

PROJECTS AWARDED **BY SECTOR**

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PROJECTS AWARDED

EDUCATION SECTOR

SECTOR - EDUCATION (No. 1)

Ref. No.	Project Title		Review and Evaluation of ICT in Education Policy and Curriculum, and Institutional Strengthening and Capacity Building					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	St. Lucia	€ 595,000	30%	1	National Authorising Officer Ministry of Finance, Economic Affairs, Planning & Social Security American Drywall Building Vide Boutielle Castries, SAINT LUCIA	EU EDF 10	May 18, 2012- August 2013	European Profile (Lead) UWI Open Campus
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>To build a foundation for the sustainable economic, social and cultural development of schools and communities in Saint Lucia through the introduction and integration of information and communication technologies. The overall objective was to improve the learning and teaching processes in primary schools and community spaces, while providing the necessary skills to increase competitiveness through the employment of ICT.</p>						<p>SCOPE OF WORK:</p> <ul style="list-style-type: none"> a) Develop the administrative and technical capacity of the Ministry of Education through the appropriate use of ICT b) Improve the learning and teaching processes in schools through training and the appropriate use of ICT c) Assist the government of St. Lucia in planning for the development of ICT as an economic sector for development 		

SECTOR - EDUCATION (cont'd) (No. 2)

Ref. No.	Project Title		Evaluation of the National Curriculum Policy					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Jamaica	US \$117,000	100%	7	Government of Jamaica Ministry of Education Ministry of Education National Heroes Circle Kingston 4 Jamaica	Ministry of Finance & Planning, Govt. Jamaica	March 2012-September 2012	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE: The objective of this project was to provide consultancy services in respect of an outcome evaluation of the defined curriculum strategies at the primary and secondary levels of the system. Specifically the consultancy:</p> <ul style="list-style-type: none"> i. Reported on the status of the implementation of the National Curriculum Policy, Language/Literacy, Mathematics/Numeracy and Modern Languages Strategies. ii. Evaluated the processes, controls and thoroughness of procedures in place to ensure the quality and level of efficiency in the implementation of the strategies, and the accountability measures in place to ensure their success. iii. Assess the effectiveness of the implementation of the strategies. v. Recommend changes at the policy and programme levels to address observed weaknesses in or challenges to successful Implementation of the strategies. 						<p>SCOPE OF WORK:</p> <ul style="list-style-type: none"> i. prepare a work plan with timelines ii. conduct a desk review of related documents iii. design an evaluation study to comprehensively address the objectives iv. conduct an evaluation of the strategies which support the National Curriculum Policy v. assess the status of implementation of the Language, Numeracy and Modern Language Strategies vi. evaluate the systems in place to ensure quality, efficiency and accountability in the delivery of the strategies vii. identify successes and issues in implementing the strategies viii. make recommendations related to findings ix. prepare inception, interim and final reports x. attend meetings as required xi. make presentation on findings and recommendations. 		

SECTOR - EDUCATION (cont'd) (No.3)

Ref. No.	Project Title		Technical Assistance for the Evaluation of the Quality of the Learning Environment and the Teaching Methodologies at Schools Providing Special Education					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Barbados	US \$95,700	100%	7	UNICEF	UNICEF	September 2010 - October 2011	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>Provide the technical assistance for the evaluation of the quality of learning environment and teaching methodologies at schools providing special education the aim of which was to ensure that children from five (5) years to sixteen (16) years have access to quality developmental and educational experiences in stimulating learning environments.</p> <p>Develop an integrated evaluation to examine the sector:</p> <ul style="list-style-type: none"> • provide a comprehensive evaluation of issues which address policy, curriculum, management, professional development of staff, quality programming, student achievement; • provide guidance to local stakeholders in the organisation and planning of the stakeholders consultations. Facilitate and provide technical support to the consultations; • Draft the comprehensive report with recommendations; and • Draft the (2) year implementation plan, complete with costing information. 						<p>SCOPE OF WORK:</p> <ul style="list-style-type: none"> • Develop an integrated evaluation which examined the sector at different levels – policy; the education Sector; National Curriculum provisions; appropriateness; Achievement/Certification and Skills acquisition as it addressed the specific needs of students with special educational needs. • Examine the quality related issues – Management; Learning and Care environments; Teacher and Care Giver training; support for children and teachers; quality of teaching and learning. • Develop a two year implementation plan. 		

SECTOR - EDUCATION (cont'd) (No. 4)

Ref. No.	Project Title		Antigua and Barbuda Second Basic Education Project					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No. of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Antigua & Barbuda	US \$396,572	50%	7	Govt. of Antigua & Barbuda, Ministry of Education	Caribbean Development Bank (CDB)	August 2010 - Present	Profiles Antigua
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>The purpose of this project is to assist the Government of Antigua & Barbuda to develop a framework for undertaking coordinated and systematic interventions, consistent with education sector goals and objectives that are aligned with the government's medium to long-term developmental goals and objectives. Specifically, the objective is to develop a sector plan, through the conduct of a series of studies, which will provide guidance on the most efficient and effective options for addressing priorities in the sector.</p> <p>PHASE I: Develop an education Sector Plan</p> <p>PHASE II: Craft the documentation including a draft proposal for funding to facilitate an application by the Government to Caribbean Development Bank (CDB)</p>						<p>SCOPE OF WORK:</p> <ul style="list-style-type: none"> • Formulation of school map and the rationalization of strategies to achieve universal transfer to secondary school. • Prepare the school facilities inventory. • Formulation of an education sector plan. • Identification of priority areas for intervention. • Develop School Location Plan (School Map). • Review existing policies and standards in Antigua and Barbuda regarding the location of secondary school(s). • Make recommendations on the on strategies for achieving universal access to secondary education. 		

SECTOR - EDUCATION (cont'd) (No. 5)

Ref. No.	Project Title		Harmonization and Articulation of Associate Degree Programmes To be offered By Regional/Community Colleges					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Caribbean Region	US \$70,067	100%	5	Association of Caribbean Tertiary Institutions Inc.	Association of Caribbean Tertiary Institutions Inc. (CDB Funded)	April 2010 - September 2010	none
Detailed Description of Project					Type of Service Provided			
<p>OBJECTIVE:</p> <p>Re-design of Harmonized Associate Degree Programmes to be offered by Regional National/Community Colleges in English speaking territories of the Caribbean Single Market and Economy (CSME). The Project was aimed at increasing the relevance of tertiary level training to labour force market needs in the CSME.</p> <p>The main purpose of the project was to enhance the relevance of regionally accredited training programmes developed by members of ACTI, thus ensuring greater synergy between the human resource development agenda adopted by TLIs and the economic competitiveness needs of Caribbean countries. Specifically, the intervention sought to engender:</p> <ul style="list-style-type: none"> a) improve relevance of tertiary education and training by identifying the education and training needs of Borrowing Member Countries to inform the programme of study offered in institutions in the region; b) improve regional accreditation of programmes through the development of harmonized core curricula for programmes of study; and c) Strengthen collaboration among members of ACTI in promoting a culture of lateral and vertical linkages for accreditation, equivalency, and articulation in the region. <p>The project comprised of two phases. Phase 1 of the project was concerned with the identification of specific education and training needs for greater relevance of human resource development through the conduct of a LM/HR Needs survey. The objectives were to:</p>					<p>SCOPE OF WORK:</p> <p>Specifically, the main responsibilities of the Curriculum Design Specialists included:</p> <ul style="list-style-type: none"> (a) designing the frame for the structuring of the core curricula for the proposed harmonized Associate Degree programmes; (b) ensuring compliance with the structure of curriculum development and design based on best practice; and (c) Coordinating and supervising the timely execution of the curriculum development process. <p>The key tasks:</p> <ul style="list-style-type: none"> (a) provide a framework/format for the design of the core curricula for the Associate Degree programmes; (b) obtain available Associate Degree programmes from regional community colleges for review; (c) collaborate with Subject Specialists/Experts to draft the core curricula for the Associate Degree programmes; (d) coordinate the work of the Subject Specialists/Experts; (e) organize the consultative and evaluation workshops; 			

- a. conduct research into the specific human resource needs of the English-speaking Caribbean countries so as to advance regional development through relevant tertiary education programmes; and
- b. Prepare a research report of the human resource needs of the English-speaking Caribbean countries to inform the development of appropriate Associate Degree programmes with harmonized curricula.

This study was a follow-up to the 2006 TLIU investigation. Since that study did not focus on the specific programmes to be developed in the broad areas identified, it was the goal of the human resource study to identify the specific skills training required within the broad areas specified by TLIU's study. This study was focused on the on the following areas: Modern Language (Education), ICT, and Auto Repairs (Engineering/Skills Training).

In Phase 2 of the project, the findings of the LM/HR Needs Assessment was used to inform the curricula restructuring of existing Associate Degree programmes

- (f) prepare the drafts of the core curricula;
- (g) produce the final drafts of the curriculum handbooks for the harmonized Associate Degrees; and
- (h) Prepare and present quarterly progress reports to the Project Manager.

Provide the conceptual and subject-specific input in the development/design of harmonized curricula of the Associate Degrees in Modern Languages, ICT and Auto Repairs. This was done by analysing any available curricula and developing core content for the Associate Degrees which can articulate in a two-plus-two arrangement with relevant programmes of the UWI and other universities of the Region. Their work included, but was not limited to:

- i. the review of relevant Associate Degree programmes from regional community colleges;
- ii. drafting the core content for harmonised Associate Degree programmes for articulation with UWI and other Universities; and
- iii. Assisting in the finalisation of the content of the Associate Degree programmes.

The key tasks were:

- a. Review the relevant Associate Degree programmes from the regional community colleges.
- b. Using the structure/format provided by the Curriculum Design Specialists, develop the core curriculum content for the respective Associate Degree Programmes.
- c. Collaborate with Curriculum Design Specialists to re-draft the core content for the respective Associate Degree programmes.
- d. Participate as facilitators in consultative workshops.
- e. Provide drafts of the core curricula of the relevant Associate Degree Programmes to Curriculum Design Specialists.

PROJECTS AWARDED

HEALTH SECTOR

SECTOR - HEALTH (No. 1)

Ref. No.	Project Title		Situation Analysis of the State of Sexuality Education in Nine Caribbean Countries					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Regional	US \$169,158	100%	2	UNICEF	UNICEF	December 2009 (Phase 1) September 2010 - August 2011 (Phase 2)	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>Using a common data collection framework, this assignment sought to prepare situation analyses of the state of sexuality education in the English-speaking Caribbean and Suriname. The situation analyses included inventories and assessments of related policies, strategic plans and programmes, and sexuality education curricula in use. This information provided a comprehensive understanding of the current situation and serve as the basis for guiding actions and monitoring progress in this regard.</p>						<p>SCOPE OF WORK:</p> <p>Collected data from the following 15 Caribbean countries:</p> <ul style="list-style-type: none"> • Antigua and Barbuda, Barbados, Belize, British Virgin Islands, Dominica, Guyana, Grenada, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, Turks and Caicos. <p>The Consultant:</p> <ul style="list-style-type: none"> • Developed data collection tools to facilitate collection of data • Used the agreed data collection tool to collect relevant data from countries, done in collaboration with local UNICEF Offices, Ministries of Education and local Teachers colleges, primarily through consultations with key stakeholders and review of source documents (including education and health policies on sexuality education, national strategic plans for HIV, gender, youth, sexual and reproductive health, sexuality education curricula for schools and Teacher colleges) 		

SECTOR - HEALTH (cont'd) (No. 2)

Ref. No.	Project Title		Conduct An Assessment of the Psycho-Social Impact of Drug Abuse on Family Community and Community Development					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Belize, Dominica and St. Vincent and the Grenadines.	€37,142	100%	3	CARICOM Secretariat	EU funding	August 2010-May 2011	none
Detailed Description of Project					Type of Service Provided			
<p>OBJECTIVE:</p> <p>To improve regional capacities to manage drug demand and to contribute to supply reduction capabilities through training and research.</p> <p>This project was conducted through the use of qualitative assessment of the psycho-social impact of substance abuse (licit and illicit) in selected CARICOM countries to inform policy on drugs; and to provide information that will be used to engage political support for drug demand reduction programmes. Analysis of drug related impact was conducted using data collected from families, community members and community groups and organisations. More specifically, the study involved analysis of the following:</p> <ul style="list-style-type: none"> • Psycho-social impact of drug use on families and communities (social structures) community development (social systems) and social capital (social constructs). <p>Target Groups: National Drug Councils, Ministries of National Security, Health Justice and Social Services community members, groups/associations</p>					<p>SCOPE OF WORK:</p> <ol style="list-style-type: none"> 1. Perform all the investigative work and analyses to realise the objectives and in consultation with the CARICOM Secretariat and the Project Steering Committee, agree on the work plan for undertaking the assignment. Each participated Member State provided a designated focal point person with whom UWI Consulting team liaised with in conducting the study. 2. The consultants undertook the following specific activities: <ol style="list-style-type: none"> A. Participated in an initial briefing meeting with the Secretariat to discuss the study, approach and related issues; B. Submitted the Literature Review of all studies undertaken in CARICOM Member States pertaining to the psycho-social impact of substance abuse on communities (social structures) community development (social systems) and social capital (social constructs); C. Prepared and submitted a conceptual and methodological approach to be used in the application of the study; D. Prepared and submitted a detailed country implementation schedule; E. Administered the protocol in the participating Member States (Belize, Dominica and St Vincent and the Grenadines); F. Prepared and made a presentation of a Draft Report to the stakeholders and the Project Steering Committee (Stakeholders Meeting) highlighting the initial findings and outcomes, and recommendations for policy-makers; G. Prepared and submitted a Final Report (to include a Power Point presentation), incorporating feedback from the Stakeholders Meeting; H. Presented the Power Point presentation on the Final Report to the Council for 			

Human and Social Development (COHSOD) at a scheduled COHSOD meeting.

SECTOR - HEALTH (cont'd) (No. 3)

Ref. No.	Project Title		South South Co-operation					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Caribbean	US \$25,000	100%	2	Instituto Mora	Mexico	October 2010 – December 2010	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>The objective of this Memorandum was to set out the main elements of the understanding of the Parties with respect to their collaboration on this very important Project, particularly with respect to the given synergies that can be achieved by pooling the expertise that they command, respectively. The ultimate goal of the interaction between the Parties, is to enhance future collaboration between the Parties, and particularly as this relationship impact on the South-South Cooperation.</p> <p>This project produced one case study and three case stories about South-South Cooperation, especially in knowledge exchange, and partners (donors and/or recipients) institutions and countries from the Caribbean. These cases generated elements to ensure a better participation of the Caribbean region in the aid effectiveness agenda at the time of informing the regional and global analytical work of the TT-SSC on the way to the HLF in Busan, Korea.</p>						<p>SCOPE OF WORK:</p> <p><u>One case study:</u> The University of West Indies (UWI) Consulting developed a case study using the TT-SSC methodology as outlined in the draft approach paper. Besides, the case study provided a balanced view between “recipients” and “providers” of SSC, pay special attention in partners’ perspectives and also be more self-critical and independent about the negative lessons in the South-South knowledge exchange for Caribbean development. Capacity development has to be more explicit in the analysis. The UWI Consulting was part of the southern academic network led by the <i>Instituto Mora</i> (Mexico) to present the story cases.</p> <p><u>Three case stories:</u> The University of West Indies (UWI) Consulting, with the support of the regional resource person and with the Caribbean institutions and countries, carried out the development and presentation of three story cases of the experiences of South-South technical cooperation in the Caribbean region. The TT-SSC format has to be used to present the cases.</p>		

SECTOR - HEALTH (cont'd) (No. 4)

Ref. No.	Project Title		Conduct an Assessment of the Economic and Social Costs of Substance Abuse					
Name of Legal Entity	Country	Overall Project Value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	CARICOM Member States	€48,500	100%	3	Caribbean Community (CARICOM) Secretariat,	EU	January 2011 to June 2012	none
Detailed Description of Project					Type of Service Provided			
<p>OBJECTIVE:</p> <p>The overall objective of the project of which this contract was to improve regional capacities to manage drug demand and to contribute to supply reduction capabilities through training and research.</p> <p>This project conducted assessment of the economic and social costs of substance abuse in selected CARICOM countries (Grenada, Jamaica, Suriname and Trinidad & Tobago). Analysis of drug related expenditures were conducted using data collected from the health sector, law enforcement, and justice systems.</p> <p>More specifically, the study involved analysis of the following:</p> <ol style="list-style-type: none"> 1. Economic and financial cost associated with/related to substance use and abuse (law enforcement and Justice System with a focus on: arrests, prosecution and incarceration of offenders in prisons or juvenile remand homes 2. Cost of substance abuse related to visits/treatment administered in emergency rooms/casualty departments at general and psychiatric hospitals. <p>Purpose</p> <p>The purpose of this contract was to conduct research on the social and economic impact of substance abuse in CARICOM Member States, to inform policy on drugs and to provide information that will be used to engage political support for drug demand reduction programmes.</p> <p>Target Groups</p> <p>National Drug Councils, Ministries of National Security, Health Justice, and Social Services of Member</p>					<p>SCOPE OF WORK:</p> <p>The following specific activities were undertaken in two phases:</p> <p>Phase One</p> <ol style="list-style-type: none"> a. Conducted literature review of all studies undertaken in CARICOM Member States pertaining to the human, social and economic cost of substance abuse; b. Prepared a conceptual and methodological approach that was used in the application of the cost study; c. Developed/adopted a protocol for the undertaking of inventories of data and statistical systems in countries. These inventories provide: <ol style="list-style-type: none"> i. a description and qualitative assessment of the current state of all data, statistical and reporting systems that were relevant to cost estimation; ii. an evaluation of the institutional capacity to collect and compile the data; iii. an analysis of existing gaps and the effects this may have on cost estimation; and iv. a description of the technical requirements/support needed to address the gaps; 			

<p>States.</p>	<ul style="list-style-type: none"> d. Administered the protocol in the participating Member States: Grenada, Jamaica, Suriname, and Trinidad and Tobago; e. Prepared an Interim Report (country specific) detailing the findings of the inventories and propose a plan and strategies for filling the gaps in each national reporting systems as it relates to this study; and f. Participated in the coordination and implementation of a training workshop with identified regional partners and collaborating national entities in methodology of producing cost estimates and guidelines for presenting data reporting cost. <p>Phase Two</p> <ol style="list-style-type: none"> 1. Prepared a detailed country implementation schedule showing those countries that may need technical assistance in compiling the data and those that have sufficient resources to produce the results independently; 2. Conducted data gathering exercises in the participating Member States; 3. Compiled, coded and analysed the data; 4. Prepared and made a presentation of a Draft Report to the stakeholders and the Project Steering Committee (Stakeholders Meeting) highlighting the initial findings and outcomes, and recommendations for policy-makers; 5. Prepared and submitted a Final Report, (to include a Power Point presentation), incorporating feedback from the Stakeholders Meeting; 6. Presented the Power Point presentation on the Final Report to the Council for Human and Social Development (COHSOD) at a scheduled COHSOD meeting.
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PROJECTS AWARDED

YOUTH SECTOR

SECTOR - YOUTH (No. 1)

Ref. No.	Project Title		Development of Policy Instruments to Support the Youth Sector					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Jamaica	US \$226,926	100%	5	Government of Jamaica, Ministry of Youth Sports & Culture	Inter-America Development Bank (IDB)	September 2012 – October 2013	none
Detailed Description of Project					Type of Service Provided			
<p>OBJECTIVE:</p> <p>The overall purpose of this consultancy is to provide the youth sector with the supporting documents, instruments and frameworks to ensure the development of the sector. In this respect, the consultants are expected to utilise the work already completed as inputs as well as to conduct specific and specialized assessments of the status of youth development, the political, legal, institutional and policy environment and prepare a comprehensive set of policy documents and supporting implementing framework with current cost analysis. These will provide the National legal, policy, political, institutional and programmatic priorities for Jamaica's response to youth development over the next four to five years. Specifically, these reviews and assessments will therefore use the results of the following consultancies:</p> <ul style="list-style-type: none"> The National Youth Survey The Mainstreaming Youth Development Strategy and Manual The Situation Analysis and The Electronic Youth Programmatic Inventory and the Gap Analysis. <p>To conduct a review of the national youth sector and the national, international and regional legal environment as well as the specific local political, institutional, programmatic and policy environment to develop a comprehensive,</p>					<p>SCOPE OF WORK:</p> <ul style="list-style-type: none"> a) Conduct desk and electronic research b) Conduct a Rapid Environmental Scan (International, Regional and National) of the policy, legal and other relevant areas and incorporate the results of the strategic input activities already completed or at some stage of implementation. As part of this scan, the consultants must also review best practices to developing and implementing Youth Policies internationally. The policies to be reviewed must include the national macro-economic policies, development plans, previous youth development policies, other relevant policies that impact youth development including policies that cover the operations of NGOs offering youth development programmes. c) Conduct review of the youth programmes undertaken by the NCYD and other national partners and determine their fit within the past and prevailing national policy framework and the effect these have had on youth development nationally. d) Conduct stakeholder analysis and risk analysis to facilitate greater buy – in and acceptance of the Policy thereby facilitating its successful 			

practical and implementable National Youth Policy for Jamaica.

Assess the reasons for the weak implementation of the preceding National Youth Policies and make recommendations for the successful implementation of the revised Policy.

Conduct an assessment of best practices in implementing similar policies locally and globally and recommend the best approach for the Jamaican context. Using a mix of participatory methodologies, the consultants must develop a Strategic Plan for implementing the National Youth Policy stipulating the specific timeframe, outcomes, responsible entities and costs for achieving these plans or actions.

To conduct a cost benefits analysis for implementing or not implementing the National Youth Policy and for investing in youth development as a national priority. This must be supported by a budget that will guide the NCYD and the policy makers in assigning financial and other resources to achieve the national youth development objectives over the next five years.

Make recommendations for legislative action to ensure that the recommendations in the National Youth Policy have the legal framework and support to implement initiatives and to give the NCYD the legal support for its work as the entity with responsibility for Youth Development.

Develop a detailed, realistic and thorough monitoring and evaluation process outlined in a specific plan for the implementation of the National Youth Policy.

Craft a comprehensive and relevant Resource Mobilisation Plan to support the implementation of the National Youth Policy and train NCYD staff and selected stakeholders in resource mobilisation techniques.

Outline a detailed communication strategy/plan to support the implementation of the National Youth Policy and to ensure wide national knowledge and acceptance of the Policy.

implementation. In addition make specific recommendations for stakeholder engagement and minimizing the risks to implementation of the youth policy.

- e) Identify and define the problems or issues, objectives and policy options that necessitate the development of the National Youth Policy. Additionally, the consultants must outline the steps in the policy process that lead to the development of the National Youth Policy with specific timelines ensuring the proper sequencing of activities within the policy development process. This must be done in a Concept Paper or Discussion Paper that will be utilised to carry out initial Policy Discussions to develop issues and policy priorities.
- f) Utilise the results of these initial policy discussions and varied assessments and analyses to prepare a Green Paper for broad National Stakeholder Consultations.
- g) Conduct national stakeholder consultations ensuring that youth are integral to the process to get inputs and feedback on the various documents and draft policy papers.
- h) Undertake Strategic High Level Policy Development Discussion Fora across public sector, private sector and Civil Society and bi-lateral talks to facilitate buy-in and acceptance of the Policy
- i) Develop the Policy document (The National Youth Policy) ensuring that the Policy takes into consideration the current mandate or constitutional limits of the NCYD and partners and recommend the changes (if needed), required to ensure the policy can be implemented and monitored appropriately and that the NCYD has the legal framework and authority to carry out the required functions .
- j) Develop the White Paper for presentation to Cabinet and Parliament for approval and acceptance.
- k) Critically assess the capacity of the NCYD and the wider institutional framework to facilitate and monitor the implementation of the Policy and make recommendations for changes where applicable.
- l) Assess current legislation and policies to determine whether they give support to the complete implementation of the National Youth Policy and make recommendations for the development of legislation and policy changes where appropriate. Recommend a time-table for development of new legislation.
- m) Outline the steps to guide the GOJ and the NCYD to ensure the new policy is Gazetted so that it has legal standing.
- n) Outline the procedures, guidelines and a comprehensive table of indicators for periodic review of the Policy and indicate the roles and responsibilities of partners in the review process. This must be in a Monitoring and Evaluation Plan, to monitor, review and evaluate the

	<p>effectiveness of the National Youth Policy and ensure that these activities are incorporated into all stages of the policy implementation and maintenance phases.</p> <ul style="list-style-type: none">o) Conduct a Cost Benefits Analysis for implementing as opposed to not implementing the National Youth Policy and assess and outline the human/social, developmental, economic and financial costs to implementing the Policy. Make specific and relevant actionable recommendations to be undertaken by various stakeholders and policy officials.p) Develop a Strategic Action Plan outlining actions and activities to implement the National Youth Policy and ensure appropriate buy-in and involvement in the process of various stakeholders, including young people, across the private, public and NGO sectors.q) Prepare an MOU to outline collaboration by various partners to implement the National Youth Policy and establish the framework for policy partnerships.r) Develop a Resource Mobilisation Plan and train key stakeholders within the sector in strategies to mobilise various types of resources and develop local resource mobilisation plans.s) Once the National Youth Policy and companion documents are completed and accepted, present these in a national forum and a series of regional forums across Jamaica.t) Develop a communication strategy for roll out of the revised Policy once they have been approved by the Cabinet and Parliament.
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SECTOR - YOUTH (No. 2)

Ref. No. SOL-538-13000001	Project Title		Performance Evaluation of Youth Programs USAID/Barbados and Eastern Caribbean under the Monitoring and Evaluation Services for the Caribbean Basic Security Initiative IQC					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Antigua & Barbuda, Dominica, Grenada, St. Kitts & Nevis, St. Lucia and St. Vincent & Grenadines	US \$86,544	30%	2	USAID	USAID	May 2013 - September 2013	Dexis Consulting-lead MSI Consulting
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>The performance evaluation were carried out in the following countries: St. Kitts & Nevis; Antigua & Barbuda; Dominica; St. Lucia; Grenada and St. Vincent & the Grenadines. The performance evaluation study was coordinated with USAID/Barbados and Eastern Caribbean as well as the implementing partners. The results of the evaluation were used by USAID/Barbados and Eastern Caribbean’s Mission management to assist in the design of future youth-focused programs that targets vulnerable youth under its current 2011-2015 strategy. The evaluation was therefore meant to be formative, seeking to inform the extent to which intended results are being met or have been met. Specifically, the effectiveness of implementation lessons and practices was used to improve future project design and program implementation</p>						<p>SCOPE OF WORK:</p> <p>Conduct a performance evaluation of youth programs for USAID/Barbados and Eastern Caribbean. The purpose of this task order was to provide to USAID/Barbados and Eastern Caribbean a mid-term performance evaluation of two of its youth programs in the eastern Caribbean. These are: (i) the A Ganar program being implemented by Partner of the Americas (POA); and (ii) the Caribbean Youth Empowerment Program being implemented by the International Youth Foundation (IYF).</p>		

SECTOR - YOUTH (No. 3)

Ref. No.	Project Title		The Establishment of an Institutional Framework for the Management of the Rehabilitation Centre					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	St. Kitts & Nevis	US \$131,000	100%	9	Government of St. Kitts & Nevis Ministry of Social Services, Community Development, Culture & Gender Affairs Victoria Road, Basseterre, St Kitts	Caribbean Development Fund (CDB)	July 2011- June 2013	none
DETAILED DESCRIPTION OF PROJECT					TYPE OF SERVICE PROVIDED			
<p>OBJECTIVE:</p> <p>To assist the GOSKN to establish the institutional framework for the operations and management of the proposed Rehabilitation Centre in line with a child rights approach and the obligations under international conventions. This assignment also included the training of the Rehabilitation Centre staff in areas that will assist them in their daily interactions with residents.”</p>					<p>SCOPE OF WORK:</p> <ul style="list-style-type: none"> • Review all relevant legislation as they pertain to the custodial sentencing of young offenders, to assess congruence with the child-rights based approach, including the Juvenile Act 1994 and the Amendment Act 1998, and SRO 1998; • Propose amendments to the regulations set out in SRO 1998 to ensure that the rights of young offenders are upheld during their stay at the centre; • Recommend an appropriate operational structure as well as the human resource needs for the centre; • Assist GOSKN in identifying the programmes and services for residents that are consistent with the mandate of the centre; • recommend the procedures for individual counselling as well as family counselling; • Assist GOSKN in developing an operational budget for the centre as well as for tracking rehabilitated girls and boys; and • Propose a mechanism for monitoring of the operations of the centre 			

- Formulate a community outreach programme.

SECTOR - YOUTH (No. 4)

Ref. No.	Project Title		Institutional Framework for Management of OECS Rehabilitation Centres for Juveniles					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	St. Kitts & Nevis	US \$212,175	100%	6	Organisation of Eastern Caribbean States, Morne Fortune, Castries, St Lucia	OECS, UNICEF, & USAID	September 30, 2013 – August 2014	none
DETAILED DESCRIPTION OF PROJECT					TYPE OF SERVICE PROVIDED			
<p>OBJECTIVE:</p> <p>The objective of this consultancy is to support the OECS Member States to:-</p> <ol style="list-style-type: none"> establish a common institutional framework for the operation and monitoring of juvenile justice systems , including the operation of rehabilitation centres, in line with a children's rights approach and the obligations under international conventions ; maximize synergies between public and private sector responses to juvenile offending where they exist; and to take account of the circumstances of small island developing states to ensure the feasibility and sustainability of proposed frameworks and mechanisms . 					<p>SCOPE OF WORK:</p> <p>Through analysis of the juvenile justice systems in the Member States of Antigua and Barbuda, Anguilla , Dominica, St. Kitts and Nevis and Saint Lucia, and in reference to those in the remaining states of the Virgin Islands (VI), Grenada , Montserrat and St. Vincent and the Grenadines , the following shall be undertake:-</p> <ul style="list-style-type: none"> • Develop Inception Report and Work Plan • Stakeholders Analysis and Development of Services Flow Chart • Review of Existing and development of operational and procedures manual • Development of a quality assurance framework • Undertake workshop to finalize the procedures and operational manuals and quality assurance framework • Publish approved final manual • Development of training material • Undertake member state training workshop to introduce and implement procedure and operations manual and quality assurance framework 			

PROJECTS AWARDED

SUSTAINABLE DEVELOPMENT AND

ENVIRONMENT SECTOR

SECTOR – SUSTAINABLE DEVELOPMENT & ENVIRONMENT (No. 1)

Ref. No.	Project Title		National Implementation Partner for Climate Change Education for Sustainable Development (CCESD) Country Programme Guyana					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Guyana	US \$69,000	100%	3	UNESCO	UNESCO	September 2012 - June 2013	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>The objective of this assignment was to support and facilitate the development and implementation of a national Climate Change for Education for Sustainable Development (CCESD) programme in Guyana. In particular in close consultation with UNESCO, the following activities were undertaken:</p> <ul style="list-style-type: none"> i. Develop the Inception Report that includes timelines and budget; ii. Develop the detailed outline of the national survey on CCESD; iii. Implement the national survey of CCESD; iv. Develop the report on education systems and programmes, climate action plans, the state of climate change education, and gaps and needs in capacity building in CCESD; v. Develop the national survey report and the compendium of relevant information and documents; vi. Identify and coordinate a team of national partners that participate in the planning implementation of the national CCESD programme, including curricula experts to review and revise the existing UNESCO CCESD materials and tools; vii. Develop in cooperation with the formed team of national partnerships capacity development programme and a schedule for policy makers, teacher education institutions and non-formal education trainers; organise a meeting for 						<p>SCOPE OF WORK:</p> <ul style="list-style-type: none"> a) Develop the detailed outline of the survey on CCESD; b) Implement the national survey of CCESD; c) Develop the report on education systems and programmes, climate action plans, the state of climate change education, and gaps and needs in capacity building in CCESD; d) Develop the national survey report and the compendium of relevant information and documents; e) Identify and coordinate a team of national partners that participate in the planning and implementation of the national CCESD programme, including curricula experts to review and revise the existing UNESCO CCESD materials and tools; f) Develop in cooperation with the formed team of national partners capacity development programme and a schedule for policy makers, teacher education 		

<p>Stakeholders to discuss and finalize the capacity development programme;</p> <p>viii. Organise and implement, in cooperation with the formed team of national partners and in close consultation with UNESCO Climate Change Education (CCE) team, at least three capacity development seminars for policy makers, teacher education institutions and non-formal education trainers, including providing logistical assistance to the seminars and selecting and inviting participants;</p> <p>ix. Develop the national follow-up plan and strategy including a timeline in collaboration with the UNESCO CCE team and national partners; and</p> <p>x. Ensure the coordination with UN Agencies at country for the implementation of the CCESD within the framework of the UN Development Assistance Framework for Guyana (2012-2016); Closely liaise with the Guyana National Commission for UNESCO for the implementation of the CCESD programme in Guyana.</p>	<p>institutions and non-formal education trainers;</p> <p>g) Organize meeting for stakeholders to discuss and finalise the capacity development programme;</p> <p>h) Organise and implement, in cooperation with the formed team of national partners and in close consultation with the UNESCO Climate Change Education (CCE) team, at least three capacity development seminars for policy makers, teacher education institutions and non-formal education trainers, including providing logistical assistance to the seminars and selecting and inviting participants;</p> <p>i) Develop the national follow-up plan and strategy including a timeline in collaboration with the UNESCO CCE team and national partners;</p> <p>j) Coordination with UN Agencies at country for the implementation of the CCESD within the framework of the UN Development Assistance Framework for Guyana (2012-2016)</p> <p>Liaise with the Guyana National Commission for UNESCO for the implementation of the CCESD programme in Guyana.</p>
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SECTOR – SUSTAINABLE DEVELOPMENT & ENVIRONMENT (No. 2)

Ref. No.	Project Title		ERA – GREEN PAPER: Develop Detailed Drafting Guidelines for a White Paper on the Establishment of an Environmental Regulatory Agency					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Jamaica	US \$87,320	100%	9	Cabinet Office of Jamaica	Government of Jamaica, Cabinet Office	October 2012- June 2013	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>The Environmental Regulatory Authority (ERA) will have primary responsibility for environmental policing, compliance monitoring and enforcement. It will monitor and protect Jamaica’s natural environment and biodiversity, and protect public health from environmental pollution. It will regulate both the private and public sector with regard to all projects with significant environmental implications. It will be independent and impartial.</p> <p>Accordingly, it will:</p> <ol style="list-style-type: none"> a) Establish and maintain consistent standards for the management and regulation of the environment in accordance with international best practice in these areas. b) Monitor the performance of both public and private sector organizations to ensure compliance with these standards. c) Respond to complaints regarding environmental breaches perpetrated by individuals, developers, other firms or state agencies. d) Impose sanctions as appropriate. The ERA will have the authority to deploy a range of measures, including prosecution, charges for remediation/restoration and, when appropriate, punitive fines for individuals or organizations that deliberately, or through gross negligence, cause serious environmental damage. 						<p>SCOPE OF WORK:</p> <ol style="list-style-type: none"> 1. Develop and implement the work plan and strategy to produce the required deliverables of the consultancy and engage the relevant stakeholders throughout the process 2. Arrange, chair and conduct public consultations with stakeholder groups as agreed and prepare a comprehensive report of the findings 3. Conduct economic and financial appraisals (inclusive of projected cash flows for the first 3 years of operations) to further inform the final decision regarding the establishment of the ERA 4. Incorporate in the drafting guidelines for the White 		

Paper recommendations from the public consultations and other relevant and current research findings.

SECTOR - SUSTAINABLE DEVELOPMENT & ENVIRONMENT (No. 3)

Ref. No.	Project Title		Implementation of National Biosafety Framework in the Caribbean Sub-region Countries					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Caribbean	US \$101,952	100%	3	UNEP/ROLAC	UNEP/ROLAC	May 2009-October 2009	none
Detailed Description of Project				Type of Service Provided				
<p>OBJECTIVE:</p> <ul style="list-style-type: none"> To assist the National Executing Agencies of the UNEP/GEF Biosafety Project in consultation with the UNEP/ROLAC in the preparation of a full regional project detailing activities at national and regional levels for implementing national Biosafety frameworks in the Caribbean. To assist participating Caribbean countries (Trinidad and Tobago, St. Vincent and the Grenadines, St. Lucia, Barbados, Dominica, Antigua and Barbuda, St. Kitts and Nevis, The Bahamas, Belize, Grenada, Guyana, Jamaica and Suriname) in the preparation of a project document catering for and detailing activities for the implementation of their national Biosafety frameworks in compliance with the Cartagena Protocol on Biosafety and national needs and priorities. 				<p>SCOPE OF WORK:</p> <p>The local Consultants assisted the National Executing Agency in each participating country in conjunction with the Regional Biosafety co-ordinating for the Caribbean and the International Consultant with the following:</p> <ol style="list-style-type: none"> Undertake stock-taking exercise or analysis on each country with respect to:- <ol style="list-style-type: none"> Compliance of national biosafety framework with the Cartagena Protocol on Biosafety; Status with respect to biosafety capacity; Status with respect to modern biotechnology capacity; Extent of use of modern biotechnology products, including living modified organisms and those used for food, feed and processing and its products; and Extent of public awareness of modern biotechnology and its products Items b - e above should be undertaken with particular reference to the period after completion of the National Biosafety Framework Development Project activities. Identify and detail project activities required for effective implementation of the Cartagena 				

	<p>Protocol on Biosafety with specific respect to elements of each national biosafety framework including:</p> <ul style="list-style-type: none"> a) administrative system; b) regulatory system; c) decision-making system; d) system for public education and awareness and public participation in decision-making; e) system for handling requests; and f) systems for follow-up and enforcement. <p>3. Determine the cost of activities associated with item above.</p> <p>4. Prepare country positions for regional consultations on issues for discussions and decision-making with respect to implementation of the regional components of the biosafety project.</p> <p>5. Organize and mount in-country workshops and/or consultations for primary stakeholders with respect to items 1 – 4 above.</p> <p>The consultant undertook the following activities:</p> <p>1. Prepare a regional full sized GEF project in accordance with the GEF operational strategies and programmes on Biosafety for Caribbean SISDS, namely... The final project document included proposals for the establishment of a regional institutional framework for the implementation of the project. In this regard, specific emphasis should be placed on the following:</p> <ul style="list-style-type: none"> a. Designation of a regional centre or regional biosafety authority to co-ordinate regional project activities, including its financing b. Membership of the various bodies (ie. Regional Steering Committee etc.) which are necessary to facilitate the successful implementation of the regional project and their Terms of Reference. c. Elaborating regional activities to be included in the regional project, including elaborating the work plan of the regional components of the project d. Initiating stock-taking exercise to identify human and institutional resources in biotechnology and biosafety, capacity building needs and regulatory e. Collate and incorporate project activities for implementing national biosafety
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	<p>frameworks of each participating country into the full size biosafety project document.</p> <ol style="list-style-type: none">2. Co-ordinate the technical inputs for the preparation of the GEF full sized project in close collaboration with the National Executing Agencies in the participating countries, and in particular those of the national consultants.3. Provide overall technical guidance to the National Consultants and integrate their findings as an integral part of the project document thereby ensuring country ownership of the process and the resulting project.4. Take the lead responsibility for the organization of a regional workshops or consultations with selected stakeholders from participating countries, donors and other partner institutions to decide on regional components and activities of the biosafety project for incorporation in the full size project document with respect.5. Obtaining political and technical commitments from participating countries, funding commitments from donors and technical commitments from partnering institutions.6. Assist with the mobilization of co-financing for the full sized project, in particular the regional components.
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PROJECTS AWARDED

FINANCIAL SECTOR

SECTOR - FINANCIAL (No. 1)

Ref. No.	Project Title		Administration of Trust Funds by the CARICOM Development Fund					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	CARICOM Member States	US \$60,000	100%	3	CARICOM Development Fund (CDF)	CARICOM Development fund	May 20, 2013 – October 9, 2013	none
Detailed Description of Project					Type of Service Provided			
<p>OBJECTIVE:</p> <p>The overall purpose of this consultancy was to develop the business strategy, operational and implementation plan for the CARICOM Development Fund (CDF) to establish a regime of Trust Funds in its operations commencing January 2014. The regime was constructed such that consistency with the mandate of the CDF is maintained as well as harmonization of management as cost recovery polices inter alia across individual trusts is achieved.</p>					<p>SCOPE OF WORK:</p> <ol style="list-style-type: none"> 1. Review work already undertaken by CDF on the administration of the Trust Funds including the proposed legal, governance and management structure 2. Scan operations of Trust Funds used by donors in the Caribbean region. 3. Develop detailed business Case for Trust Funds as a key pillar in CDF sustainable financing strategy to include financial projections 4. Develop the detailed criteria, policies and procedures for the acceptance, operations and management of Trust Funds. 5. Develop standardized agreements/templates to be used to accept single –donor or multiple donors Trust Funds bearing in mind bilateral and multilateral partners which targeted in the CDF’s mobilization plan 6. Draft guide for the preparation of proposals with tailored guidance on requirements of different development partners and government agencies 7. Draft report including revised or new framework documents from finding. 8. Final report with decisions from the board 			

SECTOR - FINANCIAL (No. 2)

Ref. No.	Project Title		Consultancy to Develop CARICOM'S Tax Database					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	CARICOM Member States	€54,497	100%	4	CARICOM Secretariat	EU	September 2010-May 2011	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>The purpose of the project is to design the elements and construct an online regional tax database covering the range of taxes in force in CARICOM Member States along with other relevant information. This facilitated the overall objective which was to facilitate access to current information on the fiscal regimes in CARICOM member states in order to facilitate planning and decision making in the region.</p> <p>The Tax Database delivered:</p> <ul style="list-style-type: none"> a. A comprehensive framework for a CARICOM tax database b. An electronic tax database with web interface which is populated with an expanded and current dataset of taxes currently being applied in the CARICOM Member States along with other relevant information c. A training / user manual for the administration and management of the database. <p>Project objectives:</p> <p>The overall objective of the Project was to facilitate access to current information on the fiscal regimes in CARICOM Member States in order to support economic planning and decision-making within the CARICOM Single Market and Economy. The project was aimed at constructing and managing an online tax database for the Caribbean Community. The scope of work for this project therefore included the designing of the elements, construction and populating of the database as well as building capacity within the CARICOM Secretariat to manage the database. The design of the database should allow for general access and restricted access to certain datasets. Users will therefore require adequate security credentials to obtain access to such datasets.</p>						<p>SCOPE OF WORK:</p> <ul style="list-style-type: none"> a. Provide a comprehensive framework for CARICOM Tax Database. b. An electronic Tax Database with web interface which is populated with an expanded and current dataset of taxes currently being applied in the CARICOM Member States along with other relevant information. c. Installation and testing of the database in collaboration with the Information Systems Staff of the CARICOM Secretariat. d. Preparation of a manual of guidelines for managing the database and the provision of training for relevant staff of the CARICOM Secretariat. e. Analyzed data received to ascertain if any further clarifications and or explanations are required before it was included in the database. 		

PROJECTS AWARDED

AGRICULTURE SECTOR

SECTOR - AGRICULTURE (No. 1)

Ref. No.	Project Title		Feasibility Study in Respect of the Production of Refined and White Sugar in Jamaica					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Jamaica	US \$63,707	100%	7	Development Bank of Jamaica	Development Bank Jamaica (DBJ)	July 2009-September 2009	none
DETAILED DESCRIPTION OF PROJECT				TYPE OF SERVICE PROVIDED				
<p>OBJECTIVE:</p> <p>The overall goal of the Project was to prepare a comprehensive feasibility study for the production of refined and white sugar. The results of the study will inform the advice given by the Development Bank of Jamaica (DBJ) through the Sugar Negotiating Team (SNT) to the Government of Jamaica. This will in turn facilitate the government's policy decision regarding the local production of refined and white sugar. Specifically, the DBJ will be required to provide advice on the prospects of establishing a sugar refinery based on market conditions and other relevant conditions.</p> <p>The main output of this project was a feasibility report which is appropriately structured in order to facilitate the DBJ in providing policy advice to the Government of Jamaica. The project entailed the following main activities:</p> <ol style="list-style-type: none"> 1. An analysis of both local and international macroeconomic performance and evaluate the implication of emerging trends for import/export trade, foreign investment and linkages of this to Jamaica's economic growth objectives. 2. Identifying the main segmentation of Refined Sugar products and relative technical standards. 3. Application fields and substitutes analysis of main products of Refined Sugar industry. 4. Comparative analysis on producing technology of Refined Sugar industry 5. Comparative analysis on the current developments in the international Refined 				<p>SCOPE OF WORK:</p> <p>Module One <i>Macroeconomic Analysis on Jamaica and detailed Sugar Industry /sector analysis of demand and supply patterns etc.</i></p> <p>Activities: Discussions, interviews, field work as necessary Macroeconomic Analysis including:</p> <ul style="list-style-type: none"> • Impact of global crisis on industry shifts World trends in Refined • Sugar Supply/Demand and emerging market developments Refined Sugar Industry Environment Analysis • Demand Analysis on foreign Refined Sugar Industry • Demand Analysis on domestic Refined Sugar Industry in Jamaica – between manufacturing/ retail end-user • Analysis on the movement in Refined Sugar prices • Analysis and forecast on import & export market for Refined Sugar • Analysis on alternatives (substitutes) to Refined and demand patterns for these in Jamaica 				

<p>6. Sugar industry including an analysis of the trends in Refined Sugar product prices. In-depth analysis on the impact of the upstream raw material supply on price movement in 2009</p> <p>7. Conducting a local demand and supply pattern analysis for refined and white sugar, as differentiated between the direct-consumption retail market and refined sugar for manufacturing purposes.</p> <p>8. Examining the business environment (including incentive framework) in facilitating the establishment of a sugar refinery in Jamaica</p> <p>9. In-depth analysis on the impact of the upstream raw material supply on price movement in 2009</p> <p>10. Analysis and forecast of import/export market internationally for Refined Sugar.</p> <p>11. Investment risk and financial feasibility analysis on establishing a Sugar Refinery in Jamaica</p>	<ul style="list-style-type: none"> • In-depth analysis on the impact of the upstream raw material supply on refined sugar prices • Forecast of the overall business trend in Jamaica and the value of incentive schemes for investment in the sugar industry. • Review of Jamaica's Sugar Adaptation Strategy. • Review of Jamaica's Sugar Area Development Strategy. • Preliminary economic cost /benefit analysis of the impact of the establishment of a sugar refinery <p>Deliverables:</p> <ul style="list-style-type: none"> ➤ Report - compiled with draft report to DBJ <p>Module Two <i>Technical Analysis of the feasibility of establishing a sugar refinery using modern efficient technologies.</i></p> <p>Activities The technical feasibility commenced in this module, and included:</p> <ul style="list-style-type: none"> • Technical evaluation of the options available in establishing a Sugar Refinery • Detailed analysis of viable sugar Refineries in jurisdictions with operating constraints and environment similar to Jamaica and internationally • A comprehensive analysis of best practice in the refined and white sugar industry. • Preliminary evaluation of technologies with proven track records and also of emerging technologies in the sugar industry • Analysis of the application of modern technologies in the Jamaican environment. • Preliminary cost/benefit related to the use of given technologies. • Evaluation of issues related to location of sugar refinery, given considerations of raw material supply, quality control, geography etc. • Preliminary plant / refinery design considerations – for efficient production /processes implementation
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- Preliminary estimates of capital cost out lay for the sugar refinery

Deliverables:

- A report detailing the input into the final feasibility report to DBJ.
- Analysis to be used during the simulation modelling phase of the feasibility study.
- Collection & analysis of all necessary reports, agreements and studies.

Module Three

Multi-scenario simulation of sugar refinery processes and technologies using SUGARS

Activities:

- Simulation modelling using SUGARS software of the preliminary recommended refinery considerations base on evaluation/recommendation from the previous Module.
- Optimization of sugar refinery efficiency by redesign of layout and modification of input parameters.
- Generation of predicted operating results from the SUGARS simulation.

Deliverables:

- Simulation of optimal sugar refinery layout and production processes and optimal input material requirements.
- Process flow recommendations for optimized sugar refinery set-up.
- Prediction of operating results based on optimized operations.
- Input into the financial feasibility analysis.

Module Four

Comprehensive financial analysis feasibility of establishing a sugar refinery in Jamaica for the production of refined and white sugar

Activities

A wide overview was taken of the output from the previous modules and in particular the predicted operating results from the SUGARS simulation.

The majority of activities under this module was conducted using a desk based research approach and involved:

- Evaluation of the financial feasibility of the production of refined and white sugar and the establishment of a sugar refinery.
- Detailed evaluation of the preliminary estimates of capital cost outlay.
- Perform various calculation and analyses using NPV/IRR to determine project financial feasibility.
- Risk analysis using Monte Carlo Simulation to factor in uncertainty in variables considered.
- Sensitivity Analysis of the results using spider charts.
- Cash Flow projections over 5 years for the sugar refinery.
- Forecast Financial project over 5 years for the sugar refinery.

Deliverables

- Financial analysis component of the Draft Report to DBJ.

Module Five

Draft Report

Activities

The output of all the previous modules (1-4) were collated and pulled together in a preliminary draft document to form the basis of the Feasibility Study. This was validated by the team as a whole with relevant stakeholders. This “sanity check” exercise took the form of a focus group discussion workshop and feedback incorporated into the final draft of the Feasibility Study. During the workshop the Action Plan items was also discussed and prioritised.

Deliverables:

- Preliminary proposal for Feasibility Study
- Feedback from final Focus Group Workshops will be compiled
- A Final Feasibility Study Document

SECTOR - AGRICULTURE (No. 2)

Ref. No.	Project Title		Banana Sector Retraining Programme Training Needs Analysis PHASE I Banana Sector Retraining Programme Policy Advisory PHASE II					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Jamaica	US \$32,611	100%	4	HEART Trust/ NTA	EU	March 2009-December 2009	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>Conduct surveys and stakeholder consultations/focus groups to ascertain transition requirements of ex-banana workers in 6 parishes in Jamaica</p>						<p>SCOPE OF WORK:</p> <p>Phase I</p> <p>Conduct two (2) stakeholder consultations in Kingston and Montego Bay</p> <p>Write report from the consultations for formulating a policy</p> <p>Phase II</p> <p>Conducted training needs analysis to provide a representative profile of banana workers, small banana farmers and port workers in six (6) parishes across Jamaica namely St. James, Clarendon, St. Catherine, Portland, St. Mary, and St. Thomas.</p> <p>Collect data on workers through focus group discussions, stakeholder consultations and a survey using a structured instrument.</p>		

SECTOR - AGRICULTURE (No. 3)

Ref. No.	Project Title		Consultancy for the Development of the CAHFSA Strategic Plan (Road Map), Medium Term Work Plan and SPS Protocols for Trade in Agricultural Products					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	CARICOM Member States	€99.000	100%	7	CARICOM Secretariat	EU	August 2010- June 2011	none
DETAILED DESCRIPTION OF PROJECT					TYPE OF SERVICE PROVIDED			
<p>The overall objective of the project was to develop:</p> <ol style="list-style-type: none"> 1. A Strategy Plan (Road Map) and Medium Term Workplan for CAHFSA to assist MS to enhance their capacities in meeting their SPS obligations under the current trading agreements through SPS policy and regime formulation, planning, implementation and monitoring, of national SPS processes and protocols, in order to enhance the achievement of access to markets, protection of their consumers and to the overall development goals and objectives established for agriculture in the CSME. 2. The CARICOM (CAHFSA) SPS (administrative and scientific) protocols to facilitate agricultural trade, in order to achieve the development goals and objectives established for agriculture in the CSME. <p>Purpose The purpose of the consultancy was to support the operationalization and functioning of CAHFSA as soon as possible. This technical assistance complemented and consolidated (without duplication) efforts already in progress within projects managed by the CARICOM Secretariat and work programmes of other regional and international organisations. The output should be based on at least some minor consultation among each Member State of CARICOM. In this context, the purposes specific to this contract were to:</p> <ol style="list-style-type: none"> 1. Strategic Action Plan (Roadmap) and Medium Term Work plan <ol style="list-style-type: none"> i. Develop a Strategic Action Plan for delivery by CAHFSA of a Sanitary and Phytosanitary 					<p>CAHFSA STRATEGIC ACTION PLAN AND MEDIUM TERM WORK PLAN:</p> <ol style="list-style-type: none"> 1. Strategic Action Plan and Medium Term Work Plan for CAHFSA setting out inter alia: <ol style="list-style-type: none"> a. The overall scope and elements of the SPS regime b. Main areas of focus in short, medium and long term c. The immediate actions to be taken in each of the three disciplines d. Actions for strengthening MS capacity and capability to implement the agricultural Health and food safety measures e. Mechanisms for coordination with Member States f. Evaluation and monitoring mechanism for trade facilitation including notification of difficulties encountered g. Protocol for dispute resolution h. CAHFSA and its relationships with other regional and international organisations i. The resources required and sources of financing and a possible route to sustainability. 2. Medium Term Work Plan and Implementation timelines, 3. Comprehensive report on activities, findings and recommendations prepared. 			

Regime for the Region. The Plan was tailored to be consistent with relevant global trading arrangements and the Revised Treaty of Chaguaramas,

- ii. Based on i) prepare a Medium Term Work plan (Implementation Plan) using, including resource mobilisation for SPS development in the region.
- iii. Based on (i) and ii) above recommend measures for effective coordination of agricultural health and food safety issues at the national level;
- iv. Set out using Logical Framework, a long term project for the effective implementation of CAHFSA based on findings of this project

2. Development of SPS Protocols for the conduct of Agricultural Trade in this context, the purposes specific to output were to:-

- i. Identify the SPS and other non-tariff measures used in the conduct of agricultural trade in the Region.
- ii. Identify the administrative and technical documentation required, processes and competent authorities which are used by Member States to
 - a. Issue a sanitary and phytosanitary certificate for export
 - b. Issue of an import/export certificate
 - c. Clear a consignment of agricultural goods
- iii. Make recommendations for harmonisation or bringing common procedures for use by Member States in ii) a-c above.
- iv. Formulate the stages and steps in an approach to be used by the Region for the conduct of agricultural risk assessments for animal and animal products, and plant and plant products i) in the CSME and ii) for extra regional trade.
 - a. **Specifically identify:**
 - i. The responsibilities of a CARICOM risk assessment team, how it is comprised.
 - ii. The role of the CARICOM Secretariat and or CAHFSA
 - iii. Role of the CVOs and the Plant Health Directors
 - iv. The responsibilities of the country in which the site visit occurred
 - b. **Timeline for draft Report:**
 - i. Process for validation of Report and by whom
 - ii. Timeline for finalisation of report and submission to the country on which the evaluation was done
 - iii. Reporting function to COTED
 - c. **Protocol/procedure used for clearance of shipment**
 - d. **Administrative protocol with suggested time frame for response to the issuing of certificates and clearance of shipments.**
- v) Facilitate consultative meetings with CVOs, Plant Health Directors and Food Safety experts in the development of the protocols. The establishment of CARICOM protocols which guide the conduct and facilitate agricultural trade must consider the principles and obligations set out in the Revised Treaty of Chaguaramas, international agreements, the EPA and other agreements in which the Community is a signatory.
- vi) Develop a matrix of products which were traded intra-regionally, building upon what already exists.

With respect to CARICOM (CAHFSA) SPS (administrative and scientific) protocols to facilitate agricultural trade.

The main purpose of this technical assistance is to regularise an approach to facilitate the conduct of agricultural trade in CARICOM through a common and facilitative use of those non-tariff measures including use of sanitary and phyto-sanitary measures.

The consultancy will specifically build upon the work undertaken by the COTED, the Expert CARICOM team on SPS Measures, the CVOs and the Plant Health Directors and the CARICOM Secretariat in this regard.

In this context, the purposes specific to this contract are to:-

1. Identify the SPS and other non-tariff measures used in the regulation of agricultural trade in the Region.
2. Identify the administrative and technical documentation required, processes and competent authorities which are used by Member States to
 - a. Issue a sanitary and phytosanitary certificate for export
 - b. Issue of an import/export certificate
 - c. Clear a consignment of agricultural goods
3. Make recommendations for harmonisation or bringing common procedures for use by Member States in ii) a-c above.
4. Formulate the stages and steps in an approach to be used by the Region for the conduct of agricultural risk assessments for animal and animal products and plant and plant products i) in the CSME and ii) for extra regional trade.
 - a. Specifically identify:
 - i. The responsibilities of a CARICOM risk assessment team, how it is comprised.
 - ii. The role of the CARICOM Secretariat and the CAHFSA
 - iii. Role of the CVOs and the Plant Health Directors
 - iv. The responsibilities of the country in which the site visit is to occur
 - b. Timeline for draft Report
 - i. Process for validation of Report and by whom

vii) Develop a matrix of products which Member States wish to trade, building upon what already exists. Chart a course for facilitating trade in those products which are currently not traded and in which there is a desire to trade as in vi) above.

ii. Timeline for finalisation of report and submission to the country on which the evaluation was done

iii. Reporting function to COTED

5. Protocol/procedure used for clearance of shipment
6. Administrative protocol with suggested time frame for response to the issuing of certificates and clearance of shipments. Facilitate consultative meetings with CVOs, Plant Health Directors and Food Safety experts in the development of the protocols. The establishment of CARICOM protocols which guide the conduct and facilitate agricultural trade must consider the principles and obligations set out in the Revised Treaty of Chaguaramas, international agreements, the EPA and other agreements in which the Community is a signatory. Develop a matrix of products which are currently traded intra-regionally, building upon what already exists. Develop a matrix of products which Member States wish to trade, building upon what already exists. Chart a course for facilitating trade in those products which are currently not traded and in which there is a desire to trade as in vi) above

THE EXPECTED OUTPUTS FROM THIS CONSULTANCY WITH RESPECT TO

1. Strategic Action Plan (Roadmap) and Medium Term Work plan
Strategic Action plan for CAHFSA
Strategy for strengthening the animal health and food safety systems of Member States
Medium term Work Plan and resource requirement for implementation
2. CARICOM (CAHFSA) SPS (administrative and scientific) protocols to facilitate agricultural trade.
3. Draft CARICOM SPS protocols for intra and extra regional trade in agricultural products. addressing administrative and technical facilitative measures
4. Matrix of the wish list of Member States submitted by Member States on commodities in which they are desirous of trading
5. Identification and collection of risk assessments studies done by Member States.
6. Identify the facilitative measures required for facilitation of trade regarding

PROJECT AWARDED

TOURISM SECTOR

SECTOR - TOURISM (No. 1)

Ref. No.	Project Title		Mid-Term Review of the Tourism Master Plan					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Jamaica	US \$54,329	100%	2	Govt. of Jamaica Ministry of Tourism	Ministry of Tourism	September 29, 2009 - September 2010	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <ol style="list-style-type: none"> 1. Data collection, analysis and appraisal of the situation of the industry and rating/assessment of the Industry performance against targets set out in the Master Plan; assessment of the implementation process 2. Data collection on new policy trends and developments 3. Analysis of Competitiveness Index to determine whether there is a relationship between outputs of the Master Plan and the scores for selected variables on the index rating of effectiveness of institutional arrangements rating of effectiveness of the Tourism Enhancement Fund (TEF) 						<p>SCOPE OF WORK:</p> <ol style="list-style-type: none"> 1. Data collection, analysis and appraisal of the situation of the industry and rating/assessment of industry performance against targets set out in the Master Plan; assessment of the implementation process. 2. Data collection on new policy trends and developments. 3. Analysis of Competitiveness Index to determine whether there is a relationship between outputs of the Master Plan and the scores for selected variables on the index 4. Rating of effectiveness of institutional arrangements rating of effectiveness of the Tourism Enhancement Fund (TEF) 		

PROJECT AWARDED

LEGAL SECTOR

SECTOR - LEGAL (No. 1)

Ref. No. CTCP/6.1/C100/2012/CONS2	Project Title		Consultancy to Prepare Draft Model Legislation / Regulations for CARICOM Single Market (CSM) Regimes					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	CARICOM Member States and OECS (Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago).	US \$931,979	35%	2	CARICOM Secretariat	CIDA	May 30, 2013	ACE International Consultant- lead and NEX Consulting
Detailed Description of Project						Type of Service Provided		
OBJECTIVE: The aim of the CARICOM Trade and Competitiveness Project (CTCP) is to create more and better opportunities for the people of the						SCOPE OF WORK: 1. Refine menu of legislative/regulatory measures to		

CARICOM region to participate in and benefit from the introduction of the CARICOM Single Market and Economy (CSME). The purpose of the project is to contribute to the deepening of Regional Integration and, in particular, to achieve the consolidation of the CSME”.

The objective of this consultancy (Component 100 - increasing the operational capacity and effectiveness of the CSM by improving the administrative systems for granting access in the five regimes) is to contribute to the harmonization of legislation relating to the five CSM regimes.

Furthermore, Component 100 seeks to create an improved harmonized, regulatory and administrative system that would enable beneficiaries of the CSME to access their rights and thus the use of the various CSME arrangements that have been established for the free movement of Goods, Services, Capital, Skills and the right of Establishment.

- prepared based on consultations with the Member States and the OECS and CARICOM Secretariats.
2. Draft Model Legislation/ regulations based on the final list referred at (I) comprised of:
 - a. harmonized model legislation/regulations for common application by all of the Member States;
 - b. Nationally applicable model legislation/ regulations drafted in accordance with the specific needs of each Member State.
 3. Complete consultations with stakeholders in the Member States on the drafted legislation/regulations.

Other Services provided are:

- i. re-examine and further refine the following in consultation with the Member States, the CARICOM and the OECS Secretariats:
 - a) The list of model legislation/regulations for harmonization which must be drafted.
 - b) The list of country – specific regulations to be drafted.
 - c) The list of legislative amendments to be drafted.
- ii. Draft regulations from an existing primary legislation based on the agreed list of regulations identified.
- iii. Present menu of regulations and amendments which have been prepared at stakeholder consultations to achieve consensus and undertake necessary revision.
- iv. Make amendments to legislation based on the agreed list identified.
- v. Prepare and submit reports specified in these terms of reference to the contracting authority.

PROJECT AWARDED

SME SECTOR

SECTOR - SME (No. 1)

Ref. No.	Project Title		Preparation and Publication of Resource Manuals to Assist Small Enterprises Overcome Generic Challenges					
NAME OF LEGAL ENTITY	COUNTRY	OVERALL PROJECT VALUE (EUR/US)	PROPORTION CARRIED OUT BY LEGAL ENTITY (%)	NO OF STAFF PROVIDED	NAME OF CLIENT	ORIGIN OF FUNDING	DATES (START/END)	NAME OF CONSORTIUM MEMBERS, IF ANY
UWI CONSULTING INC.	CARICOM's less developed countries (LDCS)	€62,000	100%	8	CARICOM SECRETARIAT	EU & CARICOM FUNDING	MARCH 2011-FEBRUARY 2012	NONE
DETAILED DESCRIPTION OF PROJECT					TYPE OF SERVICE PROVIDED			
<p>OBJECTIVE: The overall objective was to contribute towards increased economic development of the LDCs (Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines), particularly the OECS countries, through improvement in the performance of small enterprises.</p> <p>Purpose The purpose of the contract was to strengthen the operations of small enterprises in the LDCs particularly the OECS. By strengthening the capacity and operational performance of small enterprises, in making available guidance resources to them, it was expected that these businesses will become more agile, vibrant and efficient contributors to the sustainable development of the sub-region.</p> <p>THE PROJECT CONSISTED OF TWO COMPONENTS: A. preparation of three Manuals in support of small enterprise development; B. the publication of and distribution of 300 copies of each of the three manuals</p>					<p>SCOPE OF WORK:</p> <p>1. THREE MANUALS ON THE FOLLOWING TOPICS PREPARED:</p> <ul style="list-style-type: none"> (a) Mobilising Financial and Technical Assistance by Small Enterprises from Non-traditional Development Partners (including non-profit International Foundations); (b) Legal and Administrative Requirements in addition to quality guidelines for Exporting Agricultural and Food Products to CARICOM's MDCs; and, (c) Maintaining an Agile Business: Identification and Use of Opportunities for Change. <p>The Manual on the Mobilisation of Financial and Technical Assistance identified non-traditional sources of funding such as private philanthropists and non-profit organisations, priorities, formats for writing proposals and other requirements for accessing resources and technical support, especially for the application of green technologies to the operation of small enterprises.</p> <p>Guidelines in the Manual on Legal and Administrative Requirements for Exports included inter alia, relevant sanitary and phytosanitary requirements, labelling standards with illustrative case studies for avoiding pitfalls in exporting agricultural and food products as well as a detailed list of contact information of the relevant agencies which can affect goods and services entry in the MDCs.</p> <p>The Manual on Business Agility examines various prevailing business models, included</p>			

strategies for more effective operational processes and best practices that would allow small enterprises to flourish and prosper in the new global economy. The manual included examples of the introduction of business models which successfully transformed an industry or product delivery as well as discuss examples of SME's within the OECS where the prevailing business model may be inappropriate or could be changed to enhance performance and profitability. In addition the manual addressed new dynamics of production, enterprise development and international competition created by the twin processes of trade liberalization and globalization, coupled with rapid advances in information and communication technologies (ICT) and set out how SME's of the LDCs can identify and use new opportunities to expand and be dynamic. The Manual pointed to the requirements for SMEs to take advantage of opportunities under the new economic environment, including, but not limited to those presented by the CSME and bilateral trade agreements.

- (a) Review relevant documentation, including the Revised Treaty of Chaguaramas, on the constraints and challenges facing small and medium-sized enterprises.
- (b) Prepare an Inception Report including an annotated draft outline of the contents of the Manuals, based on findings:
 - a. Review the literature on the respective topics of the Manuals;
 - b. Consult with national and regional agencies for information, ideas and suggestions regarding the required sub-topics of the Manuals;
 - c. Prepare Draft Manuals on the respective subject areas of the assignments; and
 - d. Prepare Final Draft Manuals based on feedback from the CDF.
- (c) Under the second and third Components the main tasks will be to:
 - a. Edit, insert agreed pictorial images and finalise Manuals for publication; and
 - b. Distribute published Manuals as per directions of the CDF.

PROJECT AWARDED

HR SECTOR

SECTOR - HR (No. 1)

Ref. No.	Project Title		Strategic Planning Retreat and Design of Accountability Framework					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Jamaica	€11,740	100%	2	CGM Gallagher	CGM Gallagher	November 2008-January 2009	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>Assist CGM Gallagher to conduct a strategic analysis of the business; to establish key objectives for 2009 – 2011; to determine performance indicators, strategic initiatives, targets and responsibilities for business units</p>						<p>SCOPE OF WORK:</p> <ul style="list-style-type: none"> ▪ interviews with all senior managers to scope the issues; ▪ review of key business reports, products and services; ▪ development of retreat objectives and programme; ▪ assignment of roles and responsibilities, preparatory tasks and retreat presentation activities and conduct of planning meeting with key managers; ▪ preparation of materials and facilitation of 2 day Retreat; ▪ preparation of report; ▪ conduct of post-retreat meeting with MD and VP HR to complete strategic initiatives and key performance targets; ▪ follow-up one-on-one meetings with managers to complete Accountability Framework for each business unit (scheduled for January) 		

