration tools
	1.4 Number of CP and Article 7 reports submitted on time	Ozone Secretariat and MLF	0	2024	2	2	2	6	MLF and Secretariat submission receipts, tracking tools. Staff turnover, deadline confusion → Use submission calendar reminders and backups
	1.5 Number of reports submitted by deadline to the Ozone Secretariat and the Multilateral Fund	Ozone Secretariat and MLF	2	2024	2	2	2	6	Submission timestamps, MLF website. Connectivity issues, late data consolidation → Allocate time buffer for internal reviews
	1.6 Number of stakeholder coordination meetings held with Associations and relevant stakeholders.	NOU Blog, Attendance registers	2	2024	4	4	4	12	Calendar invites, signed attendance, summary reports. Stakeholder disengagement → Use action-oriented agendas and regular scheduling
	1.7 Percentage of women in MP Committee membership	Meeting Minutes for PSC	50%	2024	50%	50%	50%	50%	Committee membership lists, gender-disaggregated rosters. Unequal representation norms → Enforce parity policy or quotas

[2] The project results framework represents the overarching goal of the Institutional Strengthening Project, which is the support to the National Ozone Unit's activities towards the implementation of the Montreal Protocol in Trinidad & Tobago.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
	1.8 Number of supervision meetings held with project staff and NOU	Meeting Minutes	4	2024	4	4	4	12	Meeting notes. Missed follow-ups → Institutionalize monthly check-ins with shared minutes
	1.9 Number of tranches of HPMPs/KIPs and/or individual projects submitted according to schedule	Ozone Secretariat and MLF	1	2024	1	1	0	2	Tranche submission reports to MLF. Delays in approvals or fund transfers → Early internal planning and escalation channels
	1.10 Number of blog posts published annually	NOU Blogspot	41	2024	≥24	≥24	≥24	≥72	Web analytics, content management logs. Lack of technical capacity → Outsource blog management or train interns
	1.11 Number of public awareness and technical awareness sessions for World Ozone Day	NOU Blogspot, Training Logs	1	2024	2	1	2	5	Blog posts, attendance registers. Poor participation → Advance publicity and stakeholder mobilization
	1.12 Number of newspaper bulletins issued	Scans of publications/ Posts on Blog	2	2024	6	6	6	18	Media scans. Distribution issues or low reach → Use digital and print outlets, archive online
	1.13 Number of MP meetings attended (R=regional, I=international)	Meeting report	2R/ 2I	2024	1R / 2I	1R / 2I	1R / 2I	3R / 6I	Travel reports, logistics notes/agendas. Visa/travel restrictions → Increase virtual participation and backup delegates
	1.14 Percentage participation in the Open-Ended Working Group (OEWG) or Meeting of the Parties (MOP) meetings and webinars	Meeting Reports	100%	2024	100%	100%	100%	100%	Attendance reports, screen captures, webinar recordings. Logistical conflicts → Use recordings for asynchronous learning
	1.15 Percentage of female participation on committees	Meeting Minutes for PSC	40%	2024	40%	40%	40%	40%	Board composition lists, signed attendance. Resistance to change → Implement inclusive recruitment policy
	1.16 Percentage of ToRs with gender competence included	Approved UNDP ToRs	0	2024	100%	100%	100%	100%	Final approved ToRs. Oversight in recruitment process → Pre-approval checklists with gender criteria
	1.17 Percentage of events (meetings/trainings/workshops) collecting sex-disaggregated data	Attendance Registers	0	2024	100%	100%	100%	100%	Event reports, M&E forms, registration tools. Inconsistent reporting → Standardize data fields in forms and M&E tools

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

15. Monitoring And Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	N/A	0.00
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	N/A	0.00
Learn	Knowledge, good practices and lessons learned will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	N/A	0.00
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A	0.00
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections (when necessary).	N/A	0.00

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

16. Multi-Year Work Plan

TRI/SEV/94/INS/45 Budget

EXPECTED OUTPUTS	ACCOUNT	ACCOUNT DESCRIPTION	PLANNED BUDGET BY YEAR			RESPONSIBLE PARTY	PLANNED BUDGET	
			Y1	Y3	Y4		Funding Source	Amount
Output 1: Strengthening Institutional Capacity for the Implementation of the Montreal Protocol in Trinidad & Tobago *Gender marker:*GEN 1	71200	International Consultant	3,000	5,000	3,000	NOU/ UNDP	63030	11000
	71300	Local Consultant	3,000	5,000	3,000	NOU/ UNDP	63030	11,000
	71400	Contractual Services - individ	3,000	3,000	3,000	NOU/ UNDP	63030	9,000
	71600	Travel	3,000	6,000	3,000	NOU/ UNDP	63030	12,000
	72100	Contractual services companies	10,000	15,000	10,000	NOU/ UNDP	63030	35,000
	72200	provision of tools and equipment	20,000	23,000	20,000	NOU/ UNDP	63030	63,000
	74200	Audio Visual Productions & Print Prod Costs	3,000	5,000	3,000	NOU/ UNDP	63030	11,000
	74500	Miscellaneous (DES)	1,000	2,000	1,000	NOU/ UNDP	63030	4000
	75700	Training, workshop and conference	8,000	8,000	8,000	NOU/ UNDP	63030	24,000
	TOTAL							180,000
General Management Support (GMS)[3]								12,600
TOTAL								**180,000**

3 Not included in the project total

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

17. Governance and Management Arrangements

Roles and Responsibilities

National Ozone Unit (NOU).

General responsibilities.

The NOU was established within the then Ministry of Environment by the Government and UNDP for the overall coordination of ODS Phase-out programme in Trinidad and Tobago and to act as a national focal point for the implementation of the Montreal Protocol. The NOU currently resides within the Ministry of Planning, Economic Affairs and Development (MPEAD). The operations of the NOU are funded by the MLF through the Institutional Strengthening Programme, implemented by UN Development Programme and executed nationally by MPEAD. The overall objectives of the NOU are to effectively and efficiently phase-out ODS in the country through the creation and increase in national awareness on the adverse impacts of ODSs, implementing ODS phase-out activities, monitoring and evaluation of progress of implementation of ODS phase-out activities, dissemination of information on new technologies and ODS substitutes to the industrial sector in the country, reporting on ODS consumption and developing and enforcement of regulations in order to meet the obligations of Montreal Protocol and its Amendments. The NOU seeks the advice of representatives from governmental authorities, NGOs, the private sector and academia on a regular basis.

Specific responsibilities.

The NOU will be responsible for the overall coordination of the Institutional Strengthening including operational planning, supervision, administrative and financial management. It will run the project (implementation, supervisor and management) on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The NOU will be supported by national and international technical experts as needed as far as the Institutional Strengthening for Trinidad and Tobago implementation is concerned. The roles and responsibilities are listed as follows:

- Overall responsibility of the technical, financial and operational management of the project with support from UNDP;
- Overall responsibility for monitoring and supervision of activities;
- Generation of annual reports on the progress of implementation of the Institutional Strengthening to submit to the Executive Committee
- Coordination of activities among various stakeholders;
- Coordination of review of policy/regulatory framework among related Government agencies;
- Validation of enterprise-level, sector-level and national-level baseline HFCs consumption data;
- Facilitate servicing industry consultations;
- Communicate and disseminate public information and conduct awareness/outreach initiatives/programmes;
- Incorporate some elements of gender perspective.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

UNDP.

UNDP will provide operational, technical and policy backstopping to the project and will ensure coordination of project activities with the MPEAD and UNDP Country Office (CO) in Trinidad and Tobago.

To ensure effectiveness and cost-efficiency of project implementation, the UNDP Energy and Environment unit will be assigned as the main executing unit for the project and will provide quality assurance to the project.

General responsibilities.

- Recruitment of expert (s) and project staff as required;
- Support NOU/MPEAD in ensuring an effective and smooth process in the project plans/activities;
- Support NOU/MPEAD in review and endorsement process on the draft projects/plans/activities, for timely finalization and submission to the ExCom;
- Provide assistance with policy/regulatory, management and technical support to NOU as and when required;
- Assist NOU in the process of consultations with industries on the technical and logistical aspects;
- Providing assistance with policy, management and technical support when required;
- Assisting NOU/MPEAD and stakeholders on alternative technologies and technology transfer;
- Ensuring performance verification and disbursements in accordance with the Institutional Strengthening phases

Ministry of Planning, Economic Affairs and Development (MPEAD).

The Ministry of Planning, Economic Affairs and Development will act as the Senior Beneficiary of the project. MPEAD will appoint a high-level official who will serve part-time as the National Focal Point (NFP) for the project. The NFP will be a senior person appointed to oversee the project who is accountable to the Government and UNDP for the implementation of the project in line with the signed project document. He/she is the approving officer for the project and will be responsible for providing Government oversight and guidance for project implementation. The NFP will not be paid from project funds but will represent part of the government in-kind contribution to the project.

General responsibilities.

- Serves as a focal point for coordination of the project with implementing agencies, UNDP, Government and other partners;
- Ensures that Government inputs for the project are available and that the project activities are in line with national priorities;
- Coordinates with the NOU and facilitates its work and all staff;
- Ensures that the required project work plan is prepared and updated and distributed to the Government relevant entities when applicable;
- Will represent the National Executing Agency at project meetings and annual reviews;
- Will lead efforts to build partnerships for the support of outcomes indicated in the project document;

Project Board.

Project Governance will be through the Project Board which will be convened by MPEAD in consultation with the UNDP and will serve as the project's governance and decision-making body. The Project Board is responsible for making by

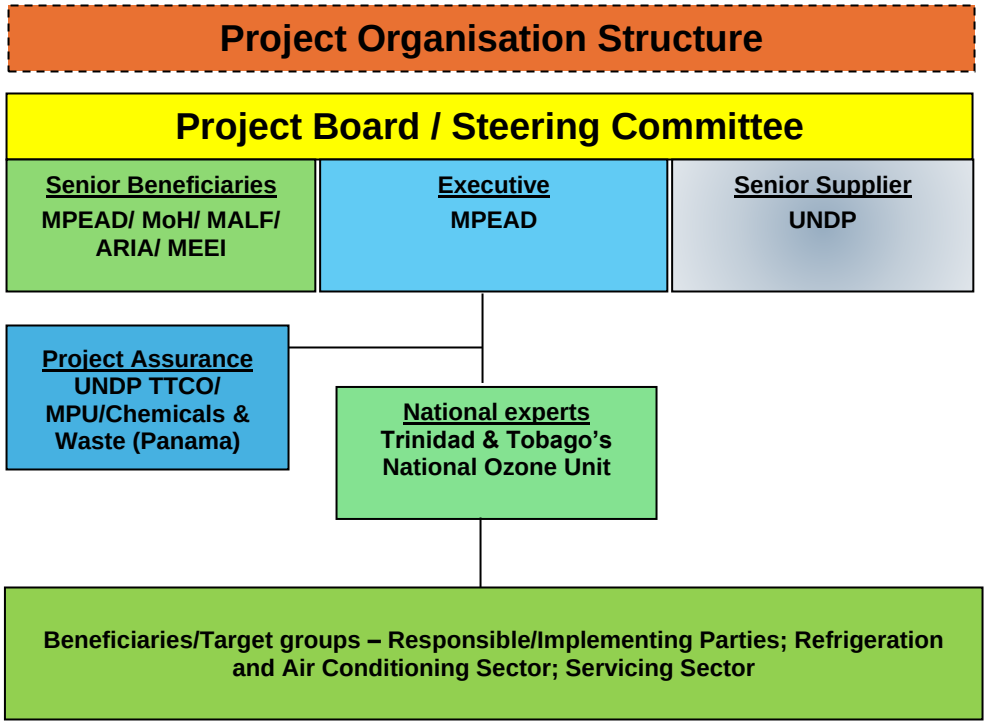
Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

consensus, management decisions when guidance is required by the Project Manager. Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, the final decision shall rest with the UNDP Management.

The Project Board will comprise representatives of UNDP, MPEAD, NOU (UNDP also representing the Multilateral Fund - Senior Supplier of the project) and other entities as agreed between UNDP and the Government. It will meet as necessary, but not less than once per quarter, to review project progress, approve project work plans (including budgets) and approve major project deliverables. The Board is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the outcomes defined in the project document.

Roles.

- Overseeing the project implementation;
- Approving all project work plans and budgets, as put forward by the NOU;
- Approving any major changes in project plans or programmes;
- Providing technical input and advice;
- Approving major project deliverables;
- Ensuring commitment of resources to support project implementation;
- Arbitrating any conflicts within the project and/or negotiating solutions between the project and any parties beyond the scope of the project; and
- Overall project evaluation.



Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

18. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Trinidad and Tobago and UNDP, signed in 1976. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Ministry of Planning, Economic Affairs and Development in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

19. Risk Management

Government Entity NIM

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner 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 Implementing Partner's security, and the full implementation of the security plan.

2. 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 the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

a. In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
b. Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
    a. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
    b. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
    c. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
    d. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
    e. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

13. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.
14. Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

15. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

16. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

17. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

I. ANNEXES

1. **Social and Environmental Screening Template**
2. **Risk Log**
3. **Terms of Reference for the Project Board**
4. **Terms of Reference for the Project Manager**
5. **Letter of Agreement between UNDP and the Government of the Republic of Trinidad & Tobago**

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Annex 1.

Social and Environmental Screening Procedure

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Annex 1. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Institutional Strengthening Phase XII
2. Project Number	01003086
3. Location (Global/Region/Country)	Trinidad & Tobago
4. Project stage (Design or Implementation)	Implementation
5. Date	11th September 2024

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The project will promote the dissemination of information to technicians and end-users on the availability of new substances and technologies to replace HCFCs & HFCs, therefore promoting the strengthening of the refrigeration and air conditioning sector, which is critical to the productivity of other sectors and ultimately to a large number of the Trinidad & Tobago population, allowing for more appropriate living conditions.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The project will, in accordance with the MLF gender policy, seek to conduct consultations with associations, networks, and/or stakeholders focusing specifically on mainstreaming gender throughout the project planning and implementation process. It will also ensure female participation on steering committee/project board meetings and actively collect sex-aggregated data on participants/presenters for all meetings/trainings/workshops conducted with the intent of mainstreaming gender throughout the activities of the NOU of Trinidad & Tobago.
Briefly describe in the space below how the project mainstreams sustainability and resilience
Through constant coordination with Border control agencies and importers reduces the risk for non-sustainability of activities given that the country enforces a strict control of imports for Montreal Protocol controlled substances. The renewal of the IS allows Trinidad and Tobago to continue the implementation of effective training programs on Good Refrigeration Practices and the expansion of its successful Certification Programme for RAC Technicians.
Briefly describe in the space below how the project strengthens accountability to stakeholders
The project strengthens accountability to stakeholders by enhancing the capacity of the National Ozone Unit (NOU) to effectively implement and monitor compliance with international agreements, thereby ensuring that the commitments made under the Montreal Protocol are fulfilled. Additionally, by promoting public awareness and actively engaging marginalized communities in environmental governance, the project fosters transparency and inclusivity, ensuring that diverse voices are heard and considered in decision-making processes related to ozone layer protection.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: N/A	I = L =			
Risk 2: N/A	I = L =			
[add additional rows as needed]				

QUESTION 4: What is the overall project risk categorization?

Low Risk	X	
Moderate Risk	☐	
Substantial Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)

Question only required for Moderate, Substantial and High Risk projects

Is assessment required? (check if "yes")	☐			***Status? (completed, planned)***
if yes, indicate overall type and status		☐	Targeted assessment(s)	
		☐	ESIA (Environmental and Social Impact Assessment)	
		☐	SESA (Strategic Environmental and Social Assessment)	
Are management plans required? (check if "yes)	☐			

	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	

			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐	ESMF (Environmental and Social Management Framework)	
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	☐			
	Gender Equality and Women's Empowerment	☐			
	Accountability	☐			
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐			
	2. Climate Change and Disaster Risks	☐			
	3. Community Health, Safety and Security	☐			
	4. Cultural Heritage	☐			
	5. Displacement and Resettlement	☐			
	6. Indigenous Peoples	☐			
	7. Labour and Working Conditions	☐			
	8. Pollution Prevention and Resource Efficiency	☐			

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind **Human Rights**		**Answer (Yes/No)**
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
Would the project potentially involve or lead to:		No
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [16]	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	No
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	No

[16] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12	handling or utilization of genetically modified organisms/living modified organisms?[17]	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[18]	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		

[17] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.

[18] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions?[19]	No
5.4	impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk*	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life cycle?	No

[19] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Annex 2.

Project Risk Log

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

UNDP Risk Log

	DESCRIPTION	TYPE	IMPACT & PROBABILITY	MITIGATION	OWNER	STATUS
1	Difficulty in tracking and reporting on the phase-out targets due to weak customs and border controls.	Operational	Lack of effective monitoring and reporting could undermine compliance. I= M P=L	The NOU will continue to provide specialized training to customs and border control authorities to improve monitoring and reporting capabilities.	NOU	Ongoing
2	Resistance to regulatory enforcement from certain industries (e.g., fumigation, refrigeration, air-conditioning, cosmetics).	Strategic	Resistance could slow down or prevent compliance with phase-out targets. I= M P= L	The NOU maintains close contact with industries that utilize ODSs. They will continue to conduct targeted industry engagement and capacity-building programs, as well as, develop clear incentives for compliance and reiterate penalties for non-compliance.	NOU	Ongoing

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Annex 3.

Terms of Reference for the Project Board

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Project Governance will be through the Project Board which will be convened by the National Focal point (NFP) and will serve as the project's governance and decision-making body. The Project Board is responsible for making, by consensus, management decisions when guidance is required by the Project Manager. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Management.

Overall Objective: A Project Board will be established to oversee and to provide overall guidance to the implementation of the Project.

Roles and Responsibilities

Specifically, the PB will have the following responsibilities:

- Provide overall guidance on the project's strategic policy direction and management, including sustainability of the results;
- Monthly review and assess the project's progress based upon a pre-defined monitoring and evaluation plan, including advances made towards measurable positive impacts on the environment;
- Discuss and review strategies for improving the sustainability of environmental and social benefits and replication drafted by the PMU;
- Monitor and review co-financing delivered to the project in line with donor and UNDP requirements;
- Review and approve annual Project Reports required by UNDP;
- Annually review and approve the project's work plan and budgets, and provide strategic direction on the work plan;
- Review and approve the TORs for the final evaluation;
- Advise on appropriate mechanisms to strengthen interaction with beneficiary communities, vulnerable groups and national implementing partners;
- Review the quality of the outputs from the project against the quality criteria such as budget and time;
- Assess risks to the programme or project, and agree on management actions and resources to address them effectively; and
- Approve the establishment of technical sub committees, which can provide support to the project manager in achieving specific outcomes of the project

Membership

The PB is proposed to be made up of representatives from, *inter alia:*

i. Ministry of Planning, Economic Affairs and Development (Environmental Policy and Planning Division, National Ozone Unit (NOU)

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

ii. United Nations Development Programme County Office Trinidad and Tobago (UNDP CO TT)

iii. Montreal Protocol Unit/ Chemicals and Waste (Panama)

iv. Ministry of Trade and Industry (Trade License Unit)

v. Ministry of Finance, Customs and Excise Division

vi. ARIA

vii. Ministry of Energy and Energy Industries (MEEI)

viii. Ministry of Health (MoH)

ix. Ministry of Agriculture, Land and Fisheries (MALF)

x. Trinidad and Tobago Bureau of Standards (TTBS) (Laboratory Services Division)

PB meeting will be made based on the quorum (50%+1). All members must designate alternates to attend if they are not available. Additional representatives may be invited to meetings as temporary participants, as required. These invitees will not have voting or decision-making rights. Additional members can be added to the PB as appropriate and following invitation from the Chair.

Frequency of meetings: the Project Board will meet monthly. Ad hoc meetings may be convened if (i) the majority of members, submit a request for such a meeting to UNDP or (ii) at the request of the Project Management Unit, when required. The Board will be chaired by National Ozone Officer. The NOU will serve as the Secretary of the Project Board.

Modality of Meetings: the meetings can be face-to-face or online

Reporting: The Secretary of the Project Board will send out minutes within 10 working days.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Annex 4.

Terms of Reference for the Project Manager

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Terms of Reference

Position: Project Manager

Expected Duration: One year (renewable)

Background

Institutional Strengthening (IS) projects have played a pivotal role in enhancing the capacity of Article 5 countries to comply with the Montreal Protocol since the Executive Committee first approved these initiatives in June 1992. The establishment of indicative funding ceilings outlined in document UNEP/OzL.Pro/ExCom/7/20 provided a framework for IS support, facilitating the effective implementation of ozone-depleting substance (ODS) phase-out strategies. Over the years, the Executive Committee has reviewed and adapted funding levels in response to evolving compliance commitments under the Protocol, ensuring that IS projects are adequately resourced to meet the unique challenges faced by each country. For example, decisions made during the 19th and 35th meetings underscored the importance of continuous support and incremental funding increases, which are critical for sustaining national ozone units (NOUs) as they navigate compliance and capacity-building needs.

The recent adoption of the Kigali Amendment, which mandates the phase-down of hydrofluorocarbons (HFCs), has further underscored the necessity of robust institutional frameworks in Article 5 countries. At the Twenty-eighth Meeting of the Parties, a directive was issued to increase IS support in light of new commitments related to HFC management. This marked a significant shift in focus, as countries must now enhance their regulatory frameworks and capacity to manage alternatives to both HCFCs and HFCs. As outlined in decisions from the 77th and 78th meetings of the Executive Committee, the need for effective IS funding has become even more critical to ensure that countries can fulfill their reporting obligations and implement the required licensing and capacity-building activities. The challenges associated with the dual phase-out of HCFCs and the transition to HFC alternatives necessitate a comprehensive approach to institutional strengthening that can adapt to the complex demands of this new regulatory landscape.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Moving forward into the 2020-2030 period, the significance of IS support is clear. As all Article 5 countries strive to meet their HCFC phase-out obligations and initiate the HFC phase-down process, they will depend heavily on the resources and frameworks provided by IS projects. Funding for these initiatives not only facilitates compliance with existing Protocol measures but also empowers countries to strengthen their national programs, ensuring that ozone-layer protection remains a top priority within government structures. By maintaining and increasing support for IS projects, the Executive Committee can help Article 5 countries enhance their capacities, ensuring their role as active partners in the global effort to safeguard the ozone layer and mitigate the impacts of climate change.

In this regard, the National Ozone Unit is seeking a suitably qualified national of Trinidad and Tobago for to be engaged in the position of Project Manager. The position will be responsible for assisting in the overseeing of the project and activities related to the national implementation of Montreal Protocol's, and by extension the Kigali Amendment's, activities and the provision of technical assistance as required. The Project Manager will report directly to the National Ozone Officer.

Key Responsibilities

The Project Manager will support the National Ozone Officer in the coordination, supervision, and execution of national activities under the Institutional Strengthening project and other Montreal Protocol initiatives. The following deliverables are expected:

- Support the implementation and monitoring of the licensing and quota system for all Montreal Protocol-controlled substances, including HFCs.
- Assist in the ongoing implementation of the Kigali Amendment, including national regulatory and policy updates.
- Oversee training and capacity building initiatives for enforcement officers, border control agencies, and customs, including support for ISO certification processes.
- Coordinate with stakeholders on the effective phase-out of HCFCs and phasedown of HFCs through national plans such as the HPMP and KIP.
- Supervise the collection, validation, and timely submission of Article 7 and Country Programme data reports, including reporting in CO_2-equivalent and ODP tonnes.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

- Support the establishment and maintenance of inter-agency and stakeholder coordination mechanisms, including facilitating meetings of the Cabinet Committee and sectoral partners.
- Guide and participate in awareness and outreach activities, including stakeholder consultations, public education campaigns, and observances such as World Ozone Day.
- Oversee procurement, distribution, and use of equipment and materials related to ODS phase-out and HFC phasedown activities.
- Facilitate the planning and implementation of training and technical workshops for technicians and other sector stakeholders.
- Promote the integration of gender considerations in all project planning, implementation, and reporting, including collection of sex-disaggregated data.
- Coordinate and support Trinidad and Tobago's participation in regional network meetings, international Montreal Protocol meetings, and initiatives fostering regional cooperation.
- Monitor and evaluate the progress of project activities against work plans and ensure timely reporting to the Multilateral Fund and other relevant bodies.

Computer skills

Above average computer skills with an excellent working knowledge of Microsoft Word, Power Point and Excel and the Microsoft suite of project management software.

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.

Required Skills and Experience

- At least 5 years' experience in administrative and financial aspects of project management.
- Post Graduate Degree in Environmental Science or related discipline
- Experience with sectors or with projects related to ozone depleting substances would be an asset.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

- Good understanding of the national environment/development issues, donor reporting requirements and Trinidad and Tobago's national obligations towards the Montreal Protocol.
- Experience in working with development agencies and government departments.
- Demonstrated strong leadership and partnership skills.
- Demonstrated ability to liaise and foster cooperation between agencies, including Government, private sector participants, NGOs and other stakeholders.
- Working knowledge of Microsoft Office
- Good interpersonal relations.

Supervision

The Project Manager would be under the overall guidance and direct supervision of the National Ozone Officer.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

Annex 5.

LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT of TRINIDAD and TOBAGO FOR THE PROVISION OF SUPPORT SERVICES for the INSTITUTIONAL STRENGTHENING PROJECT

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES

Dear PS,

1. Reference is made to consultations between officials of the Government of Trinidad and Tobago (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

(a) Identification and/or recruitment of project and programme personnel;

(b) Identification and facilitation of training activities;

(c) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of the Republic of Trinidad and Tobago and the United Nations Development Programme (UNDP) signed by the Parties on May 20, 1976, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

DocuSigned by:
1790D36F45A7448...

Signed on behalf of UNDP
Ugo Blanco
Resident Representative

For the Government
Aarti Bedassie-Maharaj,
Permanent Secretary (A.g.)

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the National Ozone Unit, Ministry of Planning, Economic Affairs and Development, the institution designated by the Government of Trinidad and Tobago and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project Institutional Strengthening

2. In accordance with the provisions of the letter of agreement signed on [*insert date of agreement*] and the project document the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
Payment Process	Project duration	As per UPL	Charged directly to project budget
Local Personnel HR and Benefits Administration and Management	Project duration	As per UPL	Charged directly to project budget
Travel Management	Project duration	As per UPL	Charged directly to project budget
Procurement process involving local CAP (and/or ITB, RFP requirements)	Project duration	As per UPL	Charged directly to project budget
TOTAL		USD5,330	USD5,330

4. Description of functions and responsibilities of the parties involved:

Functions and Responsibilities of UNDP:

Function	Responsibility
Payment Process	Operations/Finance
Local Personnel management services	Operations/HR
Travel Management	Operations
Procurement process involving local CAP (and/or ITB, RFP requirements)	Operations/Procurement

Docusign Envelope ID: 42DB1C57-522A-43AC-AEDB-F23CAB03C036