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CARIBBEAN DEVELOPMENT BANK

TWO HUNDRED AND NINETY-SIXTH MEETING OF THE BOARD OF DIRECTORS

TO BE HELD VIRTUALLY

DECEMBER 9, 2021

PAPER BD 90/21

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT – REGIONAL

(President's Recommendation No. 1016)

The attached Report appraises a project to assist The University of the West Indies (UWI) to finance a regional digital transformation project to strengthen the institution's delivery of teaching, learning and research as well as its operational efficiency, resilience and global competitiveness. The Project entails expansion and upgrade of UWI's Information and Communication Technology (ICT) infrastructure, institutional strengthening for key digital systems and resources, including a gender analysis of UWI Digital Transformation Programme and capacity-building for enhanced service delivery and security of digital systems and processes. It is part of an overall digital transformation programme to achieve UWI's strategic goals as outlined in its Triple A Strategy Plan (2017-2022) and aligned to the strategic objective of supporting inclusive and sustainable growth and development of the Caribbean Development Bank (CDB).

2. On the basis of the Report, I recommend:

(a) a loan to UWI, under guarantee of the Government of Antigua and Barbuda, the Government of Barbados and Sagicor Financial Company Ltd., of an amount not exceeding the equivalent of six million United States dollars (USD6,000,000), comprising:

(i) four million United States dollars (USD4,000,000) from CDB's Ordinary Capital Resources (OCR) and;

(ii) two million United States dollars (USD2,000,000) from CDB's Special Funds Resources (SFR), subject to the concurrence of the Special Development Fund contributors; and

(b) a grant to UWI of an amount not exceeding the equivalent of one hundred and ninety thousand United States dollars (USD190,000) from CDB's SFR,

on the terms and conditions set out and referred to in Chapter 7 of the attached Report.

3. Funds are available within CDB's existing resources and/or borrowing programme for the relevant disbursement period.

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CARIBBEAN DEVELOPMENT BANK

APPRAISAL REPORT

UWI DIGITAL TRANSFORMATION PROJECT - REGIONAL

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Considered at the Two Hundred and Ninety-Second Meeting of the Board of Directors held on December 9, 2021

(BD 90/21)
(AR 21/3 REG)

Director, Projects Department	*Daniel Best*
Division Chief, Social Sector Division	*Deidre Clarendon*

DECEMBER 2021

LIST OF ACRONYMS

BCP	Business Continuity Plan
BMC	Borrowing Member Countries
CARICOM	Caribbean Community
CDB	Caribbean Development Bank
C-HRD 2030 S	CARICOM Human Resource Development Strategy 2030
CMCO	Change Management/Communications Officer
CIO	Chief Information Officer
CRM	Customer Relationship Management
DSCR	Debt Service Coverage Ratio
DRP	Disaster Recovery Plan
ERR	Economic Rate of Return
ETPS	Education and Training Policy and Strategy
GOAB	Government of Antigua and Barbuda
GOBD	Government of Barbados
IADB	Inter-American Development Bank
ICT	Information and Communication Technology
IGDS	Institute of Gender and Development Studies
IFI	International Financial Institutions
IMF	International Monetary Fund
ISO	International Organisation for Standardization
ISP	Implementation Support Plan
IT	Information Technology
NIST	National Institute of Standards and Technology
OESS	OECS Education Sector Strategy: 2012-2025
OCR	Ordinary Capital Resources
ORM	Office of Risk Management
OVC	Office of the Vice-Chancellor
PA	Project Administrator
PC	Project Coordinator
PMU	Project Management Unit
PO	Procurement Officer
PSC	Project Steering Committee
PwD	Persons with Disabilities
SDF	Special Development Fund
SFCL	Sagicor Financial Company Ltd.
SFR	Special Funds Resources
STEM	Science, Technology, Engineering and Mathematics
TAC	Technical Advisory Committee
TOR	Terms of Reference
TOGAF	The Open Group Architecture Framework
UWI	University of the West Indies

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PROJECT SUMMARY

Financial Terms and Conditions					
Borrower/Beneficiary		The University of the West Indies (UWI)			
Implementation Agency		Office of the Vice-Chancellor (OVC)			
Guarantors		Government of Antigua and Barbuda (GOAB), Government of Barbados (GOBD) and Sagicor Financial Company Ltd. (SFCL)			
Disbursement Period		March 31, 2022 to June 30, 2024			
Fund	**Fund Source**	**Amount (000's)**	**Amortisation Period (years)**	**Grace Period (years)**	**Interest Rate (%)**
OCR-USD	Equity and Market Resources	4,000	17	3	3.3% per annum (Variable)
SDF 10	SDF Resources (Loans)[1/]	2,000	27	3	0.75% per annum (Fixed)
Loan Total:		6,000			
SDF 10	SDF Resources (Grant)	190	n/a	n/a	n/a
Counterpart Total:		2,306			
Total Project Cost		8,496			
Fees					
Commitment Fee: 1% per annum on the amount of the OCR unwithdrawn from time to time. Such charge shall accrue from the sixtieth (60th) day after the date of the Loan Agreement and shall be payable quarterly.					

[1/] The Government of the Commonwealth of Dominica and Government of Jamaica have requested, subject to the concurrence of the SDF contributors, that an amount of USD1.0 mn each respectively, from their SDF 10 allocation be utilised for this project.

Guarantor Obligations
The guarantees to be provided by GOAB, GOBD and SFCL are as follows: GOAB – SDF $1mn; GOBD – SDF $1mn; and SFCL – OCR $4mn.
Office of Risk Management (ORM) Commentary: This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.
Project Summary
Project Outcome and Description: Enhanced capacity of UWI for learning and business continuity, inclusive and gender responsive student engagement and increased equitable access to tertiary education opportunities. The Project is categorised "B" based on the CDB Environmental and Social Review Procedures. There is the potential for limited adverse environmental or social impacts/risks for which mitigation and management measures are known and available. The proposed project consists of the following components: (a) Project Preparation Assistance (b) Goods (c) Institutional Strengthening (d) Capacity Building (e) Project Management
Exceptions to CDB Policies: No exceptions to CDB policies are in place for this Project.

GENDER MARKER SUMMARY

Analysis	Design	Implementation	Monitoring & Evaluation	Score	Code
1.0	0.5	1.0	1.0	3.5	GM

Gender Mainstreamed (GM): the Project has the potential to contribute significantly to gender equality. The relevant categories include groups of males and females differentiated by age and ability. The sector and institutional analysis consider the gender disparities that impact the achievement of project outcomes. The project interventions are designed to lead to a reduction in gender disparities and enhancing gender equality. The implementation arrangements include capacity building initiatives to enhance gender mainstreaming of UWI. The collection of sex-disaggregated data and gender-specific indicators that measure gender disparities are part of the project.

1. STRATEGIC CONTEXT AND RATIONALE

REQUEST

1.01 On October 1, 2020, UWI requested assistance from CDB to finance a regional UWI digital transformation project to strengthen the institution's delivery of teaching, learning and research as well as its operational efficiency, resilience and global competitiveness. A revised proposal and documentation related to the guarantors were submitted in April 2021, and confirmations for use of SDF resources, subject to the concurrence of the SDF Contributors, from the allocations of the Commonwealth of Dominica and Jamaica were received in July and September, respectively. The proposed project is part of an overall digital transformation programme to achieve UWI's strategic goals as outlined in its Triple-A Strategy Plan (2017-2022). The loan will be guaranteed by GOAB, GOBD and SFCL.

MACROECONOMIC CONTEXT

1.02 The emergence of SARS-CoV-2, referred to as the Coronavirus 2019 (COVID-19) in the latter half of 2019 and its subsequent elevation to a pandemic on March 11, 2020, triggered an unprecedented global health and economic crisis. To contain the transmission of the virus, Borrowing Member Countries (BMCs) enacted containment measures to safeguard the lives and livelihoods of citizens. The introduction of these measures led to a weakening of economic performance in most BMCs. Economic output for the Caribbean contracted by 7.1 % in 2020, with Guyana being the only exception, growing by 43.5%, due to crude oil production commencement[2]. Tourism-dependent BMCs were disproportionately affected due to the sudden halt of international travel and tourism, with most experiencing collapses in visitor arrivals in the order of 70% and above. This unparalleled decline in tourism-related activity adversely affected employment and household income. The pandemic also weakened governments' fiscal accounts, as unplanned health expenditure increased with BMCs moving swiftly to strengthen the capacity of public health systems and procure vaccines. Due to the historic plunges in tax revenue and increased borrowing, concerns of a pandemic-induced derailment of progress made on fiscal consolidation and debt reduction by BMCs have surfaced, along with the long-term growth ramifications, which could potentially deepen poverty, slow Sustainable Development Goals (SDG) implementation, and reverse human development gains.

1.03 Supported by International Financial Institutions, such as CDB, Inter-American Development Bank, World Bank, and the International Monetary Fund (IMF), BMCs implemented fiscal support and stimulus packages comprising a range of policy interventions[3/]. The Region is expected to experience a partial recovery in 2021, with real GDP projected to grow by 3.1%. This incipient recovery is anchored on the gradual lifting of COVID-19 containment measures, combined with the rollout of public infrastructure projects and COVID-19 stimulus packages, increased levels of immunisation, and the resumption of tourism activity, albeit below pre-pandemic levels. However, the recovery remains fragile and could weaken if BMCs experience new surges in cases in the fourth quarter of 2021 and if vaccine hesitancy continues to challenge BMCs' ability to reach herd immunity and reduce infection rates.

1.04 The Region is perennially confronted with low and volatile rates of economic growth, which hamper efforts at attaining sustained levels of economic development and poverty reduction. Key among the policy measures required to help foster sustained growth and higher levels of development, is the urgent need to optimise the human capital development of the Region, through continued investments in education[4/]. The proposed digital transformation of UWI will support the medium to long-term development and global competitiveness of the Caribbean by facilitating the creation of a dynamic and

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[2/] Source: BMCs Statistical Offices and CDB Economics Department estimates.

[3/] The interventions included income and unemployment insurance support, food programmes, liquidity support to Micro, Small, and Medium Enterprises (MSMEs), moratoria, and forbearances to individuals, households, and businesses.

[4/] CDB funded Country Poverty Assessments for various Borrowing Member Countries

skilled workforce. The Project is aligned to UWI's recently approved new financial plan 2020 to 2025, which seeks to reduce the reliance of UWI on BMC's contributions[5], which accounted for 47.9% (USD221.6 mn) of the total income generated by the Institution in 2019. This thrust to enhance the financial health and resilience of UWI is timely, more so, given the deterioration in the fiscal position of BMCs in the recent past, which is being exacerbated further by the unfolding pandemic.

SOCIAL CONTEXT

1.05 The population of the Caribbean region in 2020 was estimated at 43.5 million (about 50.6% female) with a median age of 31.9 years and 74% in urban areas. The Region has made progress in the social sectors marked by improvements in infant and maternal mortality, illiteracy, diseases, fertility rates, and life expectancy with investments in health and education. Net Enrolment Rates at the pre-primary, primary and secondary levels are 79%, 89% and 71%, respectively, among the CARICOM Member States, excluding Haiti. There are more females than males in the basic and tertiary education sectors. In general, the enrolment of females approximates 70% across the sector. The theory of male marginalisation is popularly advanced for this glaring gender gap and suggests that male academic loss is rooted in male privileging and gender socialisation, while other research shows an anti-academic male sex/gender identity.

1.06 Despite their higher educational performance, women are under-represented in targeted growth areas, better-paid jobs, large-scale enterprises, leadership and decision-making, and within digital technology and Information and Communication Technology (ICT) related sectors. Gender segregation at the tertiary levels reinforces sex-stereotyping and occupational segregation in the labour force. Data from the ICT Division within the Ministry of Science and Technology show females representing 37% of the UWI ICT graduates from 2013 to 2017. At the undergraduate level which produces the highest number of ICT certified professionals, the 3:1 male to female ratio is a point of concern. This underrepresentation of females is a missed opportunity to advance the development and competitiveness of the ICT sector.

1.07 The COVID-19 pandemic has severely worsened the quality of life in all BMCs and has also placed significant challenges on the education sector. The adverse impacts of COVID-19 included temporary school closures, revised scope and timing of examinations, and significant challenges to learning continuity. The deployment of distance-learning strategies has become more critical in supporting learning continuity and these strategies are being employed by BMCs and regional institutions to lessen the impact of the pandemic. However, the greater use of ICTs has highlighted and exacerbated the inequalities in access to digital devices, services and infrastructure among countries and income groups (Global Education Monitoring Report, 2020). Learners from low-income households and those living with disabilities and/or special educational needs were further marginalised and excluded from quality teaching and learning. Accordingly, the advancements in digital technologies and ICTs have enormous potential to improve the lives of these populations and to help reduce gender inequalities across the Region. Gender-responsive and socially inclusive digital transformation in education is a decisive factor in building more resilient, competitive, prosperous, inclusive, and sustainable societies. (ECLAC 2021).

SECTOR ISSUES

Sectoral and Institutional Context

1.08 The Region's higher education institutions make a significant contribution to the human capital

[5] The new financial plan, which was approved in UWI's 2019 Management Strategy Retreat highlights among other things a 10% reduction in expenditure as well as a 10% increase in entrepreneurial revenue by 2025 as its strategy to reduce over-reliance on BMC's contribution.

development in BMCs. Increased higher education participation and completion, as evidenced by the improvement in Gross Enrolment Rate from 15% in 2015 to 25% in 2019 and the addition of significant numbers of higher education graduates, have contributed to the Region's economic, social and sustainable development (World Bank, 2020). On average, BMCs spend 10% of their education budgets annually on the provision of higher education services. Students (male, female, Lesbian, Gay, Bisexual and Transgender and Persons with Disabilities (PwDs)) are accommodated in a highly diversified sub-sector with over 150 institutions offering programmes via a delivery mode that has evolved from predominantly site-based to blended teaching and learning.

University of the West Indies

1.09 The 72-year-old UWI dominates tertiary education provision across the Region, catering to 49,838 students in 2021 (30% males; 70% females), including 0.6% PwDs and 9,000 graduates annually and 150,000 alumni across five campuses.[6/] UWI's mandate entails serving large and small population densities of varying sizes, wealth, socio-economic diversity and disproportionate development disparities. UWI has emerged as an important pillar in the higher education architecture of the Region, including leading key sector initiatives involving the tertiary education institutions and assuring a high level of human resource development across BMCs. Ranked among the top 1.5% of universities in the world, the top 40 in Latin America and the Caribbean and #1 in the Caribbean by Times Higher Education in 2021, UWI offers more than 800 programmes[7/] which are international in scope with a unique Caribbean focus. As an associate institution of CARICOM, UWI is therefore recognised as a regional public good and a key institution supporting the regime for the free movement of skilled labour in CARICOM.

UWI Digital Transformation

1.10 Over the years, and as part of its modernisation programme to remain the Region's premier higher education institution for teaching, learning and research, UWI has placed emphasis on digital transformation. This emphasis has involved the upgrade of ICT systems, training of staff and students, digitising programmes and courses for online access and enhancing cybersecurity capacity. In general, efforts have been made to digitally consolidate and integrate its geographically distributed operations, to achieve larger technology-enabled economies of scale and scope. This is reflected in its 'One UWI' framework, a top priority governance tool for digital transformation. Key initiatives of the digital transformation programme across all campuses have included:

(a) Upgrade of the Open Campus – including putting all enterprise applications on Amazon Cloud platform and developing and delivering technology-infused programmes to attract males and make education more accessible.
(b) Implementation of its cross-campus Moodle programme which allows students to be taught from a Campus where they are not registered.
(c) Migration in the cloud of: (i) the campus' learning management system and deployment of Microsoft Office 365 in all campuses except the Mona Campus, and; (ii) the Cave Hill Campus Ellucian Banner Student and Finance system.
(d) UWI Scholar Initiative - the establishment of a digital, central repository for all scholarly activity, where UWI researchers deposit and share their information including areas of expertise and research.

6/ Mona (Jamaica), Cave Hill (Barbados), St. Augustine (Trinidad and Tobago) Five Islands (Antigua and Barbuda), and the Open Campus which is in 17 Caribbean member countries.

7/ In Culture, Creative and Performing Arts, Engineering, Food and Agriculture, Humanities and Education, Law, Medical Sciences, Science and Technology, Social Sciences, and Sport.

Existing Constraints

1.11 Despite the various initiatives, some key governance, infrastructural, institutional, e-Learning and process engineering constraints need urgent attention. These, as detailed below, were amplified with the onset of COVID-19 as UWI pivoted to deliver services online for learning and business continuity.

(a) **Separate student systems across each campus for application, registration and access to programmes**. Access to the online student platform from other campuses is not seamless resulting in challenges accessing programmes and support where cross-campus access is needed. The absence of a Customer Relationship Management (CRM) system to manage students' engagement with UWI - from recruitment through to graduation - renders the student engagement and experience sub-optimal as shown in satisfaction surveys.

(b) **Limited data models, standards and governance policies across UWI**. Areas that require attention include data consolidation and integration and communication issues relating to the academic catalogue - both across and within campuses.

(c) **Inadequate capacity to address online safety for students and teachers and cybersecurity threats.** Only 50% of staff have had cybersecurity awareness training designed to mitigate cyber vulnerabilities. The Information Technology (IT) teams such as the campus Chief Information Officers (CIOs) require training in cybersecurity tools and systems to address this enterprise risk.

(d) **Stakeholders and the public face difficulty in finding basic information.** There is a proliferation of portals, websites, web page postings, with information, from multiple sources, which is not consistent and current. Campus-specific websites have limitations related to shared data recovery, access to cross-campus web resources and authentication best practices.

(e) **Inadequate infrastructure for business continuity and resilience**, including:

(i) insufficient licenses to support enterprise deployment of eLearning tools;
(ii) no enterprise solution for online examinations in place;
(iii) current solutions having limited or no features to allow equal accessibility for those with special needs or physical challenges (particularly for the hearing and visually impaired);
(iv) technology gaps in lecture and seminar rooms for dual-mode delivery; and
(v) absence of cloud computing that limits the capacity of UWI to provide uninterrupted, accessible IT services, which are more cost-effective.

1.12 In addition, besides the gender disparities cited above, UWI Institute for Gender and Development Studies (IGDS) has identified other gender-related issues such as: the lack of gender awareness in ICT; the scarcity of gender-disaggregated data in ICT; a largely gender-blind digital transformation programme; and limited capacity and technical expertise on how to integrate gender and ICT into curricula and research.

1.13 These challenges are reflected in the low level of student satisfaction with key aspects of their learning experience at UWI. The level of student satisfaction in 2020 declined by eight percentage points to 39% from 45% in 2018. Student satisfaction with IT support services registered the greatest decline (32%). Three of the top five issues cited by students are ICT related, including lecturers not prepared for virtual/online learning and poor customer service from administrative staff since COVID-19. Addressing these by accelerating the digital transformation of the university is an urgent institutional imperative.

SECTOR STRATEGY

1.14 Despite the improvement in tertiary education participation, the level of access is still sub-optimal to support the economic competitiveness of BMCs. Accordingly, increased provision for sustainable tertiary and continuing education remains one of the seven strategic imperatives in the revised OECS Education Sector Strategy: 2012-2025 (OESS). The CARICOM Human Resource Development Strategy 2030 (C-HRD 2030 S) has, as a priority, increased enrolment in tertiary education and addressing geographic, gender, and special vulnerabilities.

1.15 Based on the Vice-Chancellor's report to the UWI Council, 2020, the digital transformation of UWI is critical to repositioning UWI to advance the internationalisation of its programmes, to transform its online capability and leverage the institution's 'One UWI' brand. A related initiative is establishing the New Global Online Campus, which is the proposed transformation of the Open Campus. According to the Implementation Framework (2018) adopted by the Council, the digital transformation programme, as envisaged under UWI's Strategic Plan, will continue to be hampered if UWI fails to address the following factors over the short to medium term:

(a) **Enhance Data and IT Governance**: redefining and redistributing central and campus responsibilities and accountabilities for governing and managing its academic, operational and financial processes, including integrating applications across campuses.

(b) **Improve Business Process Engineering**: Mission-critical processes and workflow mapping; auditing and change notifications; and digitising budgetary and financial transactions cross-campus, which are crucial for sustainability and resilience.

(c) **Update Online/Remote Learning Management System**: developing a university strategy with clear online learning and course digitisation goals and targets.

(d) **Modernise ICT Hardware and Network Infrastructure**: Addressing gaps in ICT quality and completeness across UWI, to improve the availability and efficiency of ICT assets and networks.

(e) **Enhance Student Access and Experiences:** For students generally, and those without or with limited ICT access from remote communities; with disabilities; and poor households.

(f) **Expand Faculty and Staff Training Opportunities**: Providing ongoing professional development of faculty and staff.

1.16 According to the Report of the Chancellor's Commission on the Governance of The UWI (2020), achieving a more integrated, ICT enabled and digitally transformed 'One UWI' eco-system is central to the survival of the University in a post COVID world. The Commission underscored the value of digitally transforming the financial operations of the University to achieve productivity gains, efficiency savings and resource sharing, as key strategic imperatives for placing the University on a sustainable financial path. In addition to being a top priority if the university is to survive its financial and other challenges, it is perceived as offering a 'keystone' for remodeling the University Governance. The Commission recommends mobilising adequate funding and technical support to (a) have a solid and integrated ICT and digital infrastructure that eliminates duplication and overlap of systems and processes; (b) support a rethinking of the 'brick and mortar' approach to expansion by the university to having a strong blended construct post COVD; (c) provide instruction seamlessly across the university's regional footprint; and (d) enhance the ability of the University to project itself internationally.

LINKAGE OF PROJECT TO CDB'S COUNTRY AND SECTOR STRATEGIES AND POVERTY GOALS

1.17 CDB's support for digital transformation is outlined in its Strategic Plan (2020-2024) and its Education and Training Policy and Strategy - 2017 (ETPS). Under its Strategic Plan, CDB undertakes to position digital transformation as a major catalyst for the Region's development. The ETPS proposes investing in equitable access and participation across sectors and enhancing the learning environment to accommodate unserved and underserved communities using multiple modalities including distance education and ICT.

1.18 This project is consistent with:

(a) CDB's strategic objective - Building Social Resilience;
(b) CDB's corporate priority - Improving access to quality, inclusive and equitable education, and training; and
(c) the Special Development Fund 10 (SDF) core theme of Building Social Resilience and Leaving No-one Behind.

1.19 This project is expected to contribute to the following Sustainable Development Goals:

(a) SDG 4. Quality education;
(b) SDG 5. Gender equality.

1.20 This project integrates the following of CDB's cross-cutting themes:

(a) Gender Equality;
(b) Digital Transformation;
(c) Good governance; and
(d) Regional Cooperation and Integration.

1.21 This Project is consistent with the following of CDB's Sector and Thematic Policies:

(a) Education and Training Policy and Strategy;
(b) Poverty Reduction Strategy;
(c) Gender Equality Policy and Operational Strategy;
(d) Climate Resilience Strategy; and
(e) Disaster Management Strategy and Operational Guidelines.

1.22 The Project is the continuation of CDB's investment in the digitisation programme of UWI, with previous projects supporting the development of the Open Campus, the conceptualisation and implementation of the Single Virtual University Space, the UWI/China Institute of Information Technology and the provision remote/online education services to disadvantaged students affected by COVID-19. The Open Campus Development Project is completed, except for the provision of furniture which has been delayed due to supply chain challenges on account of COVID-19. Distribution of devices to vulnerable students, support for internet access and supply of UWITV equipment are all expected to be completed by March 2022.

RATIONALE

1.23 UWI is at the apex of the tertiary education system in the Caribbean and the primary higher education institution through which a large percentage of adults in BMCs obtain internationally recognised training and certification. Its continued expansion and viability as a regional institution is recognised and affirmed as a policy goal across most BMCs. Advancing the digital transformation of UWI is critical for operational effectiveness, increased access to programmes, expansion of services, and continued competitiveness in the existing COVID-19 period and beyond Based on the Chancellor's Commission Report, the agenda is a top priority and is crucial to regaining and sustaining the financial health of the University, particularly amidst the widespread public spending cuts that will be aggravated by the evolving global, pandemic-driven economic downturn**.** The transformation is seen as a people-driven process, designed to consolidate current structures and processes, maximise access, collaborative synergies, agility, effectiveness and efficiency, and to deliver greater value to stakeholders.

1.24 The capacity for business and learning continuity requires more robust, reliable, and flexible systems for UWI to continue supplying services and to fully operating in case of the disruption of site-based programmes. Increasing enrolment across UWI also necessitates optimising online learning opportunities, as the shift to digital education delivery leverages technology to reduce the economic cost of tertiary education at The UWI for students in BMCs. In addition, the digital transformation is central to expanding the internationalisation of UWI programmes – a key strategic goal to diversify the revenue base of UWI. The required investments include modernising the ICT infrastructure and processes in general, digitally transforming the financial operations and supplying high-quality digital systems to engage prospective students and stakeholders. Providing a cyber-secure environment to build the confidence of clients and service providers is important and to manage key operational risks which may emerge. Current systems for stakeholder engagement across the UWI network are sub-optimal and their enhancement is vital to expanding UWI's market share in the sector. With its geographical spread of campuses located in most BMCs, a significant reduction in operational costs is achievable by maximising ICT solutions. Importantly, the digital transformation of UWI must be gender-responsive and inclusive to reflect UWI Gender Policy.

2. PROJECT DESCRIPTION

PROJECT OUTCOME

2.01 The overall outcome of the Project is the enhanced capacity of UWI for learning and business continuity, inclusive and gender-responsive student engagement and increased, equitable access to tertiary education opportunities.

PROJECT COMPONENTS

2.02 The proposed Project reflects the continued investment in the overall digital transformation programme of UWI, as shown in Appendix 2.1. The programme will enable a shared service operating environment that will allow UWI to provide consistent and reliable services to all stakeholders and achieve greater operational efficiencies and economies of scale. The Project will invest in the following areas:

(a) **Project Preparation:** Preparation and finalisation of the digital transformation/ICT programme architecture, including detailed designs/layouts, selection of equipment, and cost estimates for the campuses and Regional Headquarters. Details are presented at Appendix 2.2.

Goods:

(a) provision of CRM system to digitally transform processes for seamless access to UWI student platform;
(b) provision of secure, technology hardware to support administration/management and teaching learning services;
(c) provision of expanded and upgraded technology platforms for teaching and learning;
(d) provision for a dedicated service desk for improved and consistent equitable delivery of ICT services; and
(e) provision of accessibility/assistive technology/software for students with special needs.

Institutional Strengthening:

(a) consultancy to assist UWI with harmonising business processes to facilitate efficient and seamless student information-sharing across campuses, finance and administration, data audit and data governance and completing the rollout of a unified, seamless collaboration platform for staff and students;
(b) consultancy to assist with the revitalisation of UWI's global web presence;
(c) compilation of an inventory of ICT assets and conduct of a baseline ICT audit;
(d) development of a course on Gender and Technology;
(e) consultancy to assist UWI with the conduct of a rights-based and intersectional gender analysis related to digital transformation in UWI and development of a Gender and Digital Technology/ICT toolkit;
(f) consultancy to prepare a Business Continuity Plan for UWI and the campuses; and
(g) consultancy to develop a Strategic Development Plan and Business Plan for UWI Global Campus.

Draft TORs are attached at Appendices 2.3 to 2.7, respectively.

Capacity Building:

(a) consultancy for short-term training in cyber security systems and awareness for both technical staff and users;
(b) consultancy for training in collaboration platforms and website analytics to enable monitoring and managing of websites; and
(c) continuing professional development training for faculty and staff of UWI in selected areas (for example, Online Safety, gender-responsive online pedagogy, online technologies);

Draft TORs are attached at Appendices 2.8 and 2.9 respectively.

Project Management:

(a) Implementation, oversight and of project activities, including the engagement of a Project Administrator (PA), Procurement Officer (PO) and Change Management/Communications Officer (CMCO).

Details of the project components are presented at Appendix 2.10.

RESULTS FRAMEWORK

Project Impact
Enhanced access to inclusive and high-quality tertiary education opportunities in BMCs.

Outcome	**Indicator**	**Baseline**	**Target**	**Data Sources, Reporting Mechanisms and Report Frequency**
Enhanced capacity of UWI for learning and business continuity, inclusive and gender responsive student engagement and tertiary education opportunities.	1.1 Increase in enrolment (disaggregated by sex, disability and country of origin). (%)	50,120 8/31/2021	56,000 8/31/2026	UWI Council Report
	1.2 Services fully accessible in the cloud using OneUWI approach (single, consolidated, integrated instance) (#).	0 8/31/2021	4[8/] 8/31/2026	UWI Council Report
	1.3 Staff and students of UWI having at least one weekly collaboration event on the collaborative platform, (disaggregated by sex) (%).	10; 8/31/2021	90; 8/31/2026	Staff surveys Student surveys
	1.4 Overall student satisfaction with their learning experience at UWI disaggregated by sex) (%).	39% 8/31/2021	60% 8/31/2026	Student satisfaction surveys (Annual)

[8/] E-learning Platform, CRM, UWI Single domain and University-wide Websites.

Outcome	Indicator	Baseline	Target	Data Sources, Reporting Mechanisms and Report Frequency
	1.5 Recommendations of gender analysis of digital transformation in UWI adopted by UWI Council (Yes/No).	No; 8/31/2021	Yes; 8/31/2024	UWI Council Report

Assumptions for achieving outcomes
(a) Stakeholder engagement is sustained and optimal. (b) Disaster resilience remains a major policy focus of UWI. (c) Complementary ongoing digital transformation of homes and communities. (d) UWI Marketing and promotion strategy is effective.

Output	Indicator	Baseline	Target	Data Sources, Reporting Mechanisms and Report Frequency
1. Technology platforms/ infrastructure for improved efficiency and student experience expanded and upgraded.	1.1 Customer Relationship Management System (CRM) implemented.	No 8/31/2021	Yes 2/14/2023	Project Report
	1.2 Technology hardware upgraded/installed: (a) Fibre Network, core switches and data centre, unified communications technology – Cave Hill (b) Enterprise servers (St. Augustine) (c) Network Electronic (Mona). (d) Wi-Fi Infrastructure (Five Islands) (e) Network Infrastructure (Regional Headquarters) Network security and server – Open Campus).	No 8/31/2021 8/31/2021 8/31/2021 8/31/2021 8/31/2021 8/3/2021	Yes 12/31/2022 6/30/2022 6/30/2022 7/31/2022 6/30/2022 8/31/2022	Project Report
	1.3 Learning Management platform upgraded.	No 8/31/2021	Yes 7/25/2022	Project Report
	1.4 Online examination proctoring application implemented.	No 8/31/2021	Yes 6/29/2022	Project Report
	1.5 IT platform for students with special needs implemented.	No 8/31/2021	Yes 10/17/2022	Project Report

Output	Indicator	Baseline	Target	Data Sources, Reporting Mechanisms and Report Frequency
	1.6 Multimedia in teaching/ meeting spaces/ rooms upgraded (Mona and St. Augustine campuses).	0 8/31/2021	90 1/30/2023	Project Report
	1.7 Dedicated Service Desk implemented	No 8/31/2021	Yes 10/31/2022	Project Report
2. Institutional capacity for operational effectiveness and inclusive and gender responsive student Engagement upgraded.	2.1 Services to the cloud consolidated and integrated platform migrated.	No 8/31/2021	Yes 10/23/2023	Project Report
	2.2. Public facing websites of UWI re-designed.	No 8/31/2021	Yes 7/26/2022	Project Report
	2.3 Website inventory and assessment.	No 8/31/2021	Yes 4/30/2022	Project Report
	2.4 Campus tenants on collaborative platform merged into a single UWI tenant.	No 8/31/2021	Yes 12/30/2022	Project Report
	2.5 Records Management tool at one Campus records programme and Archives in the Vice Chancellery piloted.	No 8/31/2021	Yes 06/31/2023	Project Report
	2.6 Gender Analysis of UWI digital transformation completed.	No 8/31/2021	Yes 09/31/2022	Project Report
	2.7 Gender and Digital Technologies and ICTs toolkit completed.	No 8/31/2021	Yes 12/21/2022	Progress Report
	2.8 UWI staff trained in the Digital Technologies and ICTs toolkit.	0 8/31/2021	25 09/25/2023	Progress Report
	2.9 UWI Global Campus Strategic Development Plan and Business Plan prepared.	No 8/31/2021	Yes 1/31/2022	Project Report
	2.10 Undergraduate course on Gender and Digital Technologies and ICTs available for students (Yes/No)	No 8/31/2021	Yes 3/30/23	Project Report
	2.11 BCP for UWI and the campuses completed.	No 8/21/2021	Yes 6/30/23	Project Report
3. Administrative and pedagogic capacity upgraded	3.1 UWI Campus CIOs and technical personnel trained in Cybersecurity systems and tools (disaggregated by sex) (#).	0 8/21/2021	12 6/30/2022	Project Report
	3.2 UWI students trained in gender-responsive cybersecurity awareness (disaggregated by sex) (#).	0 8/31/2021	30,000 3/31/2024	Project Report

Output	Indicator	Baseline	Target	Data Sources, Reporting Mechanisms and Report Frequency
	3.3 UWI staff trained in Cyber security awareness (disaggregated by sex) (#).	0 8/31/2021	10,000 3/31/2024	Project Report
	3.4 UWI staff and students trained in the integration of Gender and Digital Technologies/ICTs (disaggregated by sex) (#).	0 8/31/2021	1,000 3/31/2024	Project Report
	3.5 UWI IT staff trained in website analytics and collaboration platforms (disaggregated by sex) (#).	0 8/31/2021	12 7/18/2022	Project Report
	3.6. Faculty and staff of UWI trained in inclusive and gender responsive online pedagogy (disaggregated by sex) (#).	0 8/31/2021	1,500 3/31/2024	Project Report

Assumptions for achieving outputs
(a) Counterpart resources are available in a timely manner. (b) ICT supply chains challenges are minimal. (c) Change management programme is effective.

LESSONS LEARNT

Description	Project Response
Readiness for project implementation is aided by frontloading of some of the activities on the critical path.	Key project management activities, including the establishment of a PSC and the TAC and the assignment of the PC are completed prior to Board approval, in an effort to reduce the period between approval and loan effectiveness. Key institutional mechanisms to support project execution are in place including UWI ICT Steering Committee. UWI CIO and Campus CIOs have an ongoing, regular and formal engagement to coordinate and manage the digital transformation activities across the campuses and the Regional Headquarters.
The complex structure of UWI dictates that the approach to project design and implementation is harmonious with campus' and council decision-making levels.	Whilst a coordinated strategy for the delivery of an overarching policy framework is important, a 'one-size-fits-all' path for all campuses to digitalise further is not the best approach. UWI ICT Steering Committee will oversee project implementation. Some project activities are customised to address campus-specific deficits, while enhancing university-wide systems, processes and ICT infrastructure.
Digital transformation requires full engagement of all stakeholders for investments to derive optimal and maximum benefit.	Stakeholder engagement with UWI community informed the design of the Project. A CMCO is included in the Project Management Unit (PMU) to guide/coordinate the stakeholder engagement, sensitisation and information sharing to support ownership of deliverables and optimisation of the benefits of the Project.

3. FINANCING PLAN

FINANCING STRUCTURE AND COSTS

3.01 The Project is estimated to cost eight million, four hundred and ninety-six thousand, one hundred United States dollars (USD8.4961 mn), financed with resources from CDB and UWI. Digital infrastructure costs are based on quotations and tender prices compiled by UWI, and CDB's recent experience in digital transformation projects/interventions. Physical contingencies of 5% were applied to the goods and institutional strengthening components. Price contingencies of 1.95% per annum were applied to costs based on International Monetary Fund global inflation estimates for 2021. The cost estimates and corresponding contingencies were reviewed by CDB staff and were found to be acceptable. A summary of the Project Cost and Financing Plan is shown at Table. 3.2. The detailed Project Cost, Phasing and Financing Plan is shown in Appendix 3.1.

3.02 The Project will be financed by:

(a) a loan to UWI of an amount not exceeding the equivalent of six million United States dollars (USD6.0 mn) (the Loan), representing 73% of Project cost, comprising:

(i) an amount not exceeding the equivalent of four million United States dollars (USD4.0 mn) from CDB's OCR (the OCR Portion), which will be repayable over a period of 20 years, including a three-year grace period at a variable interest rate, currently, 3.3% p.a. A commitment charge of 1% p.a. on the undisbursed balance of the OCR Portion is payable from the sixtieth day after the date of the Loan Agreement. The OCR Portion will finance 47% of total project cost and will cover the cost of goods, institutional strengthening, interest during implementation and commitment fees; and

(ii) subject to the concurrence of the SDF contributors, an amount not exceeding the equivalent of two million United States dollars (USD2.0 mn) from CDB's SFR (the SFR Portion), which will be repayable over a period of 30 years, including a three-year grace period at a fixed interest rate of 0.75% p.a. The SFR Portion will finance 24% of total project cost and will cover the cost of goods, institutional strengthening, capacity building, project management and interest during implementation;

(b) a grant to UWI of an amount not exceeding the equivalent of one hundred and ninety thousand United States dollars (USD190,000) from CDB's SFR (the Grant), representing 2% of the project costs for institutional strengthening activities related to the conduct of a rights-based and intersectional gender analysis related to digital transformation in UWI, preparation of a Business Continuity/Disaster Recovery (BC/DR) Plan for UWI and development of a socially inclusive and gender responsive Strategic Development Plan and Business Plan for UWI Global Campus; and

(c) counterpart funding of two million, three hundred and six thousand, one hundred United States Dollars (USD2.3061 mn) from UWI, representing 27% of the project costs for preparation, institutional strengthening, capacity building and project management.

3.03 Since UWI is owned by governments of BMCs and is providing a regional public good, this Project is treated as a public sector operation, and public sector rates are, accordingly, applied. The Government of the Commonwealth of Dominica and Government of Jamaica have requested, subject to the concurrence of the SDF contributors, that an amount of USD1.0 mn each respectively, from their SDF 10 allocation be utilised for this project. The loan finances activities in a priority sector associated with the SDF core theme of Building Social Resilience and Leaving No-one Behind and direct beneficiaries will be learners in BMCs targeted by the SDF. As both Dominica and Jamaica are Group 2 countries, it is therefore proposed that SFR lending terms for Group 2 countries apply to the SFR portion. Additionally, given that Dominica and Jamaica are Group 3 countries for OCR lending, it is proposed that concessionary OCR terms apply to the Loan i.e. the terms for Group 3 countries. The concessionary terms, coupled with the projected increase in student enrolment and associated revenues, are expected to bolster UWI's capacity to service the loan in a timely manner.

3.04 The cost estimates are based on exchange rates prevailing on August 6, 2021.

3.05 The Loan will be secured by guarantees provided by GOAB, GOBD and SFCL as follows:

TABLE 3.1: STRUCTURE OF GUARANTEE FOR PROJECT FUNDS

	Amount By Funding Source		
Guarantor	OCR	SFR	**Total**
GOAB	-	1,000,000	1,000,000
GOBD	-	1,000,000	1,000,000
SFCL	4,000,000	-	4,000,000
Total	**4,000,000**	**2,000,000**	**6,000,000**

3.06 The guarantee is being provided by SFCL as part of the company's corporate social responsibility and UWI's approach to utilising a public-private partnership approach to sharing the financial risk/debt burden. A financial assessment of SFCL is provided in Chapter 6 (Risk Assessment and Mitigation).

3.07 To assist UWI in managing liquidity, UWI shall maintain with CDB a Debt Service Reserve Account with the equivalent of three (3) quarterly payments of principal and interest on the Loan, amounting to approximately $390,000, which is to be fully paid by the end of the grace period. The amount shall be held in a non-interest-bearing cash retention account for the lifetime of the Loan and refunded on maturity of the Loan or applied as the final payments on the Loan or to cover any default or repayment over the life of the Loan.

3.08 The Debt Service Reserve payments shall be payable in four (4) equal and consecutive semi-annual amounts from UWI to CDB of approximately $97,500 each, commencing on January 1, 2023. Where any part of the debt service fee has been applied to cover a default on repayment, UWI shall, upon demand, pay to CDB an amount equivalent to that payment, which shall be used to replenish the Debt Service Reserve Account.

TABLE 3.2: SUMMARY OF PROJECT COSTS AND FINANCING

	TOTALS					
	OCR-USD	SDF 10				
Components	**Equity and Market Resources**	**SDF Resources (Grant)**	**SDF Resources (Loans)**	**Total**	**COUNTERPART UWI**	**Total**
1. Project Preparation				-	1,400,000	1,400,000
2. Goods	3,469,000		684,450	4,153,450	-	4,153,450
3. Institutional Strengthening	75,000	174,571	560,000	809,571	107,215	916,786
4. Capacity Building			161,000	161,000	-	161,000
5. Project Management			450,000	450,000	614,445	1,064,445
Base Cost	**3,544,000**	**174,571**	**1,855,450**	**5,574,021**	**2,121,660**	**7,695,681**
6. Physical Contingency	107,790	8,729	62,223	178,742	4,350	183,092
7. Price Contingency	114,276	6,700	72,154	193,130	180,090	373,220
Total Project Cost	**3,766,066**	**190,000**	**1,989,827**	**5,945,893**	**2,306,100**	**8,251,993**
8. Interest During Implementation	224,608	-	10,173	234,781	-	234,781
9. Commitment Fees	9,326	-	-	9,326	-	9,326
Total Financing	**4,000,000**	**190,000**	**2,000,000**	**6,190,000**	**2,306,100**	**8,496,100**
Percentage Financing	**47%**	**2%**	**24%**	**73%**	**27%**	**100%**

4. PROJECT VIABILITY

TECHNICAL ANALYSIS

4.01 The Project has been designed to achieve expanded access to quality tertiary education opportunities across BMCs and enhance the institutional resilience, inclusive tertiary education opportunities and global competitiveness of UWI. The interventions target the ongoing digital transformation of UWI, based on UWI's Digital Transformation Implementation Plan. The design of the Project was predicated on agreed ICT/digital transformation solutions, readiness for implementation and ongoing engagement of stakeholders within the university. The following main principles therefore guided the design of the Project s:

(a) all enhancements must satisfy the technical standards needed to facilitate connectivity and access to services across the UWI network;

(b) all technical specifications are prepared and finalised to facilitate timely implementation. This includes the layout design for the upgrade of the ICT rooms and lecture theatres;

(c) gender equality, social inclusion, citizen security and environmental sustainability considerations must inform the proposed activities; and

(d) stakeholder participation is to be embedded in the implementation arrangements.

4.02 The project design is consistent with best practices and technical criteria related to the installing technology infrastructure, the effective delivery of programmes and optimisation of UWI business processes. The design and implementation of the ICT elements are based on relevant ICT standards used at UWI that comply with and reflect the International Organization for Standardization (ISO) standards for ICT. These include:

(a) IT Service Management - ISO/IEC 20000-1;
(b) Information Security - ISO/IEC 27001;
(c) Software - ISO/IEC 19770-1 and ISO//IEC 19770-2;
(d) Network Standards - ISO/IEC 27033 and ISO/IEC 27034; and
(e) Business continuity and disaster recovery - ISO/IEC 27031.

4.03 For the activities related to cybersecurity, the United States Department of Commerce's National Institute of Standards and Technology (NIST) Cybersecurity Framework (2018), will inform the training to be done and the post-training activities by beneficiaries. The Framework focuses on using business drivers to guide cybersecurity activities and considering cybersecurity risks as part of the organisation's risk management processes. The Framework supports an organisation's processes to align and prioritise its cybersecurity activities with its business/mission requirements, risk tolerances, and resources.

4.04 The Open Group Architecture Framework (TOGAF) will be the basis for implementing the enterprise architecture which covers the Business, Information Systems and Technology domains. TOGAF focuses on the application, business, data and technology layers. Enterprise Architecture is the process by which UWI will standardise and organise its ICT infrastructure to align with the University's goals. TOGAF will speed up and simplify UWI architecture development, ensure more complete coverage of the designed solutions, and make certain that the architecture selected allows for future growth. In addition, the use of cloud services allows for greater scalability and cost-reduction over time.

INSTITUTIONAL ASSESSMENT

Governance

4.05 UWI, which was established in 1948, has a complex governance structure[9]. The current governing instrument is the 1972 Charter, with supporting Statutes, Ordinances and Regulations, as amended from time to time. UWI's authorities under the Charter are the University Council (main governing body), Campus Councils, the Senate and the Guild of Graduates. The principal officeholders are the Chancellor (head of UWI and president of the Council and the Guild of Graduates), the Vice-Chancellor (executive and academic head) and Pro Vice-Chancellors (appointed by the Council).

4.06 A 2019 university management audit report, which reviewed UWI's corporate governance structure, identified issues related to the structure of decision-making committees and the risk management systems, among others. UWI Chancellor's Commission on the Governance of UWI (the Commission) subsequently recommended restructuring UWI's governance system in its 2020 report. There will be six committees under the proposed governance structure, responsible for governance, finance and capital allocation, audit and risk, human resources, student success and digital transformation. With respect to academic governance, UWI's structures are strong., Its quality assurance system is respected internationally, as evidenced by its recent move to the top 1.5% of universities globally under the Times Higher Education ranking system, up from 3.5% in the previous year. However, the Commission identified operational issues, such as the absence of a forum for academic matters, the need to standardise courses and programmes across campuses and high instructional costs. The Commission also identified issues of financial sustainability, including the need for the new financing structure that would reduce reliance on contributing governments, given economic constraints. The main recommendations of the report are summarised at Appendix 4.1. The 2020 governance report and its associated recommendations are still undergoing review by the university. However, its adoption and implementation will substantially enhance the governance framework of UWI. Accordingly, it shall be a condition of the loan that UWI submit the set of recommendations agreed to by the Council by June 30, 2022, or such later date as CDB may specify. It shall also be a condition of the loan that UWI implement the agreed recommendations by a date acceptable to CDB, as well as submit subsequent annual reports on the implementation of these recommendations by July 31 of each year, or such later date as CDB may specify. CDB will consider providing technical assistance to support the implementation of the agreed recommendations in areas related to enhanced governance, operational efficiency and financial sustainability.

Organisational Structure and Management

4.07 UWI has a tall organisational structure[10]. The Vice-Chancellor and the Campus Principals are responsible for the operations of the university and the campuses, respectively, managing academic and corporate operations. The organisational structure of the university is presented at Appendix 4.2.

4.08 UWI has a staff complement of 9,137 employees, 59% of whom are female. Approximately 80% of staff members are full-time and over 3,040 of its employees are academic staff members. UWI's management

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[9] The university has three standing committees, which are responsible for (i) finance and general purposes (ii) university strategy and planning and (iii) coordination of intercampus discussions among deans, as well as consultative and advisory meetings with the Vice-Chancellor on key matters. UWI has two statutory boards, which are responsible for undergraduate studies, as well as graduate studies and research. Apart from the Open Campus, each campus has a finance and general purposes committee, as well as an academic board and a faculty board. Additionally, the university's audit committee reports directly to the Council on internal and external audit functions. Each campus has an audit committee, comprising five members, including the Chair.

[10] In addition to its five campuses, it has five satellite campuses, two in Trinidad falling under the St. Augustine Campus, one in Jamaica under the Mona Campus and two in the Bahamas, also under the Mona Campus. All campuses are established, governed and managed in accordance with UWI's Statutes and Ordinances. UWI also has eleven teaching and research units, as well as ten global centres in partnership with other universities throughout the world.

staff are professionally qualified and possess the requisite skills and experience to manage the operations of the university. According to the Times Higher Education, the university's student-staff ratio is approximately 16.4, which is consistent with the benchmark in more advanced economies and is considered adequate to deliver on the university's mandate.

Institutional Strengthening

4.09 Following extensive stakeholder engagement, UWI completed its Triple-A Strategy Plan (2017-2022): Revitalising Caribbean Development, which outlines its five-year vision, mission, core values, strategic goals and principal outcomes, based on the three main pillars, access, alignment and agility. The plan outlines an implementation framework that includes a balanced scorecard for monitoring, evaluation and reporting purposes. As at the third quarter of 2021, the university has reported improvement in metrics related to two key pillars, access and alignment, with mixed results regarding the third pillar (agility), under which digital transformation is discussed in paragraph 4.12 below. UWI is now pivoting to the second phase of its plan, which covers the period 2022 to 2027, with an emphasis on revenue acceleration. Long-term financial sustainability initiatives of the university are provided in Appendix 4.3. UWI will therefore be required to submit to CDB annual status reports on the progress of its strategic plan by July 31 of each year, or such later date as CDB may specify.

4.10 To support its digital transformation, the university established an accountability framework consisting of academic management, hybrid information management and business management clusters. The clusters govern five key domains, which are academic, administration, financial, knowledge resource and technology domains. By evaluating the initiatives completed, and their purpose and the effectiveness of planned results, the framework will be essential to the effective implementation of the university's strategic plans in this regard.

FINANCIAL ANALYSIS

4.11 – 4.23

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

ECONOMIC ANALYSIS

4.24 The economic analysis of the project is based on an assessment of its main economic benefits and costs, using a comparison of scenarios with and without the project. A discussion on the quantitative and qualitative benefits of the Project is outlined below.

4.25 **Quantitative benefits:** The main beneficiaries of the Project are the additional graduates that have pursued qualifications equivalent to an associate degree, certificate, diploma, bachelor's degree, postgraduate diploma/certificate or a higher degree from a tertiary institution, via face-to-face and distance modes of delivery in various subject areas. By enhancing equitable access to quality education services, it is anticipated that the Project will increase the enrollment of students at the university, thus boosting the overall labour productivity of graduates entering the workforce. For the purpose of this economic analysis, the productivity of graduates will be measured by their earnings potential, which is expected to be enhanced by the pursuit of tertiary education.

4.26 More than 95,000 additional students are expected to graduate from the university over the 20-year life of the project. However, as there are other initiatives being pursued by UWI, it has been assumed that only 80% of this incremental student enrolment can be attributed to this Project. Given the enhanced skillset that graduates will obtain from their qualifications from the university, it is expected that they will command improved salaries in the workplace. Therefore, incremental salaries will range from USD19.9 mn in 2029 (the first year of employment) to USD67.5mn by the final year of the Project. On average, this represents additional salaries of USD57.2 mn per year for the 20-year projected period.

4.27 Additionally, under the Project, it is anticipated that the modernisation of hardware and other upgrades to technology platforms will reduce equipment-related downtime and improve the use of shared resources, thus reducing related operating expenses. This will be accompanied by the seamless collaboration platform for students and staff, thus improving cross-campus collaboration of faculty and students and productivity, as well as supporting disaster recovery. The implementation of a single service desk for enhanced delivery of ICT services will improve overall service delivery, reducing ICT downtime and facilitating effective use by end-users, while further reducing staff costs. Furthermore, the revitalisation of the university's global web presence is expected to reduce costs related to software, ICT training and other maintenance costs. As a result of these interventions, annual cost savings of USD7.8 mn are anticipated.

4.28 Though not quantified in this analysis, it is expected that the increase in earnings potential will have spillover effects in the economy, including additional investments, as well as taxes and consumer spending.

4.29 **Incremental economic rate of return (ERR):** Based on its quantifiable benefits and investment cost, the project yields an ERR of 30%, which far exceeds the benchmark rate of 12%, demonstrating the significant benefits that are expected to be realised by the implementation of the digital transformation programme at the university. The detailed assumptions of the ERR, as well as the corresponding calculations, are provided in Appendix 4.9.

4.30 **Qualitative benefits:** In addition to the quantitative benefits reflected above, several other benefits, which have not been quantified, will arise from the installation and modernisation of digital infrastructure, as well as gender-responsive institutional strengthening and capacity building activities under the Project. These include:

(a) salaries and wages that exceed those estimated in this analysis, as a result of income generated by self-employed graduates;

(b) subsequent promotion of graduates in the workforce, resulting in higher salaries and wages than those reflected in this analysis;

(c) improved bargaining power in the workplace and the home, control of career choice and financial independence, all of which will result in economic empowerment from productive employment;

(d) improved work-life balance in the case of part-time students, resulting from the flexibility of working and/or conducting personal business while studying at the university;

(e) improved learning environments and outcomes for special needs students via the provision of assistive technology/software;

(f) improved access to other disadvantaged and remote/underserved communities via the optimisation of online learning opportunities including during school closures;

(g) improved capacity to respond to cybersecurity threats via specialised training of technical staff and users;

(h) improved ability of the university to adapt effectively to its operating environment as a global player in tertiary education, including enhanced collaboration with international institutions and other key stakeholders; and

(i) decreased rate of crime and violence and other social benefits resulting from investment in the youth population, particularly at-risk youth.

4.31 By increasing the number of qualified students and staff in various sectors throughout the Region, while boosting UWI's global competitiveness and institutional resilience, the Project is consistent with regional government priorities regarding enhanced quality of education, improved economic opportunities and gender equality. Therefore, the Project is expected to make a positive contribution to the economic and social development of contributing countries and the overall Region.

FINANCIAL ASSESSMENT OF SAGICOR FINANCIAL COMPANY LTD (SFCL)

4.32 This analysis evaluates SFCL's financial capacity to guarantee the OCR portion of the proposed Loan (USD4 mn). The analysis is based on SFCL's audited consolidated financial statements from 2016 to 2020 which are summarized in Appendix 4.10. A summary of key financial indicators is shown below in Table 4.5.

4.33 **Background:** SFCL is headquartered in Bermuda and has operations in 20 countries with Barbados, Jamaica, Trinidad and Tobago and the United States accounting for more than 90% of revenue in 2020. The company provides a diversified range of financial services, including individual and group insurance, pension administration, brokerage, real estate development and banking. Its shares are listed on the Toronto stock exchange. SFCL owns Sagicor Financial Corporation Limited (acquired in December 2019)[11], which is the parent company that owns the subsidiary companies within the Sagicor group.

4.34 **Profitability:** Between 2016 and 2019, profitability was strong with net profit on sales ranging from 5.6% to 9.6% and revenue growth averaging more than 18% per year. In 2020, the company incurred a net loss on sales of -0.8% (net loss of $15.1 mn) due to the impact of the COVID-19 pandemic, consistent with general economic conditions in the Region. Specifically, the company increased liability provisions for its existing insurance policies, based on negative revisions to actuarial assumptions in its US Operations ($-105 mn). In addition, the company incurred losses associated with its share in a subsidiary hotel company, whose operations were adversely impacted by the pandemic ($-68 mn). However, the company's core insurance business (Sagicor Life, Sagicor Jamaica and Sagicor Life USA) were profitable (total net income of $69.8 mn). Third quarter 2021 results[12] noted year-to-date net income of $91.2 mn (compared to a loss of $32.6mn for the same period in 2020), signaling improved financial performance in the current year.

4.35 **Capital structure and coverage:** SFCL is conservatively leveraged, with long-term debt to total capitalisation declining from 33% in 2016 to 22% in 2020 as the company continued to reduce its debt

[11] In 2017, Alignvest Management Corporation, an investment management firm based in Toronto, Canada, created a special purpose acquisition vehicle called Alignvest Acquisitions II Corporation for the purpose of acquiring Sagicor Financial Corporation Limited, the former parent company of the Sagicor group of companies. Alignvest Acquisitions II Corporation, acquired the shares of Sagicor Financial Corporation Limited in December 2019. Following the acquisition, Alignvest Acquisitions II Corporation was renamed Sagicor Financial Company Limited (SFCL) effectively becoming the parent company of the Sagicor group of companies and commenced trading on the Toronto Stock exchange.

[12] Sagicor Financial Company Ltd. Reports Third Quarter 2021 Results and Chair Succession

obligations[13]. Over the review period, SFCL's net debt to earnings ratio remained below 1, indicating that the company maintained sufficient cash resources and earnings to comfortably repay its debt obligations if so required.

4.36 **Liquidity:** Between 2016 and 2019, the company's cash and cash equivalents ranged between $312 mn and $338 mn. As part of the acquisition of Sagicor Financial Corporation Limited by Alignvest Acquisition II Corporation, an additional $450 mn in capital was raised, and cash and equivalents increased to $775 mn. Cash balances then declined to $547 mn in 2020 due to the impact of the COVID-19 on the company's operational cash flows.

4.37 **Ratings:** In 2020, the rating agencies AM Best, S&P and Fitch each assigned acceptable or better than acceptable risk ratings[14] to SFCL with a stable outlook, noting the company's strong capitalisation.

4.38 **Summary:** Although negatively impacted by the COVID-19 pandemic in 2020, SFCL has been generally profitable over the review period. The company's conservative leverage and strong capital base as noted by the rating agencies were reinforced by the increase in capital due to the purchase of new shares by Alignvest in 2019. Its geographic and business segment diversification reduces vulnerability to economic decline. SFCL's robust financial performance and cash balances indicate that it has adequate capacity to guarantee the proposed portion of the Loan.

TABLE 4.5: SELECTED FINANCIAL INDICATORS

	2020	2019	2018	2017	2016	Benchmarks
KEY AMOUNTS (USD '000s)						
Total Revenue	1,878,367	1,867,326	1,484,261	1,218,608	1,134,147	
EBITDA	112,046	242,423	207,311	181,694	209,213	
Cash	439,610	361,468	358,687	360,064	279,070	
Total Assets	9,266,313	8,728,871	7,325,424	6,814,642	6,531,920	
Notes and loans payable	471,622	517,732	490,275	413,805	395,213	
Total Shareholders' Equity	1,109,780	1,154,051	600,869	624,592	536,149	
KEY RATIOS						
EBITDA/revenues (%)	5.97	12.98	13.97	14.91	18.45	2.3% -10.5%
Return on Equity (%)	-1.36	9.02	17.13	18.55	20.39	3% - 17%
Net Debt to Earnings	0.29	0.64	0.63	0.30	0.56	<3
Debt/Total Capitalisation (%)	22.14	22.83	30.16	30.63	33.19	10%- 42%
Minimum Continuing Capital and Surplus Requirement[15](%)	252	253	234	258	249	>150%

MACROECONOMIC IMPACT

4.39 The Project is happening at a time when consensus among education, business and public-sector leaders are being coalesced around the importance of reorienting the global education system to supply the jobs of the future that are increasingly being demanded as a result of the Fourth Industrial Revolution (4IR),

[13] Bonds and notes issued by the company comprised more than 80% of total debt.
[14] AM Best bbb- stable; S&P BB+ stable; Fitch BB stable.
[15] The Minimum Continuing Capital and Surplus Requirement (MCCSR) is a measure established by the Office of the Superintendent of Financial Institutions Canada for life insurance companies to monitor the adequacy of capital to meet financial obligations. The minimum standard is 150%.

which is characterised by advanced digital production technologies, automation, and the removal of spatial barriers[16]. It is also being implemented when the pandemic has disrupted learning globally and is challenging learning institutions to reimagine how education is delivered and has laid bare the urgent need to accelerate the adoption of available digital education technologies. Accordingly, the Project will complement the C-HRD 2030 S, which outlines among other strategic imperatives the need for greater access and participation by "Broadening and deepening access and participation to learners' and Member State's needs," as well as Equity through "Strengthened Equity in access to and provision of HRD". Consequently, the initiative has the potential to contribute to the democratisation of access to tertiary education through digital and financial access of BMCs' citizens while increasing the inclusion of marginalised groups, resulting in greater labour market participation and increased access to decent paying jobs. Equally, it is directly aligned to Article 17 of the Revised Treaty of Chaguaramas, which gives the Council of Human and Social Development mandate to promote the development of education through the efficient organisation of educational and training facilities in the Community. Additionally, although less directly, the Project will facilitate the regional integration efforts of the Caribbean Community.

4.40 An immediate spinoff in the short term would be an improvement in the quality and productivity of the Region's workforce and global competitiveness. On the longer horizon, given the limited resource endowment of the Region, higher levels of tertiary education will enable greater participation of BMCs in the 21st Century Economy without the loss of human capital.

4.41 The integration of digital technologies at higher education institutions is profoundly reshaping formal learning on a global scale. Accordingly, the continued relevance of UWI, the Region's premier tertiary learning institution, rests on its ability to adapt to the changing global education landscape, which has implications for the Region's level of human capital formation, and its overall competitiveness. Therefore, it is essential that UWI continually evolves and remains on the cusp of the global innovation frontier. Further, the Project will strengthen the resilience and business continuity capacity of UWI, thereby reducing the cost of disruptions and loss of human capital formation in the event of a disaster. Given the spatial constraints confronting the Institution by virtue of existing in and serving the Caribbean archipelago, leveraging digital communication technology will facilitate, cross campus learning and research collaboration at a fraction of current cost.

SOCIAL AND GENDER IMPACT ASSESSMENT

4.42 The Project offers enhanced access to gender-responsive and socially inclusive and quality education and training opportunities and experiences for students of varying wealth, inequalities, socio-economic diversity and learning styles. The digital transformation of UWI will provide support for the development of sustainable mechanisms for learners to access affordable tertiary education, including increased access to quality digital devices, services and infrastructure among students of diverse income groups as well as those living in disadvantaged communities resulting from poverty, inequalities, disabilities, natural hazard events and the COVID 19 pandemic.

4.43 Additionally, through the updated online/remote learning system and CRM system, marked improvements are expected in student services, learning experiences and engagement with UWI - from targeted recruitment and admissions; and the greater use of digital technologies in education via virtual/online learning models and systems through to graduation. The Project will also advance greater quality online learning within an expanded network of faculty and trained staff with clear online learning and course digitisation goals and targets.

[16] Source: World Economic Forum (WEF) – “Schools of the Future Defining New Models of Education for the Fourth Industrial Revolution”.

4.44 UWI provides access to students with disabilities and is committed to advancing social inclusion and gender equality. UWI Gender Policy (2017) supports the integration of gender equality, gender diversity and non-discrimination in all structures and functions of UWI's organisational environment, affording equal opportunities for staff, students and all other stakeholders irrespective of gender identity or diversity, sexual orientation and producing gender-sensitive graduates that are fully equipped to contribute to a just and equitable society throughout the Caribbean region and globally. According to CDB's Gender Marker Analysis (Appendix 4.11), the Project is gender mainstreamed (see Table 4.6) with significant potential to contribute to gender equality. The Gender Action plan is presented at Appendix 4.12.

TABLE 4.6: GENDER MARKER SCORE

Analysis	Design	Implementation	Monitoring & Evaluation	Score	Code
1.0	0.5	1.0	1.0	3.5	GM

ENVIRONMENTAL ASSESSMENT

4.45 Minor works, specifically trenching, electrical rewiring and installation of network infrastructure and cabling are planned for three of the five campuses, namely the Five Islands Campus, Mona Campus and St. Augustine Campus. This will enable the installation of network and server upgrades, and multi-media equipment in lecture theatres/classrooms, and permit connectivity between buildings

Construction/Installation

4.46 Potential impacts of the works include exposure of workers, students, staff and visitors to potentially unsafe environments, for example during trenching; exposure to electrical hazards; generation of construction dust, noise and waste; and the disruption of classes.

4.47 Mitigation measures will include: noise and dust abatement measures; scheduling of works to avoid or minimise disruption to classes; management of materials and waste including adequate disposal of construction waste; and implementation of occupational health and safety measures for electrical works and trenching activities, including the use of personal protective equipment by workers, and installation of appropriate barriers and signage where works are being carried out.

Operations

4.48 The Project has the potential for safety risks, such as electrocution and fires associated with overloading and overheating of equipment, exposure of equipment to moisture and excessive heat due to inadequate storage conditions, and faulty or damaged wiring. These risks are mitigable through proper storage, and maintenance of operating temperatures, equipment and electrical installations.

4.49 Electronic waste (e-waste) generated from end-of-life ICT equipment, pose environmental risks if improperly disposed. When ICT hardware is improperly disposed or burned, the toxic heavy metals they contain are released into the air, soil and water and can cause harm to terrestrial and marine ecosystems and public health. UWI will be required to manage e-waste generated by the Project in an environmentally sound manner, in accordance with relevant campus policies, and best practices for e-waste management.

4.50 The Cave Hill, Mona and St. Augustine campuses have policies for the disposal of ICT equipment. Where trade-in or take-back arrangements are not possible with suppliers, or where equipment cannot be redeployed or donated, campuses engage the services of reputable service providers for the disposal of the

e-waste and/or follow the guidance of national solid waste authorities and environmental agencies. A summary of relevant campus policies and procedures, as well as the national waste management frameworks for Antigua and Barbuda, Barbados, Jamaica and Trinidad and Tobago, are presented at Appendix 4.13. It will be a condition of the loan that, by March 31, 2023, all campuses shall have developed and implemented ICT disposal policies for their respective campus, to ensure the environmentally sound disposal of equipment at their end of life.

CLIMATE VULNERABILITY AND RISK ASSESSMENT (CVRA)

4.51 The Caribbean has a tropical climate, characterised by warm to hot conditions, with one or two distinct wet seasons per year. Climate change threatens to increase temperatures and the intensity of extreme weather events including storms, heavy rainfall and flooding.

4.52 Countries in which UWI campuses are located are all vulnerable to the impacts of climate change. Extreme weather events can disrupt teaching and learning and affect business continuity through:

(a) impeding physical access to the campuses;
(b) interrupting network connectivity;
(c) causing loss of utilities power and telecommunications; and
(d) causing physical damage to ICT equipment

4.53 ICT equipment and accessories will need to be adequately protected against the adverse impacts of natural hazards including climate hazards. Protection from potential flooding, rainfall, and high ambient temperatures (particularly for equipment requiring a low operating temperature) will be a critical consideration.

4.54 The Project will provide technical assistance to develop a harmonised Business Continuity Plan (BCP) for UWI. The BCP will seek to improve the resilience of operations to climate risks. The TOR for the consultancy services are attached at Appendix 2.6.

PAS GENERAL COMMENTARY

4.55 In accordance with CDB's Performance Assessment System (PAS), the Project is accorded an overall rating of highly satisfactory.

TABLE 4.7: PERFORMANCE ASSESSMENT SYSTEM

Criteria	Score	Justification
Relevance	Highly Satisfactory	The Project is consistent with the strategic objectives and activities prescribed in UWI Strategic Plan (2017-2022). It accords with the SDG 4 Objective of ensuring inclusive and equitable quality education, the revised OECS and the C-HRD 2030 S imperative of improved quality in delivery in all HRD sectors. It is also consistent with CDB's strategic objective of Building Social Resilience and CDB's Corporate Priority of improving access to quality, inclusive and equitable education, and training. The Project is aligned to CDB's ETPS. This Project substantially supports poverty reduction. The enhanced digital transformation promotes increased access for persons from socioeconomically disadvantaged circumstances for whom overseas site-based education and training is cost-prohibitive. Both male and female caregivers, particularly single-parent mothers, are enabled to take advantage of training opportunities leading to more sustainable employment and income generation.
Effectiveness	Highly Satisfactory	The Project has been designed to achieve the objectives of enhanced access to quality tertiary education opportunities and the institutional resilience and global competitiveness of UWI. These objectives are important aspects of expanding opportunities for those in the under-served communities in BMCs. The Project conforms to best practices and technical criteria related to technology infrastructure to assure consistency in the experience of users of UWI's systems and services. In addition, the Project is expected to have a pervasive impact on UWI's community and stakeholder groups.
Efficiency	Satisfactory	The benefits of the project are expected to outweigh the costs. The ERR of the Project is estimated at 30%, well above the CDB cut-off rate of 12%.
Sustainability	Satisfactory	Since implementation will support the institutionalisation of key aspects of the service delivery of UWI, the benefits will continue beyond the life of the Project. The impact of the digitally transformed institution includes increased revenue thereby reducing threats to sustainability consequential upon possible shortfalls in governments' subventions. Sustainability of ICT assets will also be promoted through the implementation of the technology-related components of the Maintenance Plan. Due to UWI's importance in tertiary education, policy support is expected to be sustained over time, with distance/online learning increasingly embraced as a cost-effective means of providing higher education opportunities. The strengthened focus on gender responsiveness of UWI digital transformation programme and ICT curricula provides the basis for further mainstreaming gender considerations in UWI's ICT architecture and service delivery.
Overall Score	Highly Satisfactory	

5. RISK ASSESSMENT AND MITIGATION

RISK JUSTIFICATION

5.01 Project risks identified are listed in Table 5.1. The overall project risk can be described as moderate.

TABLE 5.1: SUMMARY OF RISK ASSESSMENT AND MITIGATION MEASURES

Risk Category	Risk Type	Description of Risk	Mitigation Measures
Operational	Disaster Risk/ Adverse Events	Delays in project implementation as a result of further shutdowns due to the COVID-19 pandemic	The Project assumes implementation under the current partly restricted environment. Should that environment worsen, the financial contingencies and slack in the schedule provide some room for completion within the desired timelines.
Financial	Repayment Capacity	The current financial performance of UWI, and the impact of global conditions on the timing of government contributions, may affect its repayment capacity with respect to the loan	The loan to UWI will be guaranteed by two contributing governments, as well as SFCL. The university's ability to repay its debt is expected to increase during the period, as evidenced by the improvement in its debt service coverage ratios (DSCRs) from 2.01 in 2021 to 8.82 in 2027.
Development	Sustainability	The sustained impact of the digital transformation programme can be tempered if the governance reforms are not substantially implemented.	Besides the external scrutiny provided by development agencies such as CDB, UWI is incentivised to implement relevant governance reforms which are associated with its continued rise in the global ranking as a top university. Areas of deficit in the 2021 assessment, including those related to its financial sustainability, are key areas to be addressed in UWI's new strategic plan which is under preparation. The implementation of the forthcoming agreed recommendations from the Chancellor's Report, which is a condition of the loan, will bolster the institutional enhancement of UWI. In addition, maintaining the enhanced and expanded digital infrastructure will be mandatory for UWI to conduct its core business going forward, including teaching and research.

6. IMPLEMENTATION AND PROJECT MANAGEMENT

BORROWER AND GUARANTORS

Borrower

6.01 The loan will be made to UWI under the guarantees of GOAB, GOBD and SFCL.

6.02 UWI is incorporated by Royal Charter with perpetual succession and a Common Seal with power to sue and be sued in its own name, and to do all other matters and things incidental or appertaining to a body corporate.

6.03 UWI is expressly empowered to upgrade buildings deemed necessary or suitable or convenient for any of its purposes and to borrow and enter into engagements and accept obligations and liabilities, and in all respects without restriction and in the same manner as an individual may manage its own affairs. UWI is therefore empowered to carry on its business, carry out the project and to borrow from CDB for the purpose of carrying out the project. More details on the legal status of the Borrower are given in Appendix 6.1.

Guarantors

6.04 GOAB is specifically empowered by legislation to provide the guarantee with respect to the loan. GOAB's power is pursuant to Section 5(2) of the Loans (Caribbean Development Bank) Act (Cap. 252) of the laws of Antigua and Barbuda [the Loans (CDB) Act]. Under Section 9(6) of the Loans (CDB) Act where any sum becomes payable by GOAB pursuant to a guarantee or undertaking given under Section 5, that sum shall be charged on the general revenues of Antigua and Barbuda and the Minister shall direct payment to come out of those general revenues accordingly.

6.05 GOBD may, pursuant to Section 3 (1) of the Loans (Caribbean Development Bank) Act, Chapter 97A of the laws of Barbados [the Loans (CDB) Act], in such manner and on such terms and subject to such conditions as may be agreed with CDB, borrow, or guarantee the borrowing of, such sums from CDB as are required for the purpose of financing or promoting economic and social development in Barbados. All amounts due to CDB under such guarantees shall be charged on, and payable out of, the Consolidated Fund of GOBD.

6.06 SFCL is an exempted company registered under the Companies Act 1981 of the laws of Bermuda. The objects of SFCL are unrestricted and it has the capacity, rights, powers and privileges of a natural person. According to SFCL's Bye-law 45.1, the Board of Directors may exercise all powers of SFCL to borrow money and to mortgage or charge or otherwise, grant a security interest in its undertaking, property and uncalled capital, or any part thereof, and may provide guarantees and issue debentures, debenture stock and other securities whether outright or as security for any debt, liability or obligation of the SFCL or any third party. Further details on the legal status of SFCL are set out in Appendix 6.2.

IMPLEMENTING AGENCY ANALYSIS

6.07 The Project will be implemented through the Office of the Vice-Chancellor (OVC). The OVC has overall responsibility for the implementation of the UWI Digital Transformation Programme and has direct oversight of key University administrative departments, specialised centres and units which are responsible for aspects of the programme. These include the Office of the University CIO which is responsible for the ICT strategy and implementation; the Office of Planning responsible for strategic planning and project management; and the Office of Administration, headed by the UWI Registrar, which is responsible for the people aspects of digital transformation.

PROJECT MANAGEMENT

Project Management Unit (PMU)

6.09 The UWI will establish a PMU within OVC to implement the Project. The PMU shall comprise a PC, a Project Administrator (PA), a Procurement Officer (PO), a CMCO and administrative and accounting support. The PMU will be supported by procurement and accounting offices (Office of Finance) of UWI. These arrangements are acceptable to CDB. It shall be a condition precedent to disbursement in respect of the institutional strengthening component of the project that UWI establishes the PMU. The project management duties and responsibilities are attached at Appendix 6.3. The PMU shall have adequate accounting, clerical and other administrative support to ensure satisfactory implementation of the project. The UWI will engage a Procurement Consultant to support the PMU periodically in critical aspects of project management and procurement processes. The PMU will be supported by the existing network of UWI CIO and the Campus CIOs who are collectively responsible for the management and accountability for enterprise-wide ICT solutions and services across the five University campuses.

6.10 The PMU shall be headed by a dedicated PC assigned from among the staff of UWI. The PC shall report to the Vice-Chancellor or designate and shall be responsible for the overall implementation and the day-to-day management of the Project. It shall be a condition precedent to first disbursement of the Loan that UWI assigns a PC whose qualifications and experience are acceptable to CDB. The qualifications and experience of any person subsequently assigned to the position of PC shall also be acceptable to CDB. The TOR for the PC is attached at Appendix 6.3.

6.11 The PA will support the PC in the implementation of project activities, as well as the project accounting aspects of the project. The PA shall provide monthly progress reports to the PC, to inform the progress reports to be forwarded to CDB. The PO shall oversee the procurement activities under the Project. The CMCO shall provide behavioural change management support to the Project. It shall be a condition precedent to disbursement in respect of the institutional strengthening component of the project, that UWI engages a PA, PO and CMCO. The TORs of the PA, PO, CMCO and Procurement Consultant and the project management organisational structure are attached at Appendices 6.3 and 6.4 respectively.

Project Steering Committee

6.12 It is also proposed that a sub-committee of UWI ICT Steering Committee be established as the Project Steering Committee (PSC) of the Project to facilitate the involvement and oversight of the major stakeholders of the Project. UWI ICT Steering Committee comprises 22 persons including UWI CIO and Campus CIOs, Pro-Vice Chancellors and other senior staff such as the University Bursar, Librarian and Registrar as shown at Appendix 6.5. In order to ensure representation of key UWI stakeholders, it shall be a condition precedent to first disbursement of the Loan that PSC be established composed of a representative each from UWI Guild of Students and UWI Faculty. The composition and functions of the PSC are outlined at Appendix 6.3.

Technical Advisory Committee

6.13 A Technical Advisory Committee (TAC) comprising the University CIO and the Registrar, Campus CIOs and Deputy-Principal of each campus, shall be established by UWI and shall, inter alia, provide technical advice on project implementation, address inter-campus coordination issues for the project activities and support the implementation of project activities at each campus. The establishment of the TAC at each campus shall be a condition precedent to first disbursement of the Loan. The composition and functions of the TAC are outlined at Appendix 6.3.

IMPLEMENTATION

6.14 The Project will be implemented over a period of 30 months after Board approval. CDB, in collaboration with UWI, will organise a Project Implementation Workshop to be held by Q1, 2022 after the signing of the Loan and Grant Agreements and all relevant project management arrangements are in place. CDB will also provide implementation support during the lifetime of the Project, through an Implementation Support Plan (ISP). This support will include:

(a) reviewing implementation progress and the achievement of project outcomes;

(b) addressing implementation issues;

(c) monitoring systems to ensure their continued adequacy through monitoring reports, audit reports and field visits;

(d) providing assistance for efficient procurement processes;

(e) gender, energy efficiency and disaster risk reduction sensitisation;

(f) monitoring changes in risks; and

(g) compliance with legal agreements, as needed.

6.15 The ISP will be reviewed annually to ensure that it continues to meet the implementation support needs of the Project. The draft ISP and Implementation Schedule are attached at Appendices 6.6 and 6.7. An Exit Workshop will be held at project completion scheduled for Q2, 2024.

PARTICIPATION OF BENEFICIARIES AND STAKEHOLDERS

6.16 The preparation and appraisal of this Project involved consultation with a wide range of stakeholders. Meetings were held with senior UWI officials, UWI CIO and Campus CIOs, staff, students and alumni. In addition, there will be other opportunities under the Project to obtain the further input and involvement of key stakeholders. This is a key aspect of the work of the CMCO. The principle of stakeholder participation, which is central to the process of inclusiveness, will be maintained during the life of the Project.

DISBURSEMENT

6.17 UWI shall comply with CDB's "Disbursement Guidelines for Projects Financed by CDB (January 2019). It is estimated that loan disbursements will be made over a period of about 30 months, while the disbursement of the grant is expected to be undertaken over a period of twenty-four months. The first disbursement of the loan (FDD) is expected to occur by March 31, 2022, and the final disbursement, Terminal Disbursement Date (TDD), by June 30, 2024. The FDD of the grant is expected to occur by March 31, 2022, and the TDD December 31, 2023. The projected Estimated Quarterly Disbursement Schedule is presented at Appendix 6.8.

PROCUREMENT

6.18 Procurement will be in accordance with the Procurement Policy for Projects Financed by CDB (November 2019) and the Procurement Procedures for Projects financed by CDB (January 2021). All UWI-financed procurement will utilise the procurement rules of UWI. A Procurement Plan for the project is provided at Appendix 6.9.

MONITORING AND REPORTING

6.19 Project Monitoring and Evaluation (M&E) will be guided by the Results Monitoring Framework (Appendix 6.10). This framework specifies the indicators that will be monitored, their baseline and target values, frequency of monitoring, sources of data, and instruments through which data will be collected. The PC will have overall responsibility for the monitoring of project outputs and will be required to prepare and submit management and project monitoring reports as listed in Appendix 6.11. The required format for the Quarterly Report on Investment Cost is provided at Appendix 6.12. Reviews, as indicated in the ISP at Appendix 6.6, will also form part of project M&E.

7. TERMS AND CONDITIONS

7.01 It is proposed that the Loan be made on CDB's standard terms and conditions and on the following terms and conditions:

No.	Subject	Terms and Conditions of the Loan
1.	**Parties**	Bank: Caribbean Development Bank (CDB) Borrower: The University of the West Indies (UWI) Implementing Agency: Office of the Vice-Chancellor (OVC), UWI Guarantors: Government of Antigua and Barbuda (GOAB), Government of Barbados (GOBD) and Sagicor Financial Company Ltd. (SFCL)
2.	**Amount of Loan**	The Bank agrees to lend to the Borrower an amount not exceeding the equivalent of six million United States dollars (USD6,000,000) comprising: Ordinary Capital Resources (OCR): (i) an amount not exceeding the equivalent of four million United States dollars (USD4,000,000) from the Bank's OCR (OCR Portion); and Special Funds Resources (SFR): (ii) an amount not exceeding the equivalent of two million United States dollars (USD2,000,000) from the Bank's SFR (SFR Portion) (the Loan").
3.	**Purpose**	The purpose for which the Loan is being made is to assist the Borrower in financing a regional digital transformation project to strengthen the institution's delivery of teaching, learning and research as well as its operational efficiency, resilience and global competitiveness, more particularly described in the **Component Detailed Description** (the Project).
4.	**Loan Accounts**	The Bank shall open multiple Loan Accounts, one for each funding source (each a "Loan Account") in accordance with Section 3.01 of the General Provisions Applicable to Loan Agreements with Borrower Only.
5.	**Repayment**	OCR Portion: The Borrower shall repay the amount disbursed from the OCR Loan Account in sixty-eight (68) equal or approximately equal and consecutive quarterly instalments, commencing three (3) years after the date of the Loan Agreement. SFR Portion:

No.	Subject	Terms and Conditions of the Loan
		The Borrower shall repay the amount disbursed from the SFR Loan Account in one hundred and eight (108) equal or approximately equal and consecutive quarterly instalments, commencing three (3) years after the date of the Loan Agreement.
6.	**Interest**	OCR Portion: The Borrower shall pay to the Bank interest at the variable rate of three decimal three percent (3.3%) per annum on the amount of the OCR Portion disbursed and outstanding from time to time. Such interest shall be payable quarterly. SFR Portion: The Borrower shall pay to the Bank interest at the fixed rate of zero decimal seven five percent (0.75%) per annum on the SFR Portion disbursed and outstanding from time to time. Such interest shall be payable quarterly.
7.	**Commitment Fee**	The Borrower shall pay to the Bank a commitment fee at the rate of one percent (1%) per annum on the amount of the OCR Portion undisbursed from time to time. Such fee shall accrue from the sixtieth (60^{th}) day after the date of the Loan Agreement and shall be payable quarterly.
8.	**Disbursement of Loan**	Except as the Bank may otherwise agree: (i) the amounts disbursed from the Loan Account(s) shall not exceed in the aggregate seventy-one percent (71%) of the cost of the Project. (ii) amounts disbursed from the Loan Account(s) shall be used to finance the components of the Project allocated for financing by the Bank as shown in the **Financing Plan** up to the respective limits specified therein. Except as the Bank may otherwise agree, disbursements from the Loan Accounts shall be made rateably from the OCR Portion and the SFR Portion in accordance with the respective amounts thereof. The Borrower shall comply with the Bank's *Disbursement Guidelines for CDB-Financed Projects* published in January 2019, which may be amended from time to time by the Bank.
9.	**Period of Disbursement**	The Bank shall have received an application for first disbursement of the Loan by March 31, 2022 or such later date as may be specified in writing by the Bank. The Loan shall be disbursed up to June 30, 2024 or such later date as may be specified in writing by the Bank.

No.	Subject	Terms and Conditions of the Loan
10.	**Procurement**	Procurement of goods, works and/or services to be financed from the Loan resources shall be in accordance with the following policy and procedures or such other policy or procedures as the Bank may from time to time specify in writing: (i) *Procurement Policy for Projects Financed by CDB (November 2019)* (ii) *Procurement Procedures for Projects Financed by CDB (January 2021)* The Borrower shall comply with the procurement requirements set out in the **Procurement Plan**. Any revisions to the **Procurement Plan** shall require the Bank's prior approval in writing.
11.	**Additional Condition(s) Precedent to First Disbursement**	The Bank shall not be obliged to make the first disbursement of the Loan until the Borrower has furnished or caused to be furnished to the Bank, evidence acceptable to the Bank, that the following conditions have been satisfied: (i) PSC and TAC have been established; (ii) PC has been assigned; and (iii) Guarantee Agreements have been executed.
12.	**Condition(s) Precedent to Disbursement in respect of the Institutional Strengthening Component**	The Bank shall not be obliged to disburse any amount of the Loan in respect of the Institutional Strengthening Component until the Borrower has furnished or caused to be furnished to the Bank evidence acceptable to the Bank that the following conditions have been satisfied: (i) PMU has been established; (ii) PA and PO have been engaged; and (iii) CMCO has been engaged.
13.	**Project Implementation**	Except as the Bank may otherwise agree, the Borrower shall implement the Project through the Implementing Agency.
14.	**Project Management**	The Borrower shall establish and, for the duration of the Project, maintain the PMU with the **Composition and Functions of the PMU**. The Borrower shall establish and, for the duration of the Project, maintain the TAC with the **Composition and Functions of the PSU**.

No.	Subject	Terms and Conditions of the Loan
		The Borrower shall establish and, for the duration of the Project, maintain the PSC with the **Composition and Functions of the PSC**. The Borrower shall assign, and for the duration of the Project maintain, as Project Coordinator (PC), a person from among the staff of the Borrower, with qualifications and experience acceptable to the Bank, to carry out the **Duties and Responsibilities of the PC**. The qualifications and experience of any person subsequently assigned to the position of PC, PA or PO, shall be acceptable to the Bank.
15.	**Engagement of Consultants**	The Borrower shall, in accordance with the procurement policy and procedures applicable to the Loan, select and engage consultant(s) to provide the following consulting services: **Consultancy to assist the UWI with harmonizing business processes and completing the roll out of a unified, seamless collaboration platform for staff and students** **Consultancy to assist UWI with Compilation of an inventory of ICT assets and conduct of a baseline ICT audit** **Consultancy to assist UWI with the revitalization UWI's global web presence** **Consultancy for Training in collaboration platforms and website analytics** **Strategic Development Plan and Business Plan for the UWI Global Campus** **Change Management/Communications Officer** **Project Administrator** **Procurement Officer** **Consultancy for Training in cyber security for Students and Staff** **Consultancy for professional development training for faculty and staff** **Consultancy to develop a Business Continuity/Disaster Recovery Plan for The UWI and the campuses** **Consultancy to assist The UWI with the conduct of a rights-based and intersectional gender analysis related to digital**

No.	Subject	Terms and Conditions of the Loan
		transformation in The UWI and development of Gender and Digital Technologies and ICTs toolkit **Procurement Consultant** (Consulting Services) The Borrower shall, within a timeframe acceptable to the Bank, implement such recommendations arising from the Consulting Services, as may be acceptable to the Bank.
16.	**Engagement of Contractors**	The Borrower shall, in accordance with the procurement policy and procedures applicable to the Loan, select and engage contractors to carry out the works to be financed by the Loan.
17.	**Security**	The Borrower shall furnish or cause to be furnished to the Bank, an agreement between GOAB and the Bank, in form and substance acceptable to the Bank, guaranteeing the repayment of an amount not exceeding the equivalent of one million United States dollars (USD1,000,000) of the SFR Portion of the Loan under the Loan Agreement on the Bank's standard terms and conditions and on terms and conditions set forth herein. The Borrower shall furnish or cause to be furnished to the Bank, an agreement between GOBD and the Bank, in form and substance acceptable to the Bank, guaranteeing the repayment of an amount not exceeding the equivalent of one million United States dollars (USD1,000,000) of the SFR Portion of the Loan under the Loan Agreement on the Bank's standard terms and conditions and on terms and conditions set forth herein. The Borrower shall furnish or cause to be furnished to the Bank, an agreement between SFCL and the Bank, in form and substance acceptable to the Bank, guaranteeing the repayment of an amount not exceeding the equivalent of four million United States dollars (USD4,000,000) of the OCR Portion of the Loan under the Loan Agreement on the Bank's standard terms and conditions and on terms and conditions set forth herein.

No.	Subject	Terms and Conditions of the Loan
18.	**Debt Service Reserve Account**	The Borrower shall pay to the Bank an amount equivalent to three (3) quarterly repayments of principal and interest on the Loan, to be held by the Bank in a non-interest-bearing cash retention account (the Debt Service Reserve Account), for the lifetime of the Loan and refunded on maturity of the Loan or applied as the final payments on the Loan or to cover any default on repayment over the life of the Loan. The payment shall be made by the Borrower to the Bank in four (4) equal or approximately equal and consecutive semi-annual instalments commencing on January 1, 2023 or such later date as the Bank may specify in writing, provided that the Debt Service Reserve Account shall be fully funded by the Due Date immediately preceding the third (3rd) anniversary of the date of the Loan Agreement. Where any amount from the Debt Service Reserve Account has been applied to cover a default on repayment, the Borrower shall, upon demand, pay to the Bank an amount equivalent to that payment, which shall be used to replenish the Debt Service Reserve account.
19.	**Other Conditions**	By March 31, 2023, or such later date as the Bank may specify in writing, the Borrower shall develop and implement an ICT disposal policy for the Open Campus and Five Island Campus, to ensure the environmentally sound disposal of equipment at their end of life.
20.	**Additional Funds**	The Borrower shall be responsible for meeting any amount by which the total cost of the Project exceeds eight million three hundred and ninety-six thousand and one hundred United States dollars (USD8,496,100).
21.	**Borrower's Contribution to the Project**	The Borrower shall contribute to the Project an amount of not less than the equivalent of two million three hundred and six thousand United States dollars (USD2,306,000). Except as the Bank may otherwise agree, the contribution which the Borrower is required to make to the Project shall be expended by the Borrower in a timely manner on the components of the Project designated for financing by the Borrower as shown in the **Financing Plan**, up to the respective limits specified therein.

No.	Subject	Terms and Conditions of the Loan
22.	**Reports and Information**	Except as the Bank may otherwise agree, the Borrower shall furnish or cause to be furnished to the Bank the reports and information set out in the **Reporting Requirements** in the form specified therein, or in such form or forms as the Bank may require, not later than the times specified therein for so doing. By June 30, 2022, or such later date as the Bank may specify in writing, the Borrower shall submit to the Bank the recommendations arising out of the report of the Commission that have been adopted by the University Council (Approved Recommendations) and shall, within a timeframe acceptable to the Bank, implement such Approved Recommendations as may be acceptable to the Bank. The Borrower shall, by December 31 of each year during the lifetime of the Loan, submit to the Bank, a report on the financial and operational controls set out in the **Monitoring Indicators for Financial and Operational Control**.

7.02 It is proposed that the Grant be made on CDB's standard terms and conditions and on the following terms and conditions:

No.	Subject	Terms and Conditions of the Grant
1.	**Parties**	Bank: Caribbean Development Bank (CDB) Beneficiary: The University of the West Indies (UWI) Implementing Agency: Office of the Vice-Chancellor (OVC), UWI
2.	**Amount of Grant**	The Bank agrees to make available to the Beneficiary by way of grant, an amount not exceeding the equivalent of one hundred and ninety thousand United States dollars (USD190,000) from the Special Funds Resources (SFR) of the Bank (the Grant).
3.	**Purpose**	The purpose for which the Grant is being made is to assist the Beneficiary in financing the Consultancy Services (defined below), more particularly described in the **Component Detailed Description** (the Project).
4.	**Disbursement of Grant**	Except as the Bank may otherwise agree, disbursement of the Grant shall be made by the Bank to the Beneficiary as follows: (a) an amount not exceeding the equivalent of one hundred thousand United States dollars (USD100,000) shall be paid to the Beneficiary as an advance (the Advance) on account of expenditures in respect of the Project after receipt by the Bank of: (i) a request in writing from the Beneficiary for such funds; and (ii) evidence, acceptable to the Bank that the condition(s) precedent to first disbursement of the Grant has/have been satisfied; and (b) the balance of the Grant (the Balance) shall be paid to the Beneficiary periodically after receipt by the Bank of an account and documentation satisfactory to the Bank in support of expenditures incurred by the Beneficiary in respect of, and in connection with, the Project. The Bank shall not be under any obligation to make: (a) the first payment of an amount of the Balance until the Bank shall have received an account and documentation satisfactory to the Bank, in support of expenditures incurred by the Beneficiary with respect to the Advance; (b) any subsequent payment of an amount of the Balance until the Bank shall have received: (i) an account and documentation, satisfactory to the Bank, in support of expenditures to be financed by the Bank; and (ii) the requisite number of copies of the reports or other deliverables, in form and substance acceptable to the Bank, required to be furnished by the Beneficiary to the Bank in accordance with: (aa) the TORs for the Consultancy Services (as

No.	Subject	Terms and Conditions of the Grant
		defined below); and (bb) the Reporting Requirements (as defined below); and (c) payments exceeding the equivalent of one hundred and seventy-one thousand United States dollars (USD171,000) representing ninety-percent (90%) of the amount of the Grant until the Bank shall have received: (i) the requisite number of copies of the reports or other deliverables, in form and substance acceptable to the Bank, required to be furnished by the Beneficiary to the Bank in accordance with: (aa) the TORs for the Consultancy Services; and (bb) the **Reporting Requirements**; and (ii) a certified statement of the expenditures incurred by the Beneficiary in respect of, and in connection with the Project. The Beneficiary shall comply with the Bank's "Disbursement Guidelines for CDB-Financed Projects" published in January 2019, which may be amended from time to time by the Bank.
5.	**Period of Disbursement**	The Bank shall have received an application for first disbursement of the Grant by March 31, 2022, or such later date as may be specified in writing by the Bank. The Grant shall be disbursed up to December 31, 2023, or such later date as may be specified in writing by the Bank.
6.	**Procurement**	Procurement of goods, works and/or services to be financed from the Grant resources shall be in accordance with the following policy and procedures or such other policy or procedures as the Bank may from time to time specify in writing: (i) *Procurement Policy for Projects Financed by CDB (November 2019)* (ii) *Procurement Procedures for Projects Financed by CDB (January 2021)* The Beneficiary shall comply with the procurement requirements set out in the **Procurement Plan**. Any revisions to the **Procurement Plan** shall require the Bank's prior approval in writing.
7.	**Additional Condition(s) Precedent to First Disbursement**	The Bank shall not be obliged to make the first disbursement of the Grant until the Beneficiary has furnished or caused to be furnished to the Bank, evidence acceptable to the Bank, that the following condition(s) have been satisfied: The conditions precedent to first disbursement of the Loan have been satisfied.
8.	**Project Implementation**	Except as the Bank may otherwise agree, the Beneficiary shall implement the Project through the Implementing Agency.

No.	Subject	Terms and Conditions of the Grant
9.	**Engagement of Consultant(s)**	The Beneficiary shall, in accordance with the procurement policy and procedures applicable to the Grant, select and engage consultant(s) to provide the following consultancy services: **Strategic Development Plan and Business Plan for UWI Global Campus** **Consultancy for Gender analysis of digital transformation in UWI and development of a Gender and Digital Technology/ICT Toolkit;** **Consultancy to develop a Business Continuity Plan for UWI** (the Consultancy Services) The Beneficiary shall, within a timeframe acceptable to the Bank, implement such recommendations arising from the Consultancy Services, as may be acceptable to the Bank.
10.	**Beneficiary's Contribution to the Project**	Except as the Bank may otherwise agree, the Beneficiary shall: (a) meet or cause to be met: (i) the cost of the items designated for financing by the Beneficiary in the **Financing Plan**; (ii) any amount by which the cost of the Project exceeds the cost set out in the **Financing Plan**; and (iii) the cost of any other items needed for the purpose of, or in connection with, the Project; and (b) provide all other inputs required for the punctual and efficient implementation of the Project, which are not being financed by the Bank.
11.	**Reports and Information**	Except as the Bank may otherwise agree, the Beneficiary shall furnish or cause to be furnished to the Bank the reports and information required to be furnished to the Bank in accordance with: (aa) the TORs for the Consultancy Services; and (bb) the Reporting Requirements; and (ii), in the form specified therein, or in such form or forms as the Bank may require, not later than the times specified therein for so doing.

12.	**Suspension, Cancellation and Refund**	The Bank shall be entitled to suspend, cancel or require a refund of the Grant, or any part thereof, if the Loan, or any part thereof is suspended, cancelled or called in. The Beneficiary shall not be required to refund any amount of the Grant already expended by the Beneficiary on the components of the Project to be financed from the Grant and not recoverable by the Beneficiary, unless that amount already expended was misappropriated due to a proven fraudulent, unethical or other activity of wrongdoing.

APPENDIX 2.1

DETAILS OF UWI DIGITAL TRANSFORMATION PROGRAMME

Process Description	Output	Project
Proposed Start Date		
Goods	1.1	Customer Relationship Management System (CRM) implemented
Institutional Strengthening	1.2	Harmonised and improved core student business processes across UWI - from recruitment and admissions to graduation.
Institutional Strengthening	1.3	Data audit conducted. Data governance framework implemented.
Goods	1.4	Electronic signature application for remote work implemented. Secure vault for the transmission of confidential documents implemented.
Institutional Strengthening	1.5	Cyber security assessment conducted.
Institutional Strengthening (Project Management/PC)	1.6	Work Programme of Consultant developed. Manage the implementation framework for realisation of the OneUWI initiative. Effective management of project activities, change management activities and processes within time, cost and scope.
Goods	1.7	Taxonomy tool acquired and implemented to build and maintain taxonomy framework for UWI.
Goods	1.8	Records management system upgraded to support digital archives function across the university.
Institutional Strengthening	2.1	Merging of separate campus Microsoft Office 365 tenants into a single UWI tenant completed. Architect various ICT platforms for seamless access across UWI system.
Institutional Strengthening	3.1	Inventory of UWI domain websites completed. Inventoried websites reviewed for improved information accuracy, relevance and accessibility.
Institutional Strengthening	3.2	Redesigned and implemented top level pages at the following campuses: uwi.edu Cave Hill; Mona; Open; St Augustine; and Five Islands.
Goods	4.1	License for T&L web conferencing platform, anti-plagiarism procured.
Goods	4.2	Examination Proctoring application acquired and implemented for online examinations including training.
Capacity Building	4.3	Solution that provides analytic and reporting services to education communities implemented.
Goods	4.4	IT Software and Hardware for students with special needs acquired/implemented.
Goods	4.5	(Mona) multimedia in Lecture Theatres/Teaching (30 rooms) upgraded.

APPENDIX 2.1

Process Description	Output	Project
Goods	4.5	(St Augustine) multimedia technology in Lecture Theatres/ classroom (24 rooms) upgraded.
Goods	4.5	Regional Headquarters (RHQ) Core Audio Discussion System Equipment upgraded.
Institutional Strengthening	5.1	Technical infrastructure report completed (contents include: inventory of assets; network performance assessment; current performance baseline).
Goods	5.2	Cave Hill - Upgrade of Fiber Network, core switches and data centre completed.
Goods	5.3	Cave Hill Unified communications technology infrastructure upgraded.
Goods	5.4	St Augustine - Replacement of out of warranty equipment in Data Centre and Enterprise Server.
Goods	5.5	Mona Campus - 175 switches replaced for network infrastructure.
Goods	5.5	Mona - Access Points.
Goods	5.5	Mona - Replaced Campus Core switches.
Goods	5.6	Five Islands - Upgrade Wi-Fi Infrastructure.
Goods	5.7	RHQ - Network infrastructure upgraded.
Goods	5.8	Open Campus - Network Security and Server infrastructure upgraded.
Goods	5.9	Campuses transitioned to cloud - Consolidate and integrate (One UWI approach) learning management environments to migrate to cloud.
Goods	6	Service desk processes, tools and roles across UWI have been harmonised. Enterprise service desk solution acquired and implemented.
Capacity Building	7.1	Cyber Security training completed.
Capacity Building	7.2	SharePoint Online training for X number of UWI Administrators completed.
Capacity Building	7.3	Google Analytic training for X number of UWI staff completed.
		TOTAL
Prepared By:	*UWI CIOs*	
Date:	*June 8, 2021*	

APPENDIX 2.2

PROJECT PREPARATION ASSISTANCE

Project	Total Cost (USD)
Review ICT Operating Model - Shared Services	155,000
The University of the West Indies IT teams embarked on a major programme to implement a new ICT operating model which will significantly optimise performance and better assignment of limited resources across the university. The implementation of shared services for critical areas of operation will result in consolidation, integration and standardisation of processes and removal of ineffective processes and practices. Deliverables completed include detailed Target Operating Handbook, Outline Business Case and Transition Plan.	
Single Service Desk	60,000
Identification of "Quick Wins" and recommended tools for a Single Service Desk. The objective is to provide a single point of contact for all IT services across the University and serve as an interface between the services provided and our users. Prepared requirements documentation for single service desk which included data gathering through surveys of stakeholders including students, service desk staff. Completed in 2019 the following deliverables: (a) Draft Project Charter and Value Proposition for a centralised ICT system. (b) Draft Business Case for a centralised ICT system. (c) Draft Business Case for Quick Win Options. (d) Draft Value Proposition for a Knowledge Base and FAQs for all campuses. (e) Preliminary review of the service catalogues from all campuses.	
Cross Campus Moodle	90,000
The University of the West Indies in its rationalisation of programmes started offering courses to students that were taught from a Campus where the student was not registered. This included the better utilising of the Faculty teaching staff to avoid redundancy. While there existed separate Moodle instances at each Campus there was a need to create an instance to allow seamless access to students from across the University participating in these shared programmes. Key accomplishments include: Expanded Learning management system (CCM) solution to enable students/lecturers from all campuses to seamlessly access course material; MBBS cross-campus Online Examinations from 2020; 4000 students in foundation course Faculty of Law LLM/ Faculty of Sports Diploma/ Software Engineering Programme. *Need to expand the platform for more cross-campus courses and examinations.*	
Cloud Migration to Amazon Web Services (Feb - August 2020)	200,000
The Open Campus faced with rising cost and the need to refresh its aged server infrastructure migrated its services from a hosted Miami data center to AWS. The entire project realised considerable savings in both human and IT infrastructure capital cost.	
Business Processes for UWI Global Online 2019-2021	100,000
UWI has embarked on a major strategic initiative the growth of its student enrollment utilising an Online strategy anchored as a project called UWI Global Online.	

Project	Total Cost (USD)
Mona Teaching Space Technologies 2019-2021	171,430
Implementation of Internet-based multimedia, video/web conferencing and other AV technologies to support face-to-face and online teaching and learning modalities.	
Mona Data Centre Infrastructure Upgrades 2019-2021	926,718
Increased the capacity of Campus private cloud infrastructure for supporting ERPs (Ellucian Banner, Oracle PeopleSoft, OurVLE (Moodle) LMS/VLE) using traditional and hyper-converged infrastructure. This was in support of University administrative and academic (teaching, learning and research) processes.	
Mona (and WJC) Wired and Wireless Network Upgrade 2019-2021	435,670
Expanded the coverage and capacity of the campus area network (CAN) to support increased reliable access by students and staff to all Campus ICT services, specifically in support of teaching, learning and research.	
St. Augustine Campus Server Refresh	100,000
The refresh of both Oracle and Non-Oracle enterprise servers. Completed the preparation of bid documents, vendor engagement and evaluation of proposals.	
Cave Hill Campus Unified Communications Evaluations/Trials (Zoom Phone and Teams Voice)	12,800
Completed the proof of concept evaluation and trials towards a Unified Communications System.	
Digital Signatures Evaluations	14,400
Completed the evaluation of proposals from multiple provides towards the implementation of Digital electronic signatures across the University.	
Office365 Implementation	187,200
Establish a seamless collaboration platform on Microsoft O365 across the University. Key achievements include (2019 - 2021): (a) Email Migration (Cave Hill, Open, St Augustine) (b) Established O365 Security Baseline (c) M365; Administrative Operation in a shared Environment	
Final Mile Network Design	6,400
Completed the network design towards the delivery of enhance reduced fibre network on Campus.	
RHQ Council Room Upgrade	
The estimated cost over a full six-month period. This cost includes the hours for: (a) Project meetings; (b) Project planning; (c) Analysis; (d) Design; (e) Research; (f) Documentation; and (g) Site walk through and equipment audit. Listed below are projects artifacts which have been completed: 1. Project Charter 2. Business Case	25,000

Project	**Total Cost (USD)**
3. Technical Requirements 4. Staffing Plan 5. Communication Plan 6. Request for Proposal Draft	
TOTAL (Pre CDB-Loan Projects)	**2,484,618**

APPENDIX 2.3

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE
CONSULTANCY SERVICE FOR THE IMPLEMENTATION OF HARMONISED BUSINESS PROCESSES (CORE STUDENT RELATED PROCESSES) AND DATA GOVERNANCE, AND TO COMPLETE IMPLEMENTATION OF UNIFIED, SEAMLESS COLLABORATION PLATFORM FOR STAFF AND STUDENTS FOR THE ONE UWI DIGITAL TRANSFORMATION PROGRAMME

1. BACKGROUND

1.01 The University of the West Indies (UWI) has requested assistance from the Caribbean Development Bank (CDB) in financing the One UWI Digital Transformation programme. The Digital Transformation programme will enable UWI to implement a shared service operating environment which will enhance the student experience. The programme will allow UWI to provide consistent and reliable services to all stakeholders and will achieve greater operational efficiencies and economies of scale. This digitally transformed environment will contribute significantly to UWI achieving its strategic goals as outlined in the 'Triple A' Strategic Plan 2017-2022.

1.02 Currently processes are not seamless across campuses with limited mechanism to allow information sharing related to student processes across campuses. Most of the reasons for inaccuracies in data are largely related to weak processes and the absence of standardised processes. The assignment focuses on two important components which relate to the overall objectives of the Digital Transformation programme to establishing seamless information exchange within the multi-campus academic, administrative, technological, knowledge resources and financial domains.

(a) Harmonisation of business processes - very critical to the success of digital transformation and organisation wide efficiency.

(b) Implementation of data governance framework required to achieve trusted data and address the root of quality issues.

2. OBJECTIVE

2.01 The expected outcomes of the consultancy include:

(a) Improved student experience with harmonised digitally transformed processes with students/faculty having seamless access to the courses and programmes offered across UWI;

(b) Accurate and trusted data across the campuses resulting from the implementation of effective data governance; and

(c) enhanced operational efficiency and provision of a seamless secure collaboration environment to support teaching and learning across the entire university. This will be done through the roll out of it collaboration platform to staff in a single tenant and to migrate students from separate tenants at each campus to a single tenant.

2.02 The new robust enterprise data and IT governance system will articulate and enforce compliance to cross-campus and cross-functional common, shared mission-critical enterprise data management and IT investment rules and standards.

3. SCOPE OF SERVICES

3.01 In undertaking the assignment, the Consultant will work closely with Technical Advisory Committee (TAC) of the Project, and report to the Project Coordinator (PC). The scope of work of this assignment will focus on the harmonisation of the core student business processes, this includes:

Implementation of Harmonised Business Processes (Core Student Related Processes) and Data Governance

(a) process review and improvement of processes that impact student experience (e.g., administration, finance and academics) across the University; and

(b) automation and digitalisation of processes.

3.02 Specifically, the Consultant will:

(a) assess of current processes;

(b) design and implement of harmonised processes;

(c) develop and participate in the implementation of change management plan;

(d) design and implement enterprise data governance framework that will provide seamless, accurate and consistent data and reporting across the campuses;

(e) design and configure IT architecture that will support the harmonised business processes and;

(f) deliver Training in best practices and harmonised processes to ensure sustainability.

Complete Implementation of Unified, Seamless collaboration Platform for Staff and Students for The OneUWI Digital Transformation Programme

Shared Service

(a) develop roadmap for running collaboration platform as a shared service;

(b) develop transition plan for the collaboration platform as a shared service;

(c) develop baseline policies and configurations for the following:

(i) Governance and Compliance
(ii) Security and Threat Management
(iii) Identity and Access Management
(iv) Device Management
(v) Collaboration platform Applications

(d) develop capacity to manage shared service in the following areas:

(i) Identity and Access
(ii) Modern Desktop

(iii) Security
(iv) Information Protection
(v) Messaging
(vi) Teams
(vii) Power Apps

develop KPIs and SLAs for the collaboration platform shared service operations determine which processes can be automated and self-service used to increase operational efficiency; and

(f) implement automation and self-service.

Identity and Access Management (IAM) Solution

(a) examining requirements for IAM solution;
(b) identify and provision resources for IAM solution;
(c) examine current ERP systems for integration with IAM solution;
(d) integration of ERP systems with IAM solution; and
(e) Microsoft Vendor Support.

Student Migration to a Single Tenant

(a) develop roadmap and plan for each campus to migrate to single tenant;
(b) determine the collaboration platform applications that will be used by students;
(c) determine security controls for each collaboration platform application;
(d) determine solution for automating the provisioning of identities and collaboration platform groups;
(e) review security controls with UWI Security Team;
(f) implement security controls for each collaboration platform application;
(g) validate security controls for each collaboration platform application; and
(h) document security controls implemented.

Technical guidance on the implementations of the other components above.

(a) prepare and facilitate assessment and discovery of environments;
(b) prepare and submit project management documentation for each component;
(c) provide access to the necessary online library of supporting materials to participants;
(d) provide real-time workshops for each implementation of the components above;
(e) conduct an evaluation of the project;
(f) provide reports on project actions and timelines established; and
(g) report any problems, incidents and concerns relating to the programme.

4. TIMING AND QUALIFICATIONS

4.01 The assignment is expected to require a maximum of 644 person days over a 24-month period. The Consultant shall possess:

Implementation Of Harmonised Business Processes

(a) Post-graduate qualifications in ICT, data governance or related field and Certified Business Process Analysis. Experience in the use of ICT in the operations of higher education

institutions, reviewing existing processes related to business models, transformation and delivering the new enhanced, efficient business models which may include managed cloud service and experience working with diverse groups and stakeholders. Knowledge of the Region and multi-campus universities will be an asset.

Complete Implementation of Unified, Seamless collaboration Platform

(b) Proven track record of delivering similar projects to diverse groups and stakeholders with the following minimum qualifications:

(i) collaboration platform Approved Vendor;
(ii) industry-recognised certification in the respective area of training;
(iii) proven track record of implementations in the respective areas as outlined in components above; and
(iv) strong spoken and written communication skills and fluency in the English language.

5. REPORTING REQUIREMENTS

5.01 The Technical Proposal of the selected firm shall have already outlined a work plan and approach to the assignment, the scope and methodology and a time schedule for the completion of the assignment. The Consultant will be required to submit to the Project Implementation Unit the following reports electronically in pdf format or as otherwise requested:

(a) An Initial Report, no later than six weeks after commencement of the assignment. The report should include the assessment of current processes and proposal for harmonised processes for UWI.

(b) Progress Reports following the completion of each component of the unified, seamless collaboration platform.

(c) A draft Final Report, five months after commencement of the assignment which includes the data governance framework and ICT architecture for the harmonised processes.

(d) A Final Report, including the feedback from the stakeholders and the training workshops with UWI staff.

DRAFT BUDGET
(USD)

Item	CDB	UWI	Total
A. CDB's Contribution:	560,000	-	560,000
B. Counterpart Contribution:	-	73,000	73,000
Total	**560,000**	**73,000**	**633,000**
Percentage	**88**	**12**	**100**

APPENDIX 2.4

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE
CONSULTANCY SERVICE FOR A FULL AUDIT OF UWI'S NETWORK OF WEBSITES

1. BACKGROUND

1.01 The University of the West Indies (UWI) has requested assistance from the Caribbean Development Bank (CDB) in financing the One UWI Digital Transformation programme. The University system's network of websites is a key component of UWI Digital transformation programme. As a digitally transformed university UWI's websites will be important digital assets to help the university system achieve its strategic goals and objectives.

1.02 A primary focus must be building an effective website ecosystem that supports the University's vision to be an excellent global university rooted in the Caribbean. This includes:

(a) Designing and maintaining a network of websites that promotes a cohesive single UWI brand consciousness, and delivers a world-class, user-centred web presence(s) that supports the University's mission and strategic goals.

(b) Enhancing the overall website user experience by providing a quality web experience that encourages website visitors to engage with the University system in the online environment.

(c) Ensuring that the University's diverse audiences are able to access the information they seek easily and equally via its websites.

(d) Assuring a high level of confidence that the information on the University's network of websites is accurate, up-to-date and fit for purpose.

(e) Improving existing natural search traffic and ranking performance of the University's primary websites.

1.03 At present, six primary domains comprise the web presence of UWI:

(a) Centre: www.uwi.edu
(b) Cave Hill Campus: www.cavehill.uwi.edu
(c) Five Islands Campus: www.fiveislands.uwi.edu
(d) Mona Campus: www.mona.uwi.edu
(e) St. Augustine Campus: www.sta.uwi.edu
(f) Open Campus: www.open.uwi.edu

1.04 Each of these in turn, facilitate thousands of pages to support offices, departments and special projects and initiatives as necessary. The sites are managed by dozens of personnel within the web and marketing communications teams as well as various other offices across UWI system, using different processes. Though all use one content management system – DRUPAL[17/], there is not integration between the domains and sharing of resources and content. They all reside on separate servers and networks.

[17/] Drupal is a free and open-source web content management system distributed under the GNU General Public License. Drupal provides a back-end framework for top websites worldwide – ranging from personal blogs to corporate, political, and government sites.

1.05 A more functional and effective website ecosystem for UWI is reliant on three pillars:

(a) an effective governance architecture that ensures better alignment of institutional system, structure, and policy with procedures and processes;

(b) harmonised/integrated business processes supported by technological systems; and

(c) re-focused brand management that includes development of consistent language and a common digital/online marketing and communication approach to sustain the One UWI brand.

1.06 The One UWI Brand requires a re-conceptualisation of a web ecosystem that is fit for purpose. This is to be done through a web presence inventorial and assessment audit to create a baseline view of all he websites, webpages, web servers and IP addresses of UWI and produce a clear map of the hierarchal and relational structure of all domains and sub-domains of UWI, and the functions of these web assets. This information will provide the context to help shape other strategic decisions in relation to leveraging UWI's network of websites to enhance UWI's global presence and build greater lobal awareness and affinity for UWI brand. It is a first step to a larger scoping exercise.

2. OBJECTIVE

2.01 The expected outcome of the assignment is an enhanced and effective website ecosystem for UWI to support optimal engagement and services delivery with internal and external stakeholders and clients.

3. SCOPE OF SERVICES

3.01 In undertaking the assignment, the Consultant will work closely with Technical Advisory Committee (TAC) of the Project and UWI Marketing and Communications Team, and report to the Project Coordinator (PC). Specifically, the consultant will:

(a) Conduct a full inventory and assessment of UWI domain websites, including the ownership, management and maintenance of these sites.

(b) Conduct a full inventory and description of the business processes that each existing website supports and where duplications exist – in process and in content.

(c) Evaluate the performance of each website in relation to meeting its objectives/business process needs. This includes areas such as technical performance, search performance, usability performance, content, design, and meeting conversion goals.

(d) Propose recommendations for an appropriate governance structure – model and process/policy to guide the network of sites – to enable more seamless and timely processes for controlling the quality and quality of content web updates and creating better managed and maintained websites.

4. TIMING AND QUALIFICATIONS

4.01 The assignment is expected to require a maximum of 39 person days over a three-month period. The selected Consultant must have a bachelor's degree in Computer Science, Information Systems, Marketing, Communications, or related field of study, and at least five (5) years' experience in a web service environment. In addition, the following knowledge and experience must be demonstrated:

(a) Understanding of website planning and layout of web applications, websites, and web related services and technology.

(b) Knowledge of higher education industry, and higher education marketing and communications.

(c) Prior experience in performing reviews and audit actions for websites and online content.

(d) Understanding of applicable regulations and policies, and any other compliance aspects covering web and technology applications.

(e) Strong oral and written communications skills, and the ability to communicate technical information.

(f) Prior experience in performing maintenance, administration, and enhancement of websites and web-based services.

(g) Prior experience with process mapping and business process design.

(h) Appreciation of emerging technologies to determine their relevance to the existing web environments.

(i) Ability to identify changes necessary to upgrade websites and services.

(j) Possession of above average project and time management skills.

(k) Ability to work with content owners and a variety of content providers, departments and offices to map processes and solutions as necessary.

(l) Ability to perform reviews and audit actions, as well as interpret and communicate web related analytical information, regarding web-based traffic, visits, browsers, and trends allow for decision making processes to determine future needs and/or validate content availability and usage.

5. REPORTING REQUIREMENTS

5.01 The Technical Proposal of the selected firm shall have already outlined a work plan and approach to the assignment, the scope and methodology and a time schedule for the completion of the assignment. The Consultant will be required to submit to the Project Implementation Unit the following reports electronically in pdf format or as otherwise requested:

(a) an Initial Report, no later than four weeks after commencement of the assignment. The report should include the inventory and assessment of UWI domain websites and inventory and description of the business processes that each existing website supports. UWI and CDB will provide comments upon receipt of the report;

(b) a Draft Final Report, two months after commencement of the assignment which includes the evaluation of the performance of each website and recommendations for an appropriate governance structure. UWI and CDB will provide comments upon receipt of the report; and

(c) a Final Report, incorporating the feedback from UWI and CDB.

DRAFT BUDGET
(USD)

Item	**CDB**	**UWI**	**Total**
A. CDB's Contribution:	35,000	-	35,000
B. Counterpart Contribution:	-	13,000	13,000
Total	**35,000**	**13,000**	**48,000**
Percentage	**73**	**27**	**100**

APPENDIX 2.5

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE
CONSULTANCY SERVICES FOR A GENDER ANALYSIS, DEVELOPMENT OF GENDER RESPONSIVE TOT TOOLKIT AND TRAINING RELATED TO THE DIGITAL TRANSFORMATION OF UWI

BACKGROUND

1.01 On October 1, 2020, UWI requested help from CDB to assist in the financing of a regional UWI digital transformation project to strengthen the institution's delivery of teaching, learning and research as well as its operational efficiency, resilience, and global competitiveness. The proposed project is part of an overall digital transformation programme to achieve UWI's strategic goals as outlined in its Triple A Strategy Plan (2017-2022).

1.02 UWI Gender Policy was approved on June 2, 2017, to dismantle and transform gender segregation in education and to embed strategies to address existing and potential disparities, and to offer alternatives to systemic and attitudinal practices that may reinforce gender prejudice, stereotyping, harassment, gender-based violence and discrimination. Despite the numerical female advantage in institutions of higher learning, women stay disproportionately under-represented in the Caribbean labour force, overrepresented in the unemployed labour force, have higher job seeking rates than males and, on average, earn less than their male colleagues at all levels of educational achievement. The advancements in digital technologies and information ICTs have enormous potential to improve the lives of these populations and to help reduce gender inequalities across the Region.

1.03 During the pandemic, the relevance and use of technology has become more critical in setting up and maintaining socioeconomic connections and in rebuilding economies to be more resilient and inclusive. The digital revolution offers many opportunities to accelerate access to digital tools to increase productivity, quality employment, overall business competitiveness, human talent capabilities, public service supply, innovation, health system improvement and people's welfare. Gender responsive and socially inclusive digital transformation in education is a decisive factor in building more resilient, competitive, prosperous, inclusive, and sustainable societies.

1.04 Despite their higher educational performance, women are under-represented in targeted growth areas, better-paid jobs, large-scale enterprises, and leadership and decision-making, especially within the digital technologies and ICTs fields. Gender segregation at the tertiary levels reinforce sex-stereotyping and occupational segregation in the labour force. (Barbara Bailey, CARICOM). Over the last decade, donors, industry groups and businesses alike have realised the importance of understanding differences in access to digital technologies and information and communication technologies (ICTs) between women and men, as well as variations in usage patterns and desired value-added services. (USAID Gender and ICT 2017) Data show how the proportion of male and female ICT graduates from 2013 to 2017 at UWI had females graduating over the five-year period at 37%. (ICT Division within the Ministry of Science and Technology (MST) Jamaica Research Unit 2017), which shows a gender disparity that needs to be addressed. At the undergraduate level which produces the highest number of ICT certified professionals, the 3:1 male to female ratio is a point of concern.

1.05 Females underrepresented is a missed opportunity to advance the development and competitiveness of the ICT sector. Promotion of gender equality and social inclusion is underscored as a critical imperative for fostering resilience, regional integration and peace for sustainable development in the region. To this end, gender is identified as one of the priority cross-cutting policy themes to be mainstreamed in all institutional instruments, programmes and undertakings at all levels. A specific gender policy for UWI is

in place to institutionalise the principle of gender mainstreaming. In effect, all UWI programmes and projects should address gender equality and social inclusion through design, implementation, monitoring and evaluation alongside specifically targeted interventions to address critical gender issues in the region within the framework of UWI's mandate and service delivery mechanisms.

1.06 To address the challenge highlighted above, UWI plans to develop (a) an undergraduate course in Gender and Digital Technologies and ICTs developed and taught jointly by IGDS and the Faculty of Science and Technology; (b) a rights based and intersectional gender analysis of UWI digital transformation programme for all five UWI campuses; (c) design and development of TOT Toolkit on Gender and Digital Technologies and ICTs on how to integrate gender equality into curriculum and research; (d) provision of Training of Trainers (TOT) training to 25 trainers in gender and digital technologies and ICTs to bridge the digital gender gap for both technical staff and users.

1.07 To this end, UWI seeks the services of an experienced Consultant (individual, team or firm) on gender mainstreaming in digital technologies and ICTs to facilitate the above process.

2. OBJECTIVE

2.01 The overall outcome of this TA is to enhance gender mainstreaming practice in UWI's digital transformation. The specific objectives are to: (a) Standardise gender mainstreaming capacity development approach for Digital Technologies and ICTs; (b) Equip UWI TOT trainers (25) with requisite tools and aids for gender mainstreaming; (c) Train TOT facilitators on gender mainstreaming capacity development actions for UWI's digital transformation.

3. SCOPE OF SERVICE

3.01 The project includes the following:

(a) Completion of a rights-based and intersectional gender analysis of UWI digital transformation programme for all 5 UWI campuses.

(b) Design and develop a TOT toolkit and videos on how to integrate gender equality into curriculum and research for digital technologies and ICTs.

(c) Facilitate of Training of Trainers (TOT) workshops in gender and digital technologies and ICTs to bridge the digital gender for 25 trainers (5 trainers on each campus).

3.02 The IGDS with support from the required added personnel will have to undertake the following tasks:

(a) gender analysis report related to Digital Transformation of UWI that includes the assessment of gendered qualitative and affective impacts of digital transformation, both in terms of its users and the recipients at UWI;

(b) design and develop gender and digital technologies and ICTs toolkit to be used in the training of the trainer workshops; and

(c) deliver and facilitate TOT workshops in gender and digital technologies and ICTs for 25 trainers (5 trainers for each campus).

4. REPORTING REQUIREMENTS

4.01 The IGDS and the required additional personnel will be required to provide the following:

(a) Inception Report detailing the approach to be adopted to successfully deliver the expected outputs, 10 days after commencement of the assignment as outlined in 3 above.

(b) Through the gender analysis report offer recommendations on how to reduce the gender digital gaps and strengthening of digitalisation systems to address some of these areas and provide new gender disaggregated data.

(c) Design and develop Gender and Digital Technologies and ICTs Toolkit.

(d) Training of Training (TOT) must be targeted at the five UWI campuses by identifying five trainers from key stakeholders' groups: the School of Education, the Centre for Excellence and Training, Education Technologists, the IGDS and the Faculty of Sciences and Technology through a sustainable Training of Trainers Programme for Gender and Technology (TOTGT).

(e) All reports must be produced and submitted to the IGDS, in both print and electronic (Microsoft Office) format. Officials in IGDS and CDB shall provide feedback to the Consultant within two weeks of receipt of the report, toolkit and training modules. All reports shall be copied to the Gender Specialist/Social Analyst, CDB.

5. IMPLEMENTATION ARRANGEMENTS

5.01 The expected time for the added personnel is 160 days working days, over a period of 18 months. The outputs and indicative timetable are as follows:

Activities/Deliverables	**Timeline**
Literature review	Q1 – 2022
Preparing inception report	Q1 – 2022
Gender Analysis Report with recommendations related to Gender Responsive and Socially Inclusive Digital Transformation	Q2 - 2022
Design TOT Gender and Digital Technologies and ICTs Toolkit/Videos Design (methods that will strengthen the integration of gender equality and social inclusion)	Q3, Q4 2022
Training of Trainers Workshops (25 trainers, 5 campuses)	Q1, Q2 2023

6. QUALIFICATIONS AND EXPERIENCE

6.01 The Additional Personnel Needed should have the following:

(a) Academic qualification of at least a master's degree in Social Sciences, Human Rights, Development Studies Gender and Development, Economic, Project Management, Statistics, Digital Technology, ICT or related area.

(b) Proven capabilities as evidenced by at least fifteen years of experience at a national/regional level in the areas of digital technologies and ICTs, Gender and Development, Economics, Statistics, Project Management or donor coordination in Gender and Digital Technologies and ICTs.

(c) At least ten (10) years of relevant professional experience in designing and delivering gender mainstreaming training in the Public Sector, International or Regional Organisation.

(d) Demonstrated experience in curriculum or training materials development for adult learners, especially in gender training.

(e) A minimum of 3 years relevant professional experience with a demonstrable ability to undertake research and analytical reviews, support programming, and provide technical expertise in the areas of digital transformation, which may include public service delivery, public procurement, and the open government data.

(f) Relevant experience in e-governance and digital transformation space, such as digital program development, public service and business process re-design, support to design of national or sectoral digital transformation strategies

.

(g) Hands-on experience in working directly with Governments/multilaterals on Digital Transformation/Digital Government/Public Service Delivery systems/projects, preferably in a developing country context.

(h) Proficiency in qualitative and quantitative research. Experience working with universities in the areas of gender and technology is a strong asset.

(i) Excellent written and editorial communications skills in English.

7. BUDGET

(USD)

Item	**Total**
Gender and Digital Technologies and ICTs Assessment/Research Report for UWI	40,000
Development of Gender and Digital Technologies and ICTs Toolkit for TOT	20,000
Design and Delivery of Training of the Trainers Workshops (5 UWI Campuses)	20,000

APPENDIX 2.6

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE
CONSULTANCY SEVICES FOR DEVELOPMENT OF A BUSINESS CONTINUITY PLAN FOR THE UNIVERSITY OF THE WEST INDIES

1. BACKGROUND

1.01 The University of the West Indies (UWI) was established in 1948 and is the largest and longest standing higher education provider in the English-speaking Caribbean. The university comprises five campuses, namely, the Mona Campus in Jamaica; St. Augustine Campus in Trinidad and Tobago; the Cave Hill campus in Barbados; the Five Islands Campus located in Antigua and Barbuda; and the Open Campus, which offers multi-mode teaching and learning services through virtual and physical site locations across the Caribbean region; and. UWI's Regional Headquarters (RHQ) is located in Kingston, Jamaica which houses the offices of the Vice Chancellery including the Chancellor, Vice Chancellor, University Registrar, University Bursar, and the University Chief Information Officer. UWI's mission is "to advance learning, create knowledge and foster innovation for the positive transformation of the Caribbean and the wider world."

1.02 As part of its modernisation programme, UWI has embarked on a digital transformation programme which seeks to assist in achieving UWI's strategic goals as outlined in its Triple A Strategy (2017-2022). The digital transformation programme will enable a shared services operating environment which will allow UWI to provide consistent and reliable services to all stakeholders. It will also enable the University to achieve greater operational efficiencies and economies of scale. As part of the digital transformation programme, UWI requested support from the Caribbean Development Bank (CDB) for a regional UWI Digital Transformation Project to strengthen the institution's delivery of teaching, learning and research as well as its operational efficiency, resilience and global competitiveness. UWI Digital Transformation Project will include, among other things, the provision of expanded and upgraded technology platforms for teaching and learning, the provision of hardware to support administration and management, and consultancy services to assist UWI with harmonizing business processes.

1.03 The University is exposed to a wide range of natural and manmade hazards that threaten critical infrastructure and can disrupt service delivery. Extreme weather events including storms, heavy rainfall and the resultant flooding, as well as earthquakes and geological hazards, threaten to disrupt teaching and learning and affect business continuity through impeding physical access to the campuses. These events may also interrupt network connectivity; cause loss of utilities power and telecommunications; and cause physical damage to Information Communication Technology (ICT) equipment which can result in loss of institutional data and loss of access to enterprise applications and /or enterprise data. In addition, university operations may be disrupted by man-made incidents such as fire, and power fluctuations and outages. One incident in 2019 involved a series of power related spikes and outages at the Mona Campus, which resulted in the disruption of ICT services over a period of approximately seven days. At other campuses, there have been incidents of datacenter outages of up to two days due to external factors including cooling systems failure.

1.04 There is a need for improved resilience of the University's operations, given the vulnerability of UWI campuses to various natural and man-made threats. UWI digital transformation project will support the development of a UWI Business Continuity Plan, that will guide the continuity of business operations and the restoration of critical functions in the event of an unplanned disaster due to a natural hazard, security breach, service outage, or other potential threat.

2. OBJECTIVE

2.01 The objectives of the Consultancy are to develop a BCP for UWI, inclusive of campus plans and strategies; and to build the capacity of UWI to test, implement and update the plan.

3. SCOPE OF SERVICE

3.01 The Consultant will carry out all technical studies, research, analyses, and related work required to attain the objectives described above.

3.02 The Consultant will be expected to:

Undertake a Business Impact Analysis (BIA) and Risk Assessment

The BIA should include, but not be limited to:

(a) identification of the most critical business processes, functions and systems of UWI and tasks that comprise critical business functions;

(b) determination of the staff and technology resources needed for operations to run optimally and for business continuance; and

(c) assessment of the criticality of business applications / services and determining acceptable recovery time and recovery points.

The risk assessment should include, but not be limited to:

(a) identification of the potential hazards to which UWI is exposed or could potentially be exposed to; and

(b) examination of the BIA findings against various hazard scenarios, and prioritisation of potential disruptions based on the hazard's probability and the likelihood of adverse impact to UWI's operations.

Prepare a BCP for UWI

The BCP should include, but not be limited to the following:

(a) Procedures to safeguard the critical resources identified by the BIA, against loss, and recommend actions that will reduce the impact of losses;

(b) Assessment of the financial and operational impact of the loss of each critical resource;

(c) Recovery time objectives and recovery point objectives;

(d) Campus plans and strategies including but not limited to:

(i) Disaster Recovery Plans
(ii) Crisis Management Plans
(iii) Communication Plans
(iv) Plans for Returning to Normality

(v) Emergency Plans

3.03 In order to ensure that the BCP is regularly tested and updated as required, the Consultant will be required to:

(a) Develop guidelines/procedures for testing and maintenance.

(b) Conduct a virtual training workshop for UWI Business Continuity Management Team.

(c) The training should include the utilisation of relevant plans and templates developed by the Consultant, and the concept and approach to test the BCP.

4. METHODOLOGY

4.01 The methodology of the Consultant will include the application of participatory research methods where relevant and include but will not be limited to desk review of secondary data; focus group discussions; and consultations. The Consultant is expected to work closely with staff at various levels of the university, to gather information pertinent to conducting the Risk Assessment and Business Impact Analysis and shaping the BCP. The proposed approach for this Consultancy will include, but not be limited to the following tasks:

4.02 Review of documentation including:

(a) UWI Triple A Strategy 2017-2022.

(b) Outputs of the ICT BCP exercise conducted over the period 2012-2014 including the Consultant reports "ICT Business Continuity Planning – Summary for the University of the West Indies" (2012), "Business Continuity Planning – Follow up for the University of the West Indies. Status Report – June 2013)", "Business Continuity Planning – Follow up for the University of the West Indies, Final Status Report – March 2014," and "UWI BCP Follow up Action Plan (April 2014)."

(c) Existing campus ICT/business continuity plans, disaster recovery plans and practices and other contingency plans.

(d) Existing templates used by campuses to aid in business continuity and disaster recovery planning.

(e) UWI Digital Transformation Progress Status Reports.

(f) Hazard maps.

4.03 Consultations with UWI's Vice Chancellery, Business Continuity Management Team and other senior management and campus staff.

5. INPUTS AND EXECUTING ARRANGEMENTS

5.01 Through the Project Coordinator (PC), UWI will establish a UWI Business Continuity Management Team, comprising representatives from human resources and administrative departments, campus IT departments and other relevant personnel involved in disaster recovery and business continuity planning at UWI, to provide support and technical input to the BCP. The PC will coordinate meetings with the Business

Continuity Management Team for the review of the Draft and Final Reports of the Consultant and will coordinate the submission of comments by CDB and UWI on the reports of the Consultant. The PC will make available all relevant policies, guidelines and other documentation required by the Consultant; assist with arranging meetings between the Consultant and staff and management of UWI; and will act as liaison between CDB and the Consultant.

5.02 TA implementation will be anchored by virtual consultations with staff and management of UWI and other key stakeholders.

5.03 UWI Business Continuity Management Team will be the recipient of the training under this consultancy and will be responsible for the implementation of the BCP following completion.

6. REPORTING REQUIREMENTS

6.01 The Consultant will report directly to the PC. The Consultant will be required to prepare and submit two copies (one hard copy and one electronic copy in Microsoft Word) of the following documents to UWI within the time periods indicated:

(a) **Inception Report** providing details of the work programme, and the nature and intended timing of all activities to be undertaken in accordance with the Terms of Reference within two weeks of contract award.

(b) **Draft Risk Assessment and BIA Report** within four weeks following acceptance of Inception Report by UWI.

(c) **Final Risk Assessment and BIA Report** within two weeks of receipt of comments from UWI and CDB, having regard to comments by UWI and CDB.

(d) **Draft BCP** inclusive of camps plans and strategies, within six weeks of acceptance of the Final Risk Assessment and Business Impact Analysis Report.

(e) **Final BCP** within two weeks of receipt from UWI and CDB, having regards to the comments received.

(f) Report on the virtual training workshop within two weeks of acceptance of the staff training outline by UWI.

7. QUALIFICATIONS AND EXPERIENCE

7.01 The Consultant shall possess:

(a) Professional Qualifications in Business Continuity Planning (Certified Business Continuity Professional or Master Business Continuity/, disaster risk management or related field. Cyber Resilience certification/specialization is an asset.

(b) a minimum of ten years working experience in business continuity planning, or disaster risk management/planning with a focus on ensuring business continuity. Specific experience in the public sector/education sector and/or organisations in the Caribbean region is desirable.

(c) experience with training adults for professional development.

(d) excellent communication skills.

(e) strong interpersonal and motivational skills and sensitivity to the regional and local environments as well as the ability to work with minimal supervision.

8. DURATION

8.01 The Project is to be implemented over a period of six months.

BUDGET
(USD)

Item	CDB	UWI	Total
1. Consultancy			
Professional fees	56,250	-	56,250
2. Project Management			
Administrative support	-	10,000	10,000
Sub-total	**56,250**	**10,000**	**66,250**
Contingency	3,750	-	3,750
Total	**60,000**	**10,000**	**70,000**
%	86	14	100

APPENDIX 2.7

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE
CONSULTANCY TO DEVELOP A STRATEGIC DEVELOPMENT PLAN AND BUSINESS PLAN FOR THE UNVERSITY OF THE WEST INDIES (UWI) GLOBAL CAMPUS

1. BACKGROUND

1.01 In February of 2021, The University Finance and General Purposes Committee approved a paper entitled **"A UWI Global Campus- Charting new pathways towards comprehensive internationalisation and global engagement for a reignited, accelerated and sustainable Caribbean development."** The paper indicated "the imperative of creating a ***UWI Global Campus*** as a critical part of a UWI strategy of comprehensive internationalisation and expanded global engagement". The core precept of the vision for the Global Campus is to align all the key elements of UWI to create a powerful single face for UWI in its global engagement. Seminally, the primary purpose of the Global Campus is to put UWI's Intellectual Property online and available to global audiences thus creating an increased revenue stream for the Campus. This includes online courses, global research partnerships and internationalized curricula.

1.02 The paper proposes a reimagining of the global arms of UWI including the Open Campus, specifically the Office of Online Learning, the Latin American Caribbean Centre, the Office of Sustainable Futures and Global Partnerships, and the Office of Global Affairs to form a focused and successful Global Campus. Importantly the paper clearly states the following:

"if the proposed UWI Global Campus is properly set up based on the principles of efficiency, effectiveness, access, alignment and agility, and adequately and innovatively resourced, it can become a major tool in the university's goal of enhancing its internationalization and better managing its global engagement, in a sustainable and responsible manner, thereby producing the financial, human resources, branding and other benefits expected from the venture."

1.03 In fulfillment of that mandate UWI will engage a global expert, to develop a Strategic development Plan for the Global Campus for presentation to the University's Council.

2. OBJECTIVE

2.01 The expected overall objective of the consultancy is to assist UWI with the preparation of a Strategic Plan and a Business Plan for UWI Global Campus Initiative to enhancing its internationalisation, global engagement and provision of high-quality accessible education services and programmes to students, other clients and stakeholders.

3. SCOPE OF SERVICES

3.01 The Consultant will report to report to the Vice-Chancellor through the Pro Vice-Chancellor Global Affairs. The Office of Global Affairs will provide administrative support for the Consultant and will assign a small team to work with the Consultant in gaining access to the required data and support needed in order to meet the deadlines and required outputs. The Consultant will be required to prepare a strategic development plan and business plan which will detail the roll out of UWI's Global Campus and a proposed launch of the Campus by December 2022. Specifically, the Consultant will:

(a) Work with the University Office of Planning to obtain data from stakeholders of UWI to input and advise the relevant elements of the plan;

(b) Conduct the necessary market research to better understand the kinds of products and demands of the global market that would have resonance with UWI's IP;

(c) Review the various organisational units that are proposed to form the Global Campus and indicate any gaps or areas of dissonance that should be considered in the Campus' masterplan;

(d) Outline a UWI Global Ecosystem and platform that will connect UWI academic community with external stakeholders globally;

(e) Prepare a three-year Strategic Plan and a Business Plan, inclusive of a portfolio of funding options and milestones for implementation.

(f) Prepare a three-year budget and projected cash flows for the Global Campus to address the issue of self-sustainability.

4. TIMING AND QUALIFICATIONS

4.01 It is expected that the assignment requires 50 person-days and will be conducted over a five-month period. The Consultant shall possess post-graduate qualifications in planning, strategic planning or related field. Knowledge in digital solutions for tertiary education and knowledge of UWI system will be an asset.

5. REPORT PREPARATION

5.01 The Consultant will be required to submit to UWI the following reports in an electronic form containing the text, tables and all appendices done in Microsoft Word/Excel/Power Point:

(a) a Draft Strategic Development Plan and Business Plan, within one month after commencement of the assignment; and

(b) a Final Strategic Development Plan and Business Plan, inclusive of each of a 3-year budget and projected cash flows for the Global Campus, within one month after receiving feedback from UWI and CDB.

BUDGET
(USD)

Item	**CDB**	**UWI**	**Total**
A. CDB'S Contribution:	50,000	-	50,000
B. Counterpart Contribution:	-	13,000	13,000
Total	**50,000**	**13,000**	**63,000**
Percentage	**79**	**21**	**100**

APPENDIX 2.8

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE
CONSULTANCY SERVICES FOR GENDER-RESPONSIVE TRAINING IN CYBER-SECURITY SYSTEMS, TOOLS AND AWARENESS FOR THE ONE UWI DIGITAL TRANSFORMATION PROGRAMME

1. BACKGROUND

1.01 The University of the West Indies (UWI) has requested assistance from the Caribbean Development Bank (CDB) in financing the One UWI Digital Transformation programme. The programme will enable UWI to implement a shared services operating environment which will enhance student experience. The programme will allow UWI to provide consistent and reliable services to all stakeholders and will achieve greater operational efficiencies and economies of scale. This digitally-transformed environment will contribute significantly to UWI achieving its strategic goals as outlined in the 'Triple A' Strategic Plan 2017-2022.

1.02 The consultancy is for the delivery of gender-responsive training with the aim of strengthening skills to securely administer UWI's digital transformation platform. UWI has established a Computer Security Incident Response Team (CSIRT) with members across the University who will participate in the training. In addition, gender-responsive cyber-security awareness for students is needed to mitigate various cybersecurity enterprise risks.

2. OBJECTIVES

2.01 The expected outcome of the consultancy is to enhance the cybersecurity architecture of UWI by providing continued comprehensive gender-responsive training for UWI CSIRT and students in targeted areas of interest, incorporating both theoretical and practical sessions. These sessions will improve staff and students' competencies to effectively address threats, such as, zero-day attacks, and manage emerging technologies such as cloud computing.

3. SCOPE OF SERVICES

3.01 In undertaking the assignment, the Consultant will work closely with TAC of the Project and UWI Institute of Gender and Development Studies, and report to the Project Coordinator (PC). For the components identified below, specifically, the consultant will:

(a) prepare and facilitate lessons on topics identified;
(b) submit training programme;
(c) provide access to online library of supporting materials to participants;
(d) provide real-time experimental learning workshops;
(e) conduct an evaluation of the training;
(f) provide reports on students' performance and progress; and
(g) report any problems, incidents and concerns relating to the programme.

3.02 The training/awareness-building will focus on the following components:

(a) M365 Enterprise Administrator Expert- Which includes one course from options A-D and two compulsory courses E and F:

(i) Microsoft 365: Teamwork Administrator Associate;
(ii) Microsoft 365: Teams Administrator Associate;
(iii) Microsoft 365: Security Administrator Associate;
(iv) Microsoft 365: Modern Desktop Administrator Associate;
(v) Microsoft 365 Identity and Services; and
(vi) Microsoft 365 Mobility and Security.

(b) MS Azure:

(i) Windows Virtual Desktop Specialty;
(ii) Azure Security Engineer Associate; and
(iii) Azure Administrator Associate.

(c) Penetration Testing;
(d) Intrusion Detection;
(e) IT Security Governance; and
(f) CISSP – Certified Information Systems Security Professional.

4. TIMING AND QUALIFICATIONS

4.01 The assignment is expected to require a maximum of 40 person days over a six-month period. The selected Consultant(s) must have a proven track record of delivering this training and experience working with diverse groups and stakeholders with the following minimum qualifications:

(a) industry-recognised certification in the respective areas of training;
(b) proven track record in the respective areas of ICT Security;
(c) competence in gender-responsive training in ICT;
(d) proven track record in providing teaching/learning environments in IT Security; and
(e) strong spoken and written communication skills and fluency in the English language.

5. REPORTING REQUIREMENTS

5.01 The Technical Proposal of the selected firm shall have already outlined a work plan and approach to the assignment, the scope and methodology and a time schedule for the completion of the assignment. The Consultant will be required to submit to the PIU the following reports electronically in pdf format or as otherwise requested:

(a) An Initial Report, six weeks after commencement of the assignment, which includes the proposed training programme and implementation schedule;

(b) A Draft Final Report, four months after commencement of the assignment, which includes evaluation of the cybersecurity training and awareness-building workshops/activities; and

(c) A Final Report, incorporating the feedback from UWI and CBD.

BUDGET
(USD)

Item	**CDB**	**UWI**	**Total**
A. CDB's Contribution:	48,000	-	48,000
B. Counterpart Contribution:	-	14,000	14,000
Total	**48,000**	**14,000**	**62,000**
Percentage	**77**	**23**	**100**

APPENDIX 2.9

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE
CONSULTANCY FOR TRAINING IN COLLABORATION PLATFORM FOR THE ONE UWI DIGITAL TRANSFORMATION PROGRAMME AND IN WEBSITE ANALYTICS FOR THE ONE UWI CROSS-CAMPUS WEB TEAM

1. BACKGROUND

1.01 The University of the West Indies (UWI) has requested assistance from the Caribbean Development Bank (CDB) in financing the One UWI Digital Transformation programme. Through the Digital Transformation programme, UWI will implement a shared services operating environment which will enhance student experience. The programme will allow UWI to provide consistent and reliable services to all stakeholders and will achieve greater operational efficiencies and economies of scale. This digitally-transformed environment will contribute significantly to UWI achieving its strategic goals as outlined in the 'Triple A' Strategic Plan 2017-2022.

1.02 The delivery of training in collaboration platformswith the aim of strengthening skills to securely configure and administer UWI's SharePoint Online ecosystem which facilitates seamless collaboration across all its campuses. UWI has established a cross-campus SharePoint 2019 Online Team and members will participate in the training. The training will improve staff members' competencies to effectively address current deficits in areas, such as, configuring and administering SharePoint 2019 Online, including mastering the new complimentary scripting language, Windows PowerShell. It will also improve UWI's capability to leverage and maximize the use and benefits of its current SharePoint 2019 Online instance, and consist of the following components:

(a) SharePoint Online for Administrators.
(b) Windows PowerShell Scripting and Toolmaking.

1.03 The delivery of training in website analytics using website analytics is targeted at the Cross Campus Web and Marketing Teams. The teams are established across the campuses and will comprise of twelve (12) members will participate in the training. This training will assist the members of the web team to make informed decisions based on interpretation of the website analytics data which each team has been recording over the past few years. The ability to accurately interpret user generated website analytics will play a critical role in refining the online presence of UWI and sustain competitive advantage in the learning space.

2. OBJECTIVE

2.01 The expected outcome of the assignment is enhanced skillset of the members of UWI SharePoint Cross-campus Team to support the cross-campus collaboration and the members of the Cross-Campus Web and Marketing Team in areas of website analytics.

3. SCOPE OF SERVICES

1.01 In undertaking the assignment, the Consultant will work closely with Technical Advisory Committee (TAC) of the Project, and report to the Project Coordinator (PC).

3.02 The training targets members of UWI SharePoint Cross-campus Team and the Cross-Campus Web and Marketing Teams and will be done in a hybrid mode, incorporating both theoretical and practical sessions. Specifically, the Consultant will:

(a) Collaboration Platform

(i) prepare and facilitate lessons on topics identified;
(ii) submit training programme;
(iii) provide access to online library of supporting materials to participants;
(iv) provide real-time experimental learning workshops;
(v) conduct an evaluation of the training;
(vi) provide reports on students' performance and progress; and
(vii) report any problems, incidents and concerns relating to the programme.

(b) Website Analytics Training

(i) conduct a website analytics Audit for UWI;
(ii) prepare and facilitate lessons on topics identified or as recommended;
(iii) submit training programme;
(iv) provide access to online library of supporting materials to participants;
(v) provide real-time experimental learning workshops;
(vi) conduct an evaluation of the training;
(vii) provide reports on students' performance and progress; and
(viii) report any problems, incidents and concerns relating to the programme.

4. TIMING AND QUALIFICATIONS

4.01 The assignment is expected to require a maximum of 65 person days over a four-month period. The selected Consultant(s) must have a proven track record of delivering this training and experience working with diverse groups and stakeholders with the following minimum qualifications:

Collaboration Platform

(a) industry-recognised certification in the respective areas of training required - SharePoint Online 2019, Windows PowerShell and website analytics;

(b) minimum of five years in a teaching/learning environment; and

(c) strong spoken and written communication skills and fluency in the English language.

5. REPORTING REQUIREMENTS

5.01 The Technical Proposal of the selected firm shall have already outlined a work plan and approach to the assignment, the scope and methodology and a time schedule for the completion of the assignment. The Consultant will be required to submit to the Project Implementation Unit the following reports electronically in pdf format or as otherwise requested:

(a) An Initial Report, no later than three weeks after commencement of the assignment. The report should include the proposed training programme for SharePoint and Google Analytics Audit for UWI and the proposed training programme.

(b) A draft Final Report, six weeks after commencement of the assignment which includes the feedback from the stakeholders and the training workshops.

(c) A Final Report, incorporating the feedback from UWI and CDB.

BUDGET
(USD)

Item	**CDB**	**UWI**	**Total**
A. CDB's Contribution:	62,800	-	62,800
B. Counterpart Contribution:	-	26,000	26,000
Total	**62,800**	**26,000**	**88,800**
Percentage	**71**	**29**	**100**

APPENDIX 2.10

PROJECT COMPONENTS

Project No.	Project Type	Project Activities	Site to Benefit	Project Description and Goal
1.1	Goods	Customer Relationship Management System (CRM) implemented	All Campuses	Currently, there are separate student systems and students apply and register to a campus. Access to the online student platform from other campuses is not seamless. There is need for a Customer Relationship Management system to manage students' engagement with UWI - from recruitment and admissions through graduation. The aim of this project is to provision a Customer Relationship Management (CRM) system to digitally transform processes for seamless access to UWI student platform. It will involve the acquisition and implementation of a CRM solution to provide a single point of contact with students.
1.2 & 1.3	Institutional Strengthening – Consultancy	Harmonized and improved core student business processes across UWI - from recruitment and admissions to graduation. Data audit conducted and Data governance framework implemented. Facilitate the implementation of a Data Governance programme.	All Campuses	The Campuses currently operate in silos. The Processes are neither transparent nor seamless across campuses. Limited mechanism exists to allow seamless information sharing related to student processes across campuses. The Harmonize business processes project will identify and harmonize convergence point for core student processes that all campuses must meet. The initiative is at the heart of the digital transformation programme and critical success factor to achieve the OneUWI vision. Harmonised and improved core student business processes across UWI - from recruitment and admissions to graduation. There are currently limited data models, standards and governance policies across UWI. The CDB Funded Digital Transformation report identified several areas which require attention. These include: the need for substantial data consolidation and integration; visibility; and communication issues relating to the academic catalogue - both across campuses and within campuses. The project will facilitate the conducting of the required data audit and implementation of the data governance framework.
1.4	Goods	Electronic signature application for remote work implemented. Secure vault for the transmission of confidential documents implemented.	All Campuses	Given the current global environment where several cyber-attacks are taking place there is need to strengthen online security to facilitate remote work and approvals for UWI community. The project will provide secure information sharing across UWI and to external stakeholders. Electronic signature application for remote work implemented. Secure vault for the transmission of confidential documents implemented.

Project No.	Project Type	Project Activities	Site to Benefit	Project Description and Goal
1.5	Institutional Strengthening – Consultancy	Cyber security assessment conducted	All Campuses	The output of this project will be the Cyber security assessment exercise conducted.
1.6	Institutional Strengthening - Consultancy	Work Programme of Consultant developed. Manage the implementation framework for realization of the OneUWI initiative. Effective management of project activities, change management activities and processes within time, cost and scope.	All Campuses	There has been delayed progress with the implementation of the Digital Transformation programme. The Digital Transformation at UWI is a strategic technology-enabled change management programme. Change Management is a major area that would require significant effort for the success of the Digital Transformation and will be required for all domains/activities of the programme. The need to provide dedicated leadership and change management expertise to continue the implementation of digital transformation programme which is a multi-domain programme. Domains consist of ▪ Registry (Student, Human Resources) ▪ Academic (Graduate, Undergraduate, ODL/Continuing and Professional Education) ▪ Financial ▪ Knowledge (Library/Records and Archives) ▪ Technology The Work Programme of the Consultant will include the management of the implementation framework for realisation of the OneUWI initiative. Effective management of project activities, change management activities and processes within time, cost and scope is important.
1.7	Goods	Taxonomy tool acquired and implemented to build and maintain taxonomy framework for UWI.	All Campuses	The provision of knowledge resource tools for sustaining taxonomy framework to support digitally transformed processes. Also, the strengthening of the knowledge resource for sustaining digitally transformed processes. The project will see the Taxonomy tool acquired and implemented to build and maintain taxonomy framework for UWI.
1.8	Goods	Records management system upgraded to support digital archives function across the university.	All Campuses	Acquire records management tool to shared repositories to manage the classification and retention of digital content. Training and implementation of pilot at one campus and Archives at Vice chancellery. A primary goal will be the Records management system upgraded to support digital archives function across the university.

Project No.	Project Type	Project Activities	Site to Benefit	Project Description and Goal
2.1	Institutional Strengthening - Consultancy	Merging of separate campus Microsoft Office 365 tenants into a single UWI tenant completed. Architect various ICT platforms for seamless access across UWI system.	All Campuses	The deployment of Microsoft Office 365 is delayed. The need to accelerate this platform for all staff across UWI is a top priority. It will involve the migration of students to the staff tenant to enable seamless, secure collaboration between staff/students. The challenges for staff/students to access ICT resources when moving from one campus to the other will be addressed. This project will assist UWI in completing the roll out of unified, seamless collaboration platform for staff and students.
3.1	Institutional Strengthening - Consultancy	Inventory of UWI domain websites completed. Inventoried websites reviewed for improved information accuracy, relevance and accessibility	All Campuses	Stakeholders and the public face difficulty in finding basic information. There is a proliferation of portals, websites, web page postings, with information, from multiple sources, which is not consistent and current. This project will assist with the revitalisation UWI's global web presence.
3.2	Institutional Strengthening - Consultancy	Redesigned & implemented top level pages at the following campuses: uwi.edu Cave Hill; Mona; Open; St Augustine; and Five Islands	All Campuses	Campus-specific websites require enhancement/re-design to benefit from: Enhanced self-service features which will facilitate the timely updates of content by end users. Key deliverables include: ✓ Improved User experience ✓ Shared Disaster Recovery and Business Continuity best practices. ✓ Shared codebase and access to cross campus web resources. ✓ Provides a secure environment by utilising authentication best practices. ✓ Leverage latest advances in web technologies
4.1	Goods	License for T&L web conferencing platform, anti-plagiarism procured	All Campuses	There are insufficient licenses to support enterprise deployment of eLearning tools. This project will provide an expanded and upgraded technology platforms for Teaching and Learning. It will also involve the procurement of enterprise license for eLearning applications.
4.2	Goods	Examination Proctoring application acquired and implemented for online examinations including training	All Campuses	There is currently no enterprise solution for online exams and there is a need to transition to online exams. This project will include the acquisition, implementation and training on examination proctoring application for online examinations.
4.3	Goods	Solution that provides analytic and reporting services to education communities Implemented.	All Campuses	There is a need for extended analytical solutions to provide critical learning insights in the virtual delivery mode. This project will see the acquisition and implementation eLearning Analytics for student success. Also, the continuing

Project No.	Project Type	Project Activities	Site to Benefit	Project Description and Goal
				professional development training for faculty and staff of UWI in selected areas (e.g. online pedagogy, online technologies)
4.4	Goods	IT Software and Hardware for students with special needs acquired/implemented	All Campuses	Current solutions have limited or no features to allow equal accessibility for those with special needs or physical challenges (particularly for the hearing and visually impaired). This project will see the provision of accessibility/assistive technology for students with special needs.
4.5	Goods	Mona Campus - multimedia in Lecture Theatres/Teaching (30 rooms) upgraded. St Augustine Campus - multimedia technology in Lecture Theatres/ classroom (24 rooms) upgraded. Regional Headquarters (RHQ) Core Audio Discussion System Equipment upgraded	Mona Campus St. Augustine Campus Vice Chancellery	Currently technology gaps in lecture and seminar rooms for dual mode delivery exist. This project will see the implementation of multimedia technology for dual mode content delivery (face-to-face and online). It will also maximise the operational efficiencies, business growth and value, through the delivery of high-quality multimedia system.
5.1	Institutional Strengthening - Consultancy	Technical infrastructure report completed (contents include: inventory of assets; network performance assessment; current performance baseline)	All Campuses	It is recognised that there is a need to optimise the limited ICT assets available across UWI. This project will compile an inventory of ICT infrastructure assets, assess network performance and conduct capacity baseline audit.
5.2	Goods	Cave Hill Campus - Upgrade of Fiber Network, core switches and data centre	Cave Hill Campus	At the Cave Hill Campus there is a need to complete the upgrade of network, Wi-Fi, data centre and communication platform.
5.3	Goods	Cave Hill Unified communications technology infrastructure upgraded	Cave Hill Campus	At the Cave Hill Campus there is a need to upgrade the Unified Communications technology infrastructure to provision an improved quality of internet and communication services.
5.4	Goods	St Augustine Campus - Replacement of out of warranty equipment in Data Centre and Enterprise Server	St. Augustine Campus	At the St. Augustine Campus there is a need to procure and install new equipment replacing out of warranty equipment in Data Centre and Enterprise Server. This will ensure a more robust and resilient environment for delivering core ICT services to the campus.

Project No.	Project Type	Project Activities	Site to Benefit	Project Description and Goal
5.5	Goods	Mona Campus - 175 switches replaced for network infrastructure, replace access points and Campus core switches	Mona Campus	At the Mona Campus there is an increasing unreliable or sub-standard access by users to all ICT services. This project will involve 175 switches replaced for network infrastructure along with access points and the core switches. This will ensure a more robust and resilient environment for delivering core ICT services to the campus.
5.6	Goods	Five Islands Campus - Upgrade Wi-Fi Infrastructure	Five Islands Campus	This project will improve wireless access on the Campus.
5.7	Goods	RHQ - Network infrastructure upgraded	Vice Chancellery	This project involved the upgrade of out-of-date network switches and core infrastructure. This will ensure a more robust and resilient environment for delivering core ICT services.
5.8	Goods	Open Campus - Network Security and Server infrastructure upgraded	Open Campus	At the Open Campus there is a need to upgrade Network Security at all sites and replace Servers and Storage at secondary/disaster recovery site that are end of life. This will ensure a more robust and resilient environment for delivering core ICT services.
5.9	Goods	Campuses transitioned to cloud - Consolidate and integrate (One UWI approach) learning management environments to migrate to cloud.	All Campuses	The University envision an improved and seamless user experience, business continuity and resilience in operations across the University. Unver this project the Campuses will transition to cloud with focus on learning management platform.
6.0	Goods	Service desk processes, tools and roles across UWI have been harmonised. Enterprise service desk solution acquired and implemented.	All Campuses	Currently, the delivery of ICT services across UWI is inconsistent and not standardised. This project envisions the provision of a single service desk for improved and consistent delivery of ICT services. It will involve the harmonizing of service desk processes, tools and roles across UWI, the acquisition and implementation of a Single Service Desk.
7.1	Capacity Building – Training	Security training	All Campuses (8 individuals)	Conduct intense security awareness training for staff and students. Also, additional Security training to address increased vulnerabilities in hacking and potential risks.
7.2	Capacity Building – Training	SharePoint Online training for X number of UWI Administrators	All Campuses (15 individuals)	Conduct SharePoint Online training to ensure improved user capacity in the use of the tools leading to efficiency in online administration.

Project No.	Project Type	Project Activities	Site to Benefit	Project Description and Goal
7.3	Capacity Building – Training	Google Analytic training for X number of UWI staff	All Campuses (12 individuals)	Conduct Google Analytic training for X number of UWI staff that will facilitate enhanced capacity to use Analytics to drive UWI data to improve business decisions.

APPENDIX 3.1

PROJECT COSTS PHASING AND FINANCING PLAN

Components	OCR-USD	SDF 9			COUNTERPART		
	Equity and Market Resources	SDF Resources (BMC Capacity Building)	SDF Resources (Loans)	Total	UWI	Executing Agency Counterpart Forecast	Total
2021 TOTAL							
Project Preparation				-	700,000	-	700,000
Goods					-	-	-
Institutional Strengthening					-	-	-
Project Management					-	-	-
Capacity Building					-	-	-
Base Cost	**-**	**-**	**-**		**700,000**	**-**	**700,000**
Physical Contingency	-	-	-		-	-	-
Price Contingency	-	-	-		-	-	-
Total Project Cost	**-**	**-**	**-**		**-**	**-**	**700,000**
Interest During Implementation	-	-	-		-	-	-
Commitment Fees	-	-	-		-	-	-
Total Financing	**-**	**-**	**-**	**-**	**-**	**-**	**700,000**
Percentage Financing	**-**	**-**	**-**	**-**	**100%**	**-**	**100%**
2022 TOTAL							
Project Preparation					700,000		700,000
Goods	3,340,666		391,225	3,731,89	-	-	3,731,89
Institutional Strengthening	75,000	95,665	240,000	410,66	76,3	-	487,02
Project Management	-		240,000	240,00	307,2	-	547,22
Capacity Building	-	-	95,464	95,464	-	-	95,464
Base Cost	**3,415,666**	**95,665**	**966,689**	**4,478,02**	**1,083,578**	**-**	**5,561,59**
Physical Contingency	**105,790**	**4,785**	**31,561**	**142,136**	**2,550**	**-**	**144,686**
Price Contingency	**106,501**	**2,402**	**17,312**	**126,216**	**159,817**	**-**	**286,033**
Total Project Cost	**3,627,957**	**102,852**	**1,015,562**	**4,746,37**	**1,245,945**	**-**	**5,992,31**
Interest During Implementation	55,107	-	1,766	56,873	-	-	56,873
Commitment Fees	9,326	-	-	9,326	-	-	9,326
Total Financing	**3,692,390**	**102,852**	**1,017,329**	**4,812,57**	**1,245,945**	**-**	**6,058,51**
Percentage Financing	**61%**	**1%**	**17%**	**79%**	**21%**	**-**	**100%**

2023 TOTAL							
Goods	128,334	-	293,225	421,55			421,55
Institutional Strengthening	-	68,620	320,000	388,85	30,8	-	419,47
Project Management	-		210,000	210,00	307,2	-	517,22
Capacity Building			52,428	52,428			52,428
Base Cost	**128,334**	**68,620**	**875,653**	**1,072,607**	**338,0**	**-**	**1,410,689**
Physical Contingency	2,000	3,430	30,662	36,092	1,800	-	37,892
Price Contingency	7,774	3,653	54,060	65,488	20,273	-	85,761
Total Project Cost	**138,108**	**75,703**	**960,375**	**1,174,187**	**360,1**	**-**	**1,534,342**
Interest During Implementation	134,886		6,533	141,420	-	-	141,420
Commitment Fees	-			-	-	-	-
Total Financing	**272,995**	**75,703**	**966,908**	**1,315,606**	**360,1**	**-**	**1,675,762**
Percentage Financing	**16%**	**5%**	**58%**	**79%**	**21%**	**-**	**100%**
2024 TOTAL							
Institutional Strengthening	-	10,286	-	10,286	-	-	10,286
Capacity Building	-	-	13,108	13,108	-	-	13,108
Base Cost	**-**	**10,286**	**13,108**	**23,394**	**-**	**-**	**23,394**
Physical Contingency	-	514	-	514	-	-	514
Price Contingency	-	644	782	1,426	-	-	1,426
Total Project Cost	**-**	**11,444**	**13,890**	**25,334**	**-**	**-**	**25,334**
Interest During Implementation	36,616		1,873	36,489	-	-	36,489
Commitment Fees	-			-	-	-	-
Total Financing	**36,616**	**11,444**	**15,763**	**61,823**	**-**	**-**	**61,823**
Percentage Financing	**56%**	**19%**	**25%**	**100%**	**-**	**-**	**100%**
TOTALS							
Project Preparation				-	1,400,0	-	1,400,00
Goods	3,469,000		684,450	4,153,45	-	-	4,153,45
Institutional Strengthening	75,000	174,571	560,000	809,57	107,2	-	916,78
Project Management	-		450,000	450,00	614,4	-	1,064,44
Capacity Building	-		161,000	161,000	-	-	161,00
Base Cost	**3,554,000**	**174,571**	**1,855,450**	**5,574,02**	**2,121,6**	**-**	**7,695,68**
Physical Contingency	107,790	8,729	62,223	178,74	4,350	-	183,09
Price Contingency	114,276	6,700	72,154	193,130	180,090	-	373,220

Total Project Cost	**3,766,066**	**190,000**	**1,989,827**	**5,945,89**	**2,306,1**	**-**	**8,251,99**
Interest During Implementation	224,608	-	10,173	234,781	-	-	234,781
Commitment Fees	9,326	-	0	9,326	-	-	9,326
Total Financing	**4,000,000**	**190,000**	**2,000,000**	**6,190,00**	**2,306,1**	**-**	**8,496,10**
Percentage Financing	**47%**	**2%**	**24%**	**73%**	**27%**	**-**	**100%**

APPENDIX 4.1

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

SUMMARY OF RECOMMENDATIONS OF THE REPORT OF UWI CHANCELLOR'S COMMISSION ON GOVERNANCE OF UWI (JULY 2020)

Recommendations of the Commission on restructuring of the governance system of UWI include:

1. The retention of the University Council and with minor changes, the Campus Councils in their existing form as stakeholder assemblies.

2. The creation of an executive committee of the Council and an executive committee for each Campus Council.

3. The abolition of the Finance and General-Purpose Committees of the university and the campuses, as well as the University Strategy and Planning Committee.

4. The establishment of advisory committees of the Council and the campus.

5. The formalisation (by ordinance of the council of the executive management teams) ad hoc advisory groups to provide management support to the Vice-Chancellor andCcampus Principal at the regional level and campus level, respectively.

Academic Governance

Recommendations for the enhancement of academic governance include:

1. The revitalisation of the Senate to provide an avenue for collaboration and coordination, as well as rationalisation and monitoring of the academic governance of the university.

2. A review of the Academic Boards with respect to the size of membership and high level of absenteeism.

Governance in Financial Management

Recommendations for improvement of governance in financial management include:

(i) The establishment of frequent reporting and continuous performance assessment of executive leadership regarding meeting objectives and creating required interventions, under the new governance structure.

(ii) The sourcing of appropriate data for decision-making and the prompt resolution of any gaps arising.

(iii) Greater examination of the financial challenges through implementation of aggressive cost-reduction and efficiency interventions.

(iv) The implementation of enhanced governance processes to facilitate greater prudence and fiduciary responsibility, as well as comprehensive communication and training programme to ensure full awareness of related procedures.

(v) The establishment of a team of key stakeholders to assess and agree on a methodology for calculation of economic costs, including cost allocation through an agreed billing process.

(vi) The creation of specialist team at the level of the University Centre to ensure accountability for commercial activities across campuses.

(vii) The submission by staff of quarterly reports on private consulting arrangements undertaken by them, including confirmation that the required percentage of fees received for such consultancies are paid over to the university.

New Funding Model

Recommendations for a new funding model include:

1. Cost sharing with risk mitigating considerations as follows:

   (a) A base scenario (pending assessment of other scenarios) would require students to pay 40% of the economic cost of tuition via borrowing with long-term mortgage-type graduated payments that are consistent with graduates' ability to repay. Government would be required to contribute the remaining 60%.

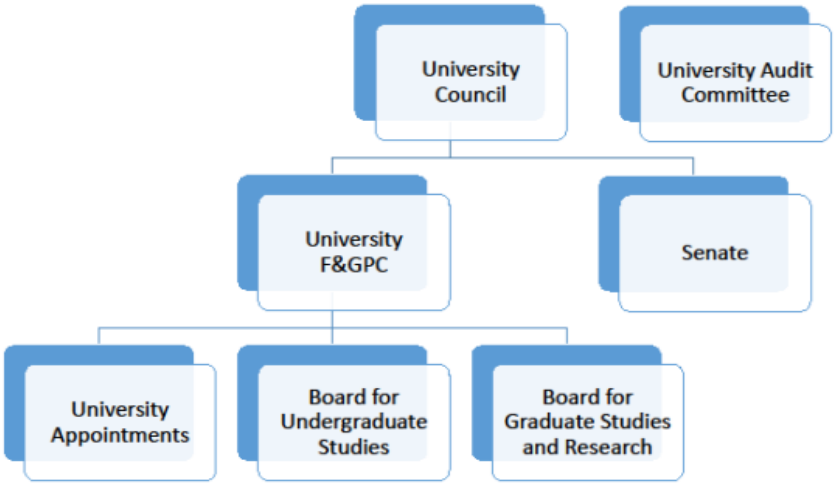
   (b) The roll out of this model would require an implementation that would incorporate various risk-mitigating elements.

   (c) Additional examination and modelling would be needed to determine the most optimal cost-sharing ratios and feasible characteristics to facilitate maximum affordability to governments and students.

2. Additional sources of funding could be facilitated through private sector and alumni contributions.

APPENDIX 4.2

GOVERNANCE



APPENDIX 4.3

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

LONG-TERM FINANCIAL SUSTAINABILITY INITIATIVES OF UWI

The university has outlined key strategic interventions to balance its budget, as well as ten-point financial plan for its sustainability, covering the period 2019 to 2025. The plan proposes a 10% decrease in costs over two years, as well as opportunities to simultaneously increase revenues by 10%. It is anticipated that its overall digital transformation programme will be a key component of cost reduction during the projected period. To further support a reduction in its budget gap, the campuses and strategic business units within the university's Vice-Chancellery has identified key revenue-generation projects for development. Details of the cost reduction and revenue generation strategies are outlined below:

(a) **Cost reduction:** Cost reduction initiatives within each campus include reducing its headcount, as well as operational expenses, employment benefits and other expense line items to optimum levels. The university has reported at 6% reduction in its budget in the first year of this intervention, based on preliminary results from the monitoring and evaluation of this strategy.

(b) **Revenue generation:** To date, significant initiatives that provide potential for revenue generation in the medium to long term include the development of an offshore medical school in Trinidad, the transition from the Open Campus to the global campus and engagement with the Government of Guyana on human capital development to support its economic growth. Another initiative is the creation of a corporate holding company geared towards more effective streamlining of subsidiaries to support revenue generation, while delivering strategic oversight and guidance.

The proposed loan includes a consultancy to develop a strategic development plan and business plan for the global campus.

The above strategic interventions will be supported by a Corporate Investment Committee within the Vice-Chancellery, which is expected to support maximisation of revenue potential in the commercial sector.

A summary of the ten-point sustainability plan is outlined below:

1. The "10 in 2 Expenditure-Revenue Initiative": This involves 10% cuts in expenditures and corresponding 10% revenue growth over the next two academic years.

2. The Northern Strategy: This involves a partnership with the State University of New York (SUNY), which involved a significant injection into the university, as well as other joint initiatives including UWI-SUNY Centre for Leadership for Sustainable Development. Additionally, UWI-BROCK Centre for Canada-Caribbean Affairs (Canada) is preparing a revenue-focused teaching and research business plan to which the university is essential.

3. The Southern Strategy: Given strategic negotiations with the Government of Guyana (GOGY), a plan was developed for the university to provide academic and training programmes in Guyana via the Open Campus under the patronage of GOGY. The university has also established a UWI Centre in Colombia to provide access to training in medicine and cultural studies to the Latin America market.

4. The Global Campus: The university will be transitioning from the Open Campus to UWI Global Campus. The Global Campus will coordinate the activities of the university's ten global centres.

5. Going to the Capital Market: The University Council has approved a business plan for the establishment of a for-profit, offshore medical school at the St. Augustine Campus. This is to be accompanied by the placement of a US$60 million bond on the capital market in Trinidad and Tobago. Discussions were also held with the heads of contributing governments, during which they were asked to make payments on arrears in the form of assets, where cash was not possible.

6. The Entrepreneurial University: Development entrepreneurialism is to be incorporated into university planning and governance. In addition to the development of various workshops and seminars with this concept in mind, the university has also established UWI-University of Conventry Centre for Industry-Academic Partnerships, among other initiatives.

7. Global Donor Community: The university has developed strong relationship with all of the major global funding agencies and has received large grants in key areas such as cultural studies, climate change, public health and legal reform, among others.

8. Multilateral Agencies: The university has developed relationships with various multilateral agencies and has sought financial support for the university's global transformational work to assist with the revenue-generation phase of its strategic plan.

9. Corporate Growth Group: Development-oriented corporate organisations are working with the university to support its revenue-generation plans. Senior executives within these organisations sit on the Capital Investment Committee, which was established to facilitate its revenue maximisation strategy by going to market.

10. Global UWI for Caribbean Economic Development: International marketing of UWI's programmes is being pursued. The university is able to access the global education market via the creation and development of UWITV, which markets academic content of the university.

While cost containment is ongoing, it is anticipated that the revenue impact of most of the above interventions, once approved, will be observed in the long-term, thus stabilising operations.

APPENDIX 4.4.1

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

HISTORICAL CONSOLIDATED AUDITED BALANCE SHEET
COMBINED STATEMENT OF FINANCIAL POSITION
AS AT JULY 31ST FOR THE YEARS 2016-2020

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.4.2

THE UNIVERSITY OF THE WEST INDIES
COMBINED HISTORICAL AUDITED INCOME STATEMENT
FOR THE YEAR ENDED JULY 31ST FOR THE YEARS 2016-2020

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.4.3

THE UNIVERSITY OF THE WEST INDIES
COMBINED STATEMENT OF AUDITED CASH FLOWS
FOR THE YEAR ENDED JULY 31ST FOR THE YEARS 2016-2020

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.4.4

UWI DIGITAL TRANSFORMATION PROJECT
KEY FINANCIAL RATIOS
FOR THE YEARS ENDING JULY 31ST FOR THE YEARS 2016-2020

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.5.1

THE UNIVERSITY OF THE WEST INDIES
COMBINED PROJECTED BALANCE SHEET
AS AT JULY 31ST FOR THE YEARS 2020-2027

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.5.2

THE UNIVERSITY OF THE WEST INDIES
COMBINED PROJECTED INCOME STATEMENT
FOR THE YEAR ENDED JULY 31ST FOR THE YEARS 2020-2027

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.5.3

THE UNIVERSITY OF THE WEST INDIES
COMBINED PROJECTED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JULY 31ST FOR THE YEARS 2020-2027

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.5.4

UWI DIGITAL TRANSFORMATION PROJECT
KEY PROJECTED FINANCIAL RATIOS
FOR THE YEARS ENDING JULY 31ST FOR THE YEARS 2020-2027

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.6

UWI DIGITAL TRANSFORMATION PROJECT
PROJECTED DEBT SERVICE SCHEDULE
FOR THE YEAR ENDING JULY 31ST FOR THE YEARS 2020-2027

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.7

ASSUMPTIONS TO THE FINANCIAL ANALYSIS

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.8

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

MONITORING INDICATORS FOR FINANCIAL AND OPERATIONAL CONTROLS

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.9

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

ASSUMPTIONS TO THE ECONOMIC RATE OF RETURN

GENERAL

1. The assumed project life is 20 years.

2. For the purpose of the analysis, the benefits and costs of the Project are stated in constant 2021 prices in USD unless otherwise indicated.

3. Project assets are assumed to be fully depreciated over the expected project life of 20 years.

BENEFITS: QUANTITATIVE 'WITHOUT PROJECT' AND 'WITH PROJECT' DETAILS

4. The economic benefits of the project are (i) increased productivity of students entering the workforce after graduating from the university and (ii) cost savings related to the digital transformation of the university. For the purpose of this analysis, earnings potential is used as a proxy for productivity of the graduates of the university.

5. The main beneficiaries of the project are graduates that have pursued qualifications equivalent to an associate degree, certificate, diploma, bachelor's degree, postgraduate diploma/certificate or a higher degree from a tertiary institution, via face-to-face and distance modes of delivery in various subject areas.

6. Without the project, it is assumed that students will earn income that is equivalent to the minimum wage or the level of income in existing jobs. With the project, it is expected that target beneficiaries will obtain the skills required to command income levels in the labour market that are above minimum wage and that are commensurate with their qualifications.

Enrollment

7. Between 2022 and 2024, enrollment is expected to increase at 2% annually as UWI's revenue generation initiatives are implemented. Enrollment will increase to 3% per year for the period 2025 to 2027 as this project is completed before declining to 2% in the following year. However, as UWI is concurrently pursuing other initiatives, which are expected to have a positive impact on enrollment, it has been conservatively assumed that only 80% of the expected increase in student enrollment can be attributed to this Project. The annual breakdown of students enrolled under with and without project scenarios is outlined below:

TABLE 1: COMPARISON OF STUDENT ENROLLMENT ATTRIBUTED TO THIS PROJECT UNDER WITH AND WITHOUT PROJECT SCENARIOS

Year	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032-2041 (avg)**
Students - with project	54,368	55,999	57,679	58,833	59,150	59,470	59,791	61,596
Students - without project	51,532	52,078	52,635	53,087	53,374	53,662	53,952	55,581
Incremental	**2,836**	**3,921**	**5,044**	**5,745**	**5,776**	**5,808**	**5,839**	**6,015**

8. The annual incremental breakdown of students to be enrolled at the university is provided below:

TABLE 2: INCREMENTAL NUMBER OF STUDENTS PROJECTED TO BE ENROLLED ANNUALLY RESULTING FROM THIS PROJECT (FULL-TIME)

Year	2025	2026	2027	2028	2029	2030	2031	2032-2041 (avg.)
No. of students	1,770	2,448	3,149	3,587	3,606	3,625	3,645	3,755[1]

TABLE 3: INCREMENTAL NUMBER OF STUDENTS PROJECTED TO BE ENROLLED ANNUALLY RESULTING FROM THIS PROJECT (PART-TIME)

Year	2025	2026	2027	2028	2029	2030	2031	2030-2041 (avg.)
No. of students	1,066	1,473	1,895	2,159	2,171	2,182	2,194	2,260

Graduation

9. For the purposes of this analysis, a graduation rate of 46% was assumed for full-time and part-time students.

10. The average training periods at the university are three years and five years for full-time and part-time students, respectively.

11. After graduating from the university, students are expected to work (85%) or to pursue qualifications at other tertiary institutions (15%).

TABLE 4: INCREMENTAL NUMBER OF STUDENTS PROJECTED TO GRADUATE ANNUALLY RESULTING FROM THIS PROJECT (FULL-TIME)

Year	2028	2029	2030	2031	2032	2033	2034	2035-2041 (avg.)
No. of students	814	1,126	1,449	1,650	1,659	1,668	1,677	1,686[2]

TABLE 5: INCREMENTAL NUMBER OF STUDENTS PROJECTED TO GRADUATE ANNUALLY UNDER THE PROJECT – (PART-TIME)

Year	2028	2029	2030	2031	2032	2033	2034	2035-2041 (avg.)
No. of students	0	0	490	678	872	993	998	1004[3]

Employment

12. The earnings potential of the graduates of the institute was derived from weighted-average budget estimates for the year 2021 for contributing countries with majority enrollment in the university.

[1] This represents the incremental number of students per year during the period.
[2] This represents the incremental number of students per year during the period.
[3] This represents the incremental number of students per year during the period.

Given the mix of full-time and part-time enrollment, it is anticipated that employees that have graduated from the university will remain in the work force for an average of 20 years. As such, for the purpose of this analysis, the contribution to society of each graduate of the institute is equivalent to the present value of the lifetime earnings over the 20-year period. The wage differentials between (i) graduates of the university and (ii) entry-level employees obtaining the minimum wage are presented as follows:

TABLE 6: ANNUAL EARNINGS POTENTIAL PER GRADUATE (USD)

Projected Wage	Opportunity Cost (Minimum Wage)	Wage Differential
10,349	4,741	5,608

13. It is anticipated that graduates of the university will obtain employment within a year of graduation.

14. It is expected that some graduates of the university will not obtain immediate employment. As such, an unemployment rate of 15% was applied to the analysis.

15. Given the possibility of entrepreneurial opportunities within contributing countries, it is assumed that approximately 15% of the graduates will become self-employed.

16. Given the possibility of employment opportunities outside of contributing countries, a migration of rate of 5% was included in the analysis.

17. Cost savings related to the digital transformation of the university, totalling USD7.8 mn per year, are broken down as follows:

(a) *Modernisation of hardware and upgrades to technology platforms*: It is anticipated that the modernisation of hardware and upgrades to technology platforms with respect to remote and face-to-face teaching and learning will reduce equipment-related downtime and improve the use of shared resources, thus reducing staff costs and other operating expenses by USD4.5 mn annually.

(b) *Seamless collaboration platform for students and staff*: This will be accompanied by the seamless collaboration platform for students and staff, thus improving cross-campus collaboration of faculty and students and productivity, as well as supporting disaster recovery, providing cost savings of USD2.9 mn per year.

(c) *Single service desk implementation*: The implementation of a single service desk for enhanced delivery of ICT services will improve service delivery with respect to shared services operations, reducing ICT downtime and effective use by end-users, while further reducing staff costs by USD0.18 mn annually.

(d) *Revitalisation of the university's global web presence*: Furthermore, the revitalisation of the university's global web presence is expected to reduce costs related to software, ICT training and other maintenance costs by USD0.2 mn per year.

COSTS:

18. The economic costs included the analysis are (i) capital expenditure (ii) recurrent costs (iii) replacement costs and (iv) opportunity costs of time i.e., earnings foregone by students during their periods of study.

Capital Expenditure: Conversion to Economic Costs

19. The financial costs of the project were converted to their economic cost equivalents after excluding price contingencies by applying an overall conversion factor of 0.96 to adjust for price distortions, as follows:

(a) Base conversion factors for the various cost components of the project were calculated, as demonstrated in Table 7 below:

TABLE 7: CONVERSION FACTORS FOR COST ADJUSTMENT

Cost Component	Shadow Rate	Standard Conversion Factor (SCF)	Base Factor
Skilled Labour	1.00	0.96	0.96
Unskilled Labour	0.70	0.96	0.67
Local Materials	0.80	0.96	0.77
Foreign Materials	1.00	0.96	0.96
Equipment	1.00	0.96	0.96

(b) The base conversion factors for each cost component were used to calculate the specific conversion factors (SpCFs) for each Project component, as shown in Table 8:

TABLE 8: DERIVATION OF SPECIFIC CONVERSION FACTORS

	Price Components					
Components	**Skilled Labour**	**Unskilled Labour**	**Local Materials**	**Imported Materials**	**Equipment**	**SpCF**
Base Factor	**0.96**	**0.67**	**0.77**	**0.96**	**0.96**	
Project Preparation	n/a	n/a	n/a	n/a	n/a	**1.00**
Goods	25%	5%	5%	15%	50%	**0.94**
Institutional Strengthening	100%	0%	0%	0%	0%	**0.96**
Capacity Building	100%	0%	0%	0%	0%	**0.96**
Project Management	100%	0%	0%	0%	0%	**0.96**

(c) The SpCFs were used to convert financial costs for each project component to economic costs, resulting in an overall conversion factor of 0.95, as outlined in Table 9.

TABLE 9: CONVERSION OF FINANCIAL COSTS TO ECONOMIC COSTS (USD)

Components	SpCF	Financial Costs	Economic Costs
Project Preparation	1.00	1,400,000	1,400,000
Goods	0.94	4,319,588	4,043,134
Institutional Strengthening	0.96	962,625	924,120
Capacity Building	0.96	161,000	154,560
Project Management	0.96	1,064,445	1,021,867
Total Base Cost and Physical Contingency		**7,907,658**	**7,543,682**
Overall Conversion Factor			**0.95**

Other Costs

1. Recurring costs were derived from the economic and financial cost of tuition via government contributions and tuition fees, respectively, based on projected enrollment.

2. Replacement costs were estimated at 5% of capital costs of infrastructure, every three years over the project life.

3. A residual value was estimated at 20% of the initial value over the 20-year life of the project.

ECONOMIC RATE OF RETURN CALCULATION

1. The economic rate of return (ERR) calculation is presented at Table 10 on the following page.

ECONOMIC RATE OF RETURN CALCULATION

YEARS	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
COMPARISON OF WITH AND WITHOUT PROJECT SCENARIOS										
Capital Expenditure	(1,980)	(4,129)	(521)							
Recurring Costs				0	0	0	0	(2,458)	(3,399)	(5,852)
Replacement Costs				(99)	(206)	(26)	(99)	(206)	(26)	(99)
Opportunity Costs				(3,609)	(8,598)	(15,017)	(22,328)	(27,425)	(31,700)	(33,767)
Earnings Potential								19,900	27,516	47,377
Residual Value										
Cost Savings				7,775	7,775	7,775	7,775	7,775	7,775	7,775
NET BENEFITS (COSTS)	**(1,980)**	**(4,129)**	**(521)**	**4,067**	**(1,030)**	**(7,268)**	**(14,652)**	**(2,414)**	**166**	**15,434**

YEARS (CONT'D)	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
COMPARISON OF WITH AND WITHOUT PROJECT SCENARIOS										
Capital Expenditure										
Recurring Costs	(7,026)	(7,639)	(8,031)	(8,075)	(8,118)	(8,162)	(8,206)	(8,251)	(8,295)	(8,340)
Replacement Costs	(206)	(26)	(99)	(206)	(26)	(99)	(206)	(26)	(99)	(206)
Opportunity Costs	(34,799)	(35,309)	(35,499)	(35,691)	(35,868)	(36,031)	(36,154)	(36,236)	(36,277)	(36,277)
Earnings Potential	56,880	61,842	65,021	65,373	65,726	66,081	66,437	66,796	67,157	67,519
Residual Value	0	0	0	0	0	0	0	0	0	(1,326)
Cost Savings	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775
NET BENEFITS (COSTS)	**22,624**	**26,643**	**29,167**	**29,175**	**29,488**	**29,563**	**29,646**	**30,059**	**30,261**	**29,145**

ECONOMIC RATE OF RETURN	**30%**
NET PRESENT VALUE	**41,281**

APPENDIX 4.10

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

ANALYSIS OF SFCL'S AUDITED FINANCIAL STATEMENTS 2016-2020

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.10

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

ANALYSIS OF SFCL'S AUDITED FINANCIAL STATEMENTS 2016-2020

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.10

ANALYSIS OF SFCL'S AUDITED FINANCIAL STATEMENTS 2016-2020
HISTORICAL CASH FLOW STATEMENT
AS AT DECEMBER 31, 2016-2020
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This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.10

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

ANALYSIS OF SFCL'S AUDITED FINANCIAL STATEMENTS 2016-2020
HISTORICAL KEY FINANCIAL RATIOS

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

APPENDIX 4.11

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT
GENDER MARKER ANALYSIS

Project Cycle Stage	**Criteria**	**Score**
Analysis 1	Consultations with relevant categories of males and females and relevant gender-related public/ private sector organisations and Non-Governmental/ Community Based Organisations will take / have taken place	0.5
Analysis 2	Socioeconomic, Sector and/or Institutional analysis considers gender risks and/ or gender disparities that impact the achievement of project outcomes.	0.5
Design 1	Project interventions / policies address existing gender disparities.	0.5
Design 2	Project objective / outcome includes the enhancement of gender equality or the design of gender-responsive policies or guidelines.	0
Implementation 1	Implementation arrangements include either: Capacity building initiatives to enhance gender mainstreaming of the execu ting and/or implementing agency. or Active participation of representatives of gender-relevant stakeholders in project execution.	0.5
Implementation 2	Terms of Reference of consultancy/project coordinating unit/project management unit includes responsibilities and resources, including budgets for gender mainstreaming.	0.5
Monitoring and Evaluation 1	Sex-isaggregated data included in the baselines, indicators and targets of the RMF. Or Collection of sex-disaggregated data is part of the project.	0.5
Monitoring and Evaluation 2	At least one gender specific indicator at the outcome and/or output level in the RMF or included in tranche releases of PBLs.	0.5

Analysis	**Design**	**Implementation**	**Monitoring & Evaluation**	**Score**	**Code**
1.0	0.5	1.0	1.0	3.5	GM

APPENDIX 4.12

GENDER ACTION PLAN

Output	Activity	Responsibility
Component 1: Goods **Output 1:** Ensure equal participation and equitable access to project benefits	1. Ongoing data collection needs to be prioritized to ensure equitable access to project benefits. 2. Encourage staff and students with special needs, the poorest households, women's, youth and PWDs active participation and inclusion in project components. 3. Design gender responsive communication tools to target men and women, boys and girls and other vulnerable groups differently to increase access to ICT support services/digital transformation.	UWI/Change Management and Communications Consultants
Component 2: Institutional Strengthening **Output 2:** Strengthened gender institutional capacity of UWI	1. Conduct a gender analysis related to digital transformation in UWI; 2. Implement recommendations of the Gender study within UWI. 3. Development of an undergraduate course in Gender and Digital Technologies and ICTs jointly by IGDS and the Faculty of Science and Technology 4. Design and development of the TOT Gender and Digital Technologies and ICTs Toolkit	IGDS/Consultant
Component 3: Capacity Building **Output 2: Enhanced** equity and inclusion capacity of UWI's staff, students and professors especially within digital technologies and ICTs with gender/social inclusion training of stakeholders delivered	1. Sensitise students and professors how to integrate gender equality into curriculum and research for digital technologies and ICTs. 2. Provision of short-term training to promote gender awareness and digital technologies and ICTs. 3. Provision of Training of Trainers (TOT) in gender and digital technologies and ICTs to bridge the digital gender gap.	IGDS/UWI CIO

APPENDIX 4.13

SUMMARY OF RELEVANT CAMPUS POLICIES AND PROCEDURES, AS WELL AS THE STATUS OF SOLID WASTE AND E-WASTE REGULATIONS FOR ANTIGUA, BARBADOS, JAMAICA AND TRINIDAD AND TOBAGO

CAMPUS	COUNTRY	REGULATORY FRAMEWORK	INSTITUTIONAL FRAMEWORK
FIVE ISLANDS	ANTIGUA AND BARBUDA	The National Solid Waste Management Authority Act 2005 No specific e-waste legislation	The National Solid Waste Management Authority has guidelines for stockpiling and storing e-waste at the landfill for export. Persons can make a request for disposal of their e-waste via the Authority's hotline.
CAVE HILL	BARBADOS	No specific e-waste legislation	The Environmental Protection Department (EPD) is responsible for solid waste regulation and hazardous materials management. Persons are advised to contact the Sanitation Service Authority or EPD for advice on solid waste disposal methods and procedures.
MONA	JAMAICA	DRAFT National Solid Waste Management (Disposal of Hazardous Waste (Electronic & Electrical) Regulations and Order, 2020 (expected to take effect in 2021)	Each regional office of the National Solid Waste Management Authority (NSWMA) has a customer relations department that handles queries regarding waste management collection services in their areas. The procedure to facilitate disposal of e-waste, especially if it is of a commercial nature, is to call the Commercial Services
ST. AUGUSTINE	TRINIDAD AND TOBAGO	Draft Waste Management Rules (2018) No specific e-waste legislation	The Environmental Management Authority (EMA) has published on their website, an e-waste brochure which includes e-waste management guidelines. Persons are advised to contact the EMA for more information on companies and programmes for e- waste collection, recycling or disposal.

CAMPUS	**E-WASTE/ICT DISPOSAL POLICY**	**E-WASTE MANAGEMENT PROCEDURES**
FIVE ISLANDS	**Absent.** However, there are intentions to develop an e- waste policy	
CAVE HILL	**E-waste policy present.**	E-waste is managed in accordance with the campus' e-waste policy. Equipment identified under the conditions for disposal are assessed and are either traded-in, scrapped for spare parts, redeployed, donated, or sold to staff. Dumping is a last resort.
MONA	**Computer Disposal Policy and Procedures present.**	The campus operates under the guidelines imposed by the National Solid Waste Authority of Jamaica.
ST. AUGUSTINE	**ICT Equipment Retention and Disposal Policy present**	The campus implements procedures for the disposal of e-waste and uses the companies that offer the service.
OPEN CAMPUS	**Absent.** However, the campus follows certain e-waste management procedures which it intends to formalise.	The campus adopts practices similar to those of the Cave Hill campus: • Re-deploy where possible • Donation to staff members • Donation to schools and other community organisation • Physical Disposal

APPENDIX 6.1

LEGAL STATUS OF THE UNIVERSITY OF THE WEST INDIES

1. On April 2, 1962, by Royal Charter of Incorporation (the Original Charter) the University of the West Indies (referred to as the University or UWI) was constituted and founded in the British Territories of the West Indies, British Guiana, British Honduras and British Virgin Islands, and by that name the Chancellor, Vice-Chancellor and all other persons for the time being members of UWI pursuant to the Original Charter and Statutes of UWI (the Statutes) were constituted and incorporated into one Body Politic and Corporate.

2. On August 25, 1972, by a new Royal Charter of Incorporation (the Charter), UWI continued to be so incorporated and was constituted and incorporated in The Bahamas.

3. UWI has perpetual succession and a Common Seal with power, subject to the Customs and Laws of Arms, to acquire Armorial Bearings (which must be recorded in the College of Arms) with power to "break, alter and make anew" the said Seal from time to time at its will and pleasure, sue and be sued in that name in all manner of actions and suits, take, purchase, hold, grant, demise or otherwise dispose of real and personal property and do all other matters and things incidental or appertaining to a body corporate.

4. The objects of UWI are:

   (a) to provide a place or places of education, learning and research of a standard required and expected of a university of the highest standard, and to secure the advancement of knowledge and the diffusion and extension of arts, science and learning throughout Antigua, the Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines and Trinidad and Tobago and such other countries as may undertake to contribute to the revenues of the University on a continuing basis. Anguilla and the Turks and Caicos Islands have undertaken to contribute to its revenues on a continuing basis; and

   (b) to continue and expand its work and activities and, by the example and influence of its corporate life, to promote wisdom and understanding.

5. UWI is both a teaching and examining body and is expressly empowered to:

   (a) erect, provide, equip and maintain libraries, laboratories, lecture halls and other buildings or things (whether in the Contributing Countries or elsewhere) deemed necessary or suitable or convenient for any of its objects;

   (b) establish, maintain, administer and govern institutions and places for the residence, recreation and study of its officers, staff, students and guests, whether College Halls, Houses or otherwise, and license and supervise such institutions and other places, whether maintained by it or not so maintained;

   (c) borrow and enter into engagements and accept obligations and liabilities and in all respects without restriction and in the same manner as an individual may manage his own affairs; and

   (d) do all such other acts and things as may be requisite in order to further its objects.

6. UWI is therefore empowered to carry on its business, carry out the Project and to borrow from CDB for the purpose of carrying out the Project.

MANAGEMENT

7. The Authorities of UWI are the Council, the Campus Councils, the Senate, the Guild of Graduates and such other bodies as may be prescribed by Statute. The Council and the Campus Councils are the governing and executive bodies of UWI with power to manage all matters not provided otherwise by the Charter or the Statutes. The Senate is the academic authority of the University and subject to the Statutes and the control and approval of the Council, regulates and superintends the academic work of UWI (both in teaching and research) and the discipline of students of UWI.

8. The Chancellor is the Head of UWI and President of the Council and Guild of Graduates. He is appointed by the Council as prescribed by the Statutes.

9. The Authorities of UWI are competent to act, notwithstanding any vacancy in their respective membership, or amongst the officers of which they are comprised, or any irregularities subsequently discovered in the election or appointment of any of their respective members.

LEGISLATION AFFECTING THE UNIVERSITY

10. UWI is exempted from payment of customs duty on articles (including vehicles) imported by, or on its behalf, or taken out of bond for use exclusively for its purposes and objects in Barbados and from payment of consumption duty and general consumption tax on goods for its use in Jamaica.

11. UWI has informed CDB that, on the strength of an exemption of the University College of the West Indies, the predecessors of UWI, the Government of Jamaica usually grants UWI exemption from payment of import duty on articles for use and the Government of Trinidad and Tobago (GOTT) usually grants UWI exemption from duties of customs and excise, stamp duties and lands and building taxes and rates, and that GOTT has agreed to grant UWI exemption from value-added tax.

APPENDIX 6.2

DETAILS ON THE LEGAL STATUS OF SFCL

Legal Status

SFCL was incorporated in Canada under the laws of the Province of Ontario on February 8, 2017 and continued in Bermuda on December 5, 2019 as an exempted company as defined by the Bermuda Companies Act 1981 (the Act).

Power to Guarantee

The objects of SFCL are unrestricted. SFCL has the power to do all such things as are incidental or conducive to the attainment of its objects and has the capacity, rights, powers and privileges of a natural person

The Bye-laws of SFCL provides that the business of SFCL is managed and conducted by a Board of Directors (the Board). The Board must consist of not less than three (3) directors and not more than fifteen (15) directors as the Board may by resolution from time to time determine, provided always that at no time may a majority of Directors be resident of Canada for tax purposes. In managing the business of SFCL, the Board may exercise all such powers of the Company as are not, by the Act or the Bye-laws, required to be exercised by the Company in general meeting.

According to Bye-law 45.1, the Board of Directors may exercise all powers of SFCL to borrow money and to mortgage or charge or otherwise, grant a security interest in its undertaking, property and uncalled capital, or any part thereof, and may provide guarantees and issue debentures, debenture stock and other securities whether outright or as security for any debt, liability or obligation of the SFCL or any third party.

The Board may meet for the transaction of business and a resolution put to the vote at a Board meeting shall be carried by the affirmative votes of a majority of the votes cast and in the case of an equality of votes the presiding chairman shall not have a second or casting vote. A resolution signed by all the Directors is as valid as if it had been passed at a Board meeting duly called and constituted, such resolution to be effective on the date on which the resolution is signed by the last Director.

APPENDIX 6.3

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT PROJECT MANAGEMENT DUTIES AND RESPONSIBILITIES

1. The University of the West Indies (UWI) has requested assistance from the Caribbean Development Bank (CDB) in financing the One UWI Digital Transformation programme. The Digital Transformation programme will enable UWI to implement a shared services operating environment which will enhance student experience. The programme will allow UWI to provide consistent and reliable services to all stakeholders and will achieve greater operational efficiencies and economies of scale. This digitally-transformed environment will contribute significantly to UWI achieving its strategic goals as outlined in the 'Triple A' Strategy Plan 2017-2022.

2. There are many components to the overall Digital Transformation programme. In this phase, the focus is on the expanding online delivery of academic programmes to accommodate the strategic enrolment target and enhancing infrastructure required for Business Continuity and Resilience.

3. The Project will be implemented through the Office of the Vice-Chancellor (OVC). The OVC will implement the Project through a PMU composed of a Project Coordinator (PC), a Project Administrator (PA), a Procurement Officer (PO), a Chance Management/Communications Officer (CMCO) and administrative and accounting support. The OVC has overall responsibility for the implementation of UWI Digital Transformation Programme and has direct oversight of key University administrative departments, specialised centres and units which are responsible for aspects of the programme. These include the Office of the University CIO which is responsible for the ICT strategy and implementation; the Office of Planning responsible for strategic planning and project management; and the Office of Administration, headed by UWI Registrar, which is responsible for the people aspects of digital transformation. The PMU will be supported by procurement and accounting offices (Office of the Finance) of UWI. These arrangements are acceptable to CDB.

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE
PROJECT COORDINATOR FOR ONE UWI DIGITAL TRANSFORMATION PROGRAMME

1. OBJECTIVES

1.01 The broad objective is to identify and hire a consultant to undertake the role of dedicated programme leader to realise the OneUWI vision through the implementation of the digital transformation programme which is a multi-domain programme. Domains consist of:

(a) Registry (Student, Human resources)
(b) Academic (Graduate, Undergraduate, ODL/Continuing and Professional Education)
(c) Financial
(d) Knowledge (Library/Records and Archives) and
(e) Technology

The specific objective is to ensure that the projects within the programme are delivered on schedule, according to the quality standards and within the programme's budget.

2. SCOPE OF SERVICES

2.01 The Project Coordinator have overall responsibility of Coordinating UWIs Digital Transformation Strategy and will report to the Vice Chancellor.

3. DUTIES AND RESPONSIBILITIES

3.01 The Project Coordinator shall be responsible for overall coordination of all project activities. The responsibilities of the Project Coordinator shall include, but are not limited to:

General

Programme and Project Management

(a) Lead UWIs digital transformation strategy in line with organizational values, business objectives and priorities.

(b) Lead the organisation in maximising the opportunities of digital working cultures by shaping the skills, processes, people and tools used to deliver the business objectives.

(c) Create and imbed a prioritisation approach to develop a roadmap for innovation with the relevant processes, tools and metrics to support business objectives and new growth opportunities.

(d) Lead a team that project manages and delivers digital solutions using a range of techniques to responsively and effectively pilot and where applicable, successfully implement the platforms.

(e) Problem solves with the needs of the end customer in consideration at all times, ensuring solutions deliver and enhance their experience.

(f) Effectively manages the team to drive engagement, performance management, teamwork and flexibility.

(g) Coordinate the design and implementation of a change management plan.

(h) Coordinate the design and implement enterprise data governance framework that will provide seamless, accurate and consistent data and reporting across the campuses.

(i) Coordinate the design and configure ICT architecture that will support the harmonised business processes.

(j) Coordinate the training and capacity building exercises necessary for project success.

(k) Champion the use of digital technology and practices across all of UWI to engender a digital mindset from the top down.

(l) Ensure collaboration, knowledge sharing, and digital best practices between partners and colleagues to help embed a robust digital ecosystem.

(m) Prepare and submit to UWI and CDB quarterly work plans for the Project.

(n) Direct and supervise the day-to-day operations of the Project, guided by the project documents and the annual work plans.

(o) Ensuring that stakeholders are kept informed about the progress of the Project, including work schedules of contractors and consultants in all components.

(p) Supervise all components, including ensuring that activities and procurement schedules are carefully planned and executed and that there is adherence to CDB's procurement procedures.

(q) Develop close working relationships with all Project participants and stakeholders to achieve a shared vision of the Project and its objectives.

(r) executing procurement in accordance with CDB's Loan and Grant Agreements.

(s) providing cost control and keeping separate accounts for project-related expenditures and disbursement activities.

(t) Represent UWI in dealings with consultants and suppliers.

(u) Maintaining oversight of the administration of works, goods and consultancy contracts.

(v) preparing and submitting to CDB claims for disbursement or reimbursement.

(w) Prepare the annual consolidated budget, controlling the budget and introducing safeguards acceptable to CDB to prevent funds and assets misuse.

(x) Ensure that all contractual obligations are adhered to and make all necessary arrangements to ensure implementation meets projected targets.

(y) Liaison with CDB on all relevant technical, financial and administrative aspects of the Project.

(z) Ensure the existence of a register of goods acquired and services contracted, in a database that includes information on: (i) the services and/or activities contracted; (ii) the conditions of the contracts and their money value; (iii) the schedule on which the partial and/or final disbursements will be made; and (iv) the state of such commitments and the register of the Project's income and spending.

(aa) Coordinate the procurement process and communication process.

(bb) Coordinate external relations related to UWIs digital transformation portfolio.

(cc) Guide and monitor project managers to ensure deliverables, objectives and expected outcomes are achieved according to approved quality criteria and are within timeframes and budget.

(dd) Review and evaluate all deliverables submitted by consulting firms/individual consultants to ensure high quality deliverables and consistency within the programme.

(ee) Documentation and organisation of project records.

(ff) Maintaining effective communication with all project stakeholders.

(gg) Develop and present periodic results-based reports to project stakeholders and UWI Management.

(hh) Represent the programme at project meetings or UWI at other events when required.

(ii) Identify training needs.

(jj) Participate in the selection process of consulting firms/individual consultants, project managers and coordinators.

(kk) Manage changes in project scope, identify potential crises, and devise contingency plans.

Problem Resolution

(a) Assist project managers with troubleshooting and problem solving when necessary.
(b) Assume the role of Project Administrator when required.

Change Management

(a) Support Change Management strategy to ensure employees' adoption and usage of the new processes and systems brought about by the digital transformation programme.

4. QUALIFICATION AND EXPERIENCE

4.01 Competencies

- Professionalism.
- Proven track record of leading successful digital transformation projects.
- Experience managing and leading a digital team.
- Ability to work independently and to maintain flexibility in working hours.
- Demonstrated effective planning and organisational skills and ability to handle work in an efficient and timely manner.
- Proven experience and technical ability to manage a large project.
- Ability to work in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity and to work in teams.
- Demonstrated ability to develop and maintain effective work relationships with counterparts. Communication – Ability to write in a clear and concise manner and to communicate effectively orally.
- Knowledge Procurement Management.
- Ability to work effectively with stakeholders.
- Strong spoken and written communication skills and fluency in the English language.
- Understand core business processes and associated technical solutions.
- Have an innovative and disruptive mindset, constantly looking forward.

- Proven influencing and collaboration skill.
- The Consultant(s) must be a citizen of a CDB member country .

Education

- Master's Degree in the any of the following: Digital Transformation, Business Management, Strategic Management or a relevant field.

Experience

- A Minimum of five years of experience in leading a similar initiative.
- Experienced in managing projects.
- Wide range of experience in building good working relationships with a variety of stakeholder groups.
- Project delivery in partnership with multiple suppliers.
- Experience of Procurement concepts and principles – Preferred.

Language proficiency

- Fluency in written and spoken English.

Other skills

(a) Computer.
(b) Familiarity digital technologies and digitalisation.

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE
PROJECT ADMINISTRATOR, PROCUREMENT OFFICER AND CHANGE MANAGEMENT/COMMUNICATIONS OFFICER OF THE PROJECT MANAGEMENT UNIT

Project Name:	**UWI Digital Transformation Project**
Project Title:	Project Administrator
Duty Station:	**UWI Project Management Unit, Regional HQ**
Duration of Assignment:	24 months (with a possibility of extension)

1. DUTIES AND RESPONSIBILITIES

1.01 The Project Administrator will be responsible for providing administrative assistance in general project implementation and management and day-to-day liaison with counterparts. He/She will provide comprehensive secretarial and administrative support to the Project Coordinator, including drafting correspondence, taking of minutes, arranging for the processing of government clearances, making travel arrangements and related tasks. The Project Administrator carries out his/her functions under the direct supervision of the Project Coordinator. Specifically, the incumbent will:

(a) Overseeing the day-to-day activities of the Project Management Unit related to the management and implementation of the Project, including project monitoring and evaluation, financial management, progress and financial reporting, leading staff of the PMU.
(b) Monitor project budget and financial expenditures and their conformity to the work-plan; process direct payments and advance requests and prepare project budget revisions
(c) Liaise with UWI Office of Finance to ensure that all administrative and financial transactions are properly carried out according to the requirements of UWI and CDB
(d) Overall supervision of project activities and arrange for public consultations as required
(e) Draft Terms of References and management of local and foreign consultants, monitoring progress on deliverables under those contracts and providing feedback as necessary, and coordination of the work of the consultants consistent with the overall project implementation plan.
(f) Undertake external high-level communication.
(g) Prepare, or as appropriate supervise the preparation of, progress reports, annual reports, project completion report and other reports that may be required by the stakeholder
(h) Prepare, or as appropriate supervise the preparation of, annual work plans and budgets and present to the PSC for approval.
(i) Be responsible for day-to-day project correspondence, information sharing and filing ensuring that appropriate follow-up actions are taken.
(j) Assist in preparing evaluation reports, annual project reports, and update projects files. Prepare minutes of project meetings. Prepare all documentation for contract issuance.
(k) Collect and analyses data, prepare and update briefs, records and other documents on project implementation and execution.

(l) Provide inputs for publication materials and collect information related to the Project.
(m) Liaise with project counterparts on day-to-day implementation of project activities
(n) Manage the Social Media and Communication component of the project.
(o) Perform other duties as determined by the Project Coordinator.

2. QUALIFICATION AND EXPERIENCE

Competences

(a) Professionalism.
(b) Ability to work independently and to maintain flexibility in working hours.
(c) Demonstrated effective planning and organisational skills and ability to handle work in an efficient and timely manner.
(d) Proven experience and technical ability to manage a large project.
(e) Effective interpersonal, management and negotiation skills proven through successful interaction with stakeholders, including senior government officials, regional/local authorities, experts and NGOs/communities.
(f) Demonstrated ability in team management and collaboration.
(g) An ability to work in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity and to work in teams.
(h) Demonstrated ability to develop and maintain effective work relationships with counterparts. Communication – Ability to write in a clear and concise manner and to communicate effectively orally.

Education: Either at an advanced stage or have recently completed a university degree in business administration, public administrative or other related area.

Experience: At least 2 Years of administrative assistance experience in managing a similar or large/complex project.

Language proficiency: Fluency in written and spoken English

Other skills

(a) Computer
(b) Familiarity digital technologies and digitalisation
(c) Certification in Project Management

3. DURATION

The total duration of this assignment will be using phased approach over a period of 24 months

Project Name: UWI Digital Transformation Project

Project Title: Project Officer: Project Procurement Officer

Duty Station: UWI Project Management Unit, Regional HQ

Duration of Assignment: 24 months (with a possibility of extension)

1. DUTIES AND RESPONSIBILITIES

1.01 **The Project Procurement Officer will be** responsible for the procurement management during the full project life cycle. These activities will include:

(a) Ensure full visibility of project delivery status including timelines, risks & issues, key milestones for Procurement leadership and stakeholders.
(b) Help to develop common project management principles and processes.
(c) Provide training and support to enable Procurement colleagues to adopt common processes.
(d) Management of project collateral, including standard tools and documents as required.
(e) Facilitate the shaping of clear requirements through effective engagement with stakeholders; ensure the quality of delivery against requirements.
(f) Keep track of project budget, resource planning and benefits delivery; proactively manage risks to delivery.
(g) Preparing plans for the purchase of equipment, services, and supplies.
(h) Following and enforcing the CDB/UWIs procurement policies and procedures.
(i) Reviewing, comparing, analysing, and approving products and services to be purchased.
(j) Managing inventories and maintaining accurate purchase and pricing records.
(k) Maintaining and updating supplier information such as qualifications, delivery times and product ranges.
(l) Maintaining good supplier relations and negotiating contracts.
(m) Researching and evaluating prospective suppliers.
(n) Preparing budgets, cost analyses, and reports.
(o) Be an advocate for Procurement projects, build great relationships with stakeholders, manage expectations and communicate effectively.
(p) Deliver better value across the entire procurement life cycle to meet changing business needs by developing a robust procurement strategic.
(q) Improve current procurement function processes and capabilities, investing in digital tools to create value for stakeholder.
(r) Manage relationships with supplier base, and oversee contract deliver.
(s) Improve spend visibility to better inform category planning, and outline cost saving opportunities and service delivery improvement.

2. QUALIFICATION AND EXPERIENCE

Competences

(a) Professionalism.
(b) Ability to work independently and to maintain flexibility in working hours.

(c) Demonstrated effective planning and organisational skills and ability to handle work in an efficient and timely manner.
Proven experience and technical ability to manage a large project.

(d) Effective interpersonal, management and negotiation skills proven through successful interaction with stakeholders, including senior government officials, regional/local authorities, experts, and NGOs/communities • Demonstrated ability in team management and collaboration.

(e) Ability to work in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity and to work in teams.

(f) Demonstrated ability to develop and maintain effective work relationships with counterparts. Communication – Ability to write in a clear and concise manner and to communicate effectively orally.

(g) Knowledge Procurement Management.

Education: Bachelor of Science in Finance, Business Administration, Management, Procurement or related field.

Work experience

(a) Five plus years' experience of project management in a complex, multi-disciplinary environment.

(b) Experienced in managing projects.

(c) Wide range of experience in building good working relationships with a variety of stakeholder groups.

(d) Project delivery in partnership with multiple suppliers.

(e) Experience of Procurement concepts and principles – Preferred.

(f) Sector experience: 1 or more from Operations, Technology, Digital services, Media, Consulting.

Language proficiency: Fluency in written and spoken English

Other Skills: Computer

3. DURATION

3.01 The total duration of this assignment will be using phased approach over a period of 24 months.

Project Name: **UWI Digital Transformation Project**

Project Title: Project Change Management/Communications Officer

Duty Station: **UWI Project Management Unit, Regional HQ**

Duration of Assignment: 24 months (with a possibility of extension)

DUTIES AND RESPONSIBILITIES

1.01 The Project Change Management/Communications Officer will be responsible for providing communications and behavioural change management support to the project coordinator. The Activities associated with this includes:

(a) Construct an implementation plan for change management which is aligned to the roll out of UWIs digital transformation strategy.
(b) Integrate and update existing documentation related to change management previously developed to determine relevance and appropriateness in terms of the current digital transformation plan and its implementation.
(c) Review and assess information and documentation outlining current digital transformation initiatives in order to determine their nature and the timing and sequence of their planned implementation.
(d) Manages communication and information technology and techniques to optimise, for example, but not limited to, social listening; media monitoring; editorial planning; project management; social media advertisement; email and content promotion; surveys and tests; public and influencer relations; content and channel performance; search engine optimisation; and user experience.
(e) Analyses and designs email and content promotion campaigns; paid media; surveys and tests; and ensures optimisation of content and channel performance as well as user experience.
(f) Keeps abreast of digital good practices and standards including but not limited to analytics, reporting and return on investment in social media advertising and other type of paid media.
(g) Benchmarks other organisations and recommends promotion strategies and tactics based on learned trends and insights
(h) Supports social media advertising and posting and engagement on digital touch points including, but not limited to, Instagram, Facebook, Twitter and YouTube to name a few.
(i) Performs other communications related duties as assigned.

2. QUALIFICATION AND EXPERIENCE

Competences

(a) Professionalism.
(b) Ability to work independently and to maintain flexibility in working hours.
(c) Demonstrated effective planning and organisational skills and ability to handle work. in an efficient and timely manner.
(d) Proven experience and technical ability to manage a large project.
(e) Ability to work in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity and to work in teams.

(f) Demonstrated ability to develop and maintain effective work relationships with counterparts. Communication – Ability to write in a clear and concise manner and to communicate effectively orally.
(g) Knowledge of digital strategy, marketing and branding.
(h) Have an innovative and disruptive mindset, constantly looking forward.
(i) Experience managing and leading a digital team.
(j) Proven influencing and collaboration skill.

Education

Advanced university degree in communications, business, management, digital marketing or a related field OR education from a reputed college of advanced education with a diploma of equivalent standard to that of an advanced university degree in one of the fields above.

Experience

(a) At least 3 years of progressively responsible experience in digital communications, digital marketing, website delivery projects working with content management systems, building successful landing pages, campaign tracking, social media platform planning and posting or related field, including at least two years at the international level.
(b) Experience contributing to a digital communication strategy in an international organisation.
(c) Experience with responsive design website development and website migration.
(d) Proven experience in building engaging websites and landing pages that drive traffic to digital channels.

Language proficiency: Fluency in written and spoken English

Other skills

(a) Computer
(b) Familiarity digital technologies and digitalisation

DURATION

3.01 The total duration of this assignment will be using phased approach over a period of 24 months.

Operating arrangements

1. The University ICT Steering Committee will be chaired by the Vice Chancellor or designate and meet on a quarterly basis or as required. The University ICT Steering Committee reports into the University Executive Management through the University CIO.

2. The Chairperson will be responsible for providing three (3) reports to University Finance and General Purposes Committee and Executive Management. In addition, the Chairperson shall prepare an annual report of the major activities and achievements of the Steering Committee for submission to F&GPC and Executive Management.

3. The University ICT Steering Committee may establish working groups to assist the committee, where appropriate. Members will consult and inform their stakeholders on issues considered by the committee including Campus level governance bodies, where appropriate.

Relationship with Campus ICT Steering Committees

4. It is expected that there will be a close interaction between Campus ICT Steering Committees and the University ICT Steering Committee which will strengthen the governance implementation process. There will be constant information flow between the University and Campus ICT committees through the CIOs and Chairs of the Campus ICT Committees. This collaboration will ensure that university-wide governance issues raised at campus level will be resolved at the University ICT Committee.

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE: PROCUREMENT CONSULTANT

1. BACKGROUND

1.01 The University of the West Indies (UWI) requested assistance from the Caribbean Development Bank (CDB) to finance a regional UWI digital transformation project to strengthen the institution's delivery of teaching, learning and research as well as its operational efficiency, resilience and global competitiveness.

Project Scope

1.02 The overall outcome of the Project is enhanced capacity of UWI for learning and business continuity, inclusive and gender-responsive student engagement and increased, equitable access to tertiary education opportunities, and comprises the following components:

(a) Goods, including provision of Customer Relationship Management system; technology hardware to support administration/management and teaching learning services and expanded and upgraded technology platforms for teaching and learning;

(b) Institutional Strengthening – such as harmonising business processes to facilitate efficient and seamless student information-sharing across campuses; preparation of a Business Continuity Plan; and revitalisation of UWI's global web presence;

(c) Capacity building - including, training in cyber security systems and awareness; training in collaboration platforms (for example, SharePoint) and in Google Analytic and professional development training for faculty and staff.; and

(d) Project Management.

Project Management

1.03 The Office of the Vice-Chancellor will implement the Project through a PMU composed of a PC, a Project Administrator (PA), a Procurement Officer (PO), a CMCO and administrative and accounting support. The PC shall report to the Vice-Chancellor or designate and shall be responsible for the overall implementation and the day-to-day management of the Project. The PC will also liaise with key institutional stakeholders of UWI Digital Transformation programme including the Office of the CIO, UWI Registrars, Pro-Vice Chancellors and University Office of Global Partnerships. The PC shall also have oversight of UWI Digital Transformation Programme. The role of the Procurement Consultant is to assist the PMU in activities related to procurement of goods, works and consultancy services to be implemented according to CDB's Procurement Policy for Projects Financed by CDB (November 2019) and the Procurement Procedures for Projects financed by CDB (November 2019).

2. OBJECTIVE

2.01 The objective of the assignment is to assist the PMU with the various procurement activities envisaged under the Project.

3. SCOPE OF SERVICES

3.01 The Procurement Consultant will assist the PMU with carrying out the tasks detailed below, and other tasks as necessary:

(a) review draft requests for proposals, bidding documents and evaluation reports for goods, works and consultancy services;

(b) assist in the preparation of comprehensive evaluation reports according to the standards of CDB for timely transmission to CDB for review and no objections;

(c) assist with procurement plan revisions;

(d) assist the PMU with the negotiations for works and goods contracts; and

(e) review draft contracts for works and goods, and consultancy services.

4. QUALIFICATIONS AND EXPERIENCE

4.01 The consultant should possess the following minimum qualifications:

(a) preferably, a recognised accredited procurement qualification e.g. Chartered Institute of Procurement and Supply and/or a Bachelor's degree in procurement or related areas;
(b) at least eight (8) years' work experience in procurement of goods and services, particularly in civil works;
(c) knowledge on national rules and legislations in the field of procurement and civil construction/engineering;
(d) knowledge and/or experience in CDB procurement policies and procedures, or other standards set forth for a procurement is an advantage;
(e) strong communication and reporting skills and ability to work in a team; and
(f) strong spoken and written communication skills and fluency in the English language

5. DURATION

5.01 The assignment will require a maximum of 35 person days over a period of 12 months from the date of contract signing.

6. EXPECTED OUTPUTS AND DELIVERABLES:

6.01 The Procurement Specialist will submit the reports listed below to the PIU.

(a) **A work plan** with detailed activities and timeline of respective procurement services will be prepared in consultation with the PC within five working days after the contract is signed; and

(b) **Progress reports b**ased on the work plan agreed with the PIU. The progress reports will contain, but not limited to, the list of activities planned for the reporting period, their progress toward the target, results of the activities.

DRAFT BUDGET
(USD)

Item	**CDB**	**UWI**	**Total**
A. CDB's Contribution:	30,000	-	30,000
B. Counterpart Contribution:	-	6,000	6,000
Total	**30,000**	**6,000**	**36,000**
Percentage	**83**	**17**	**100**

DRAFT TERMS OF REFERENCE
PROJECT STEERING COMMITTEE

1. The PSC is a sub-Committee of the University of the West Indies (UWI) Information and Communication Technology (ICT) Committee. The sub-Committee will include a representative of UWI Student Guild and Faculty and shall have responsibility for the coordination and overall guidance of the Project. Its Chairperson will be the Pro Vice-Chancellor, Global Affairs, with UWI CIO serving as deputy chairperson, who will assume responsibility in the absence of the Chairperson. The Project Coordinator, Project Administrator, Procurement Officer and Change Management/Communications Officer of the Project Management Unit shall attend all PSC meetings, with the PC assuming the role of secretary. Other persons may be invited to participate in PSC meetings based on the subject matter being addressed. These special invitees will, however, not be authorised to vote.

2. In general, the PSC shall:

(a) provide overall operational guidance for project implementation to ensure that the project meets its objectives;

(b) approve the Annual Work Project and Budget submitted by the PC;

(c) approve all implementation and financial reports required by the respective loan agreements prior to their submission to UWI and CDB;

(d) provide assistance and guidance to the PC handling implementation and coordination problems brought to its attention; and

(e) monitor the efficiency and effectiveness of the resource allocation requirements for the project.

Technical Advisory Committee (TAC)

3. A TAC comprising the University CIO and the Registrar and Deputy-Principal of each campus, shall be established by UWI and shall, *inter alia*, provide technical advice on project implementation, address inter-campus coordination issues for the project activities and support the implementation of project activities at each campus. The TAC will advise the PC/PMU on the following:

(a) finalising of TOR for the engagement of consultants to undertake institutional strengthening activities;

(b) finalising of the technical components of Expressions of Interest and Requests for Proposals and Tender documents related to the institutional strengthening and Goods components of the project;

(c) monitoring and assessing the work of each institutional strengthening consultant and activities under the Goods component;

(d) Support the oversight and coordination of the activities to be done at each campus;

(e) organising and coordinating the various training activities/workshops under the Project;

(f) organising training programmes under the project, monitoring the progress of trainees and reviewing end-of-training reports before submission to the PC;

(g) follow-up of trained persons to determine the extent to which acquired knowledge and skills are being utilised in the system and actions to be taken, where necessary;

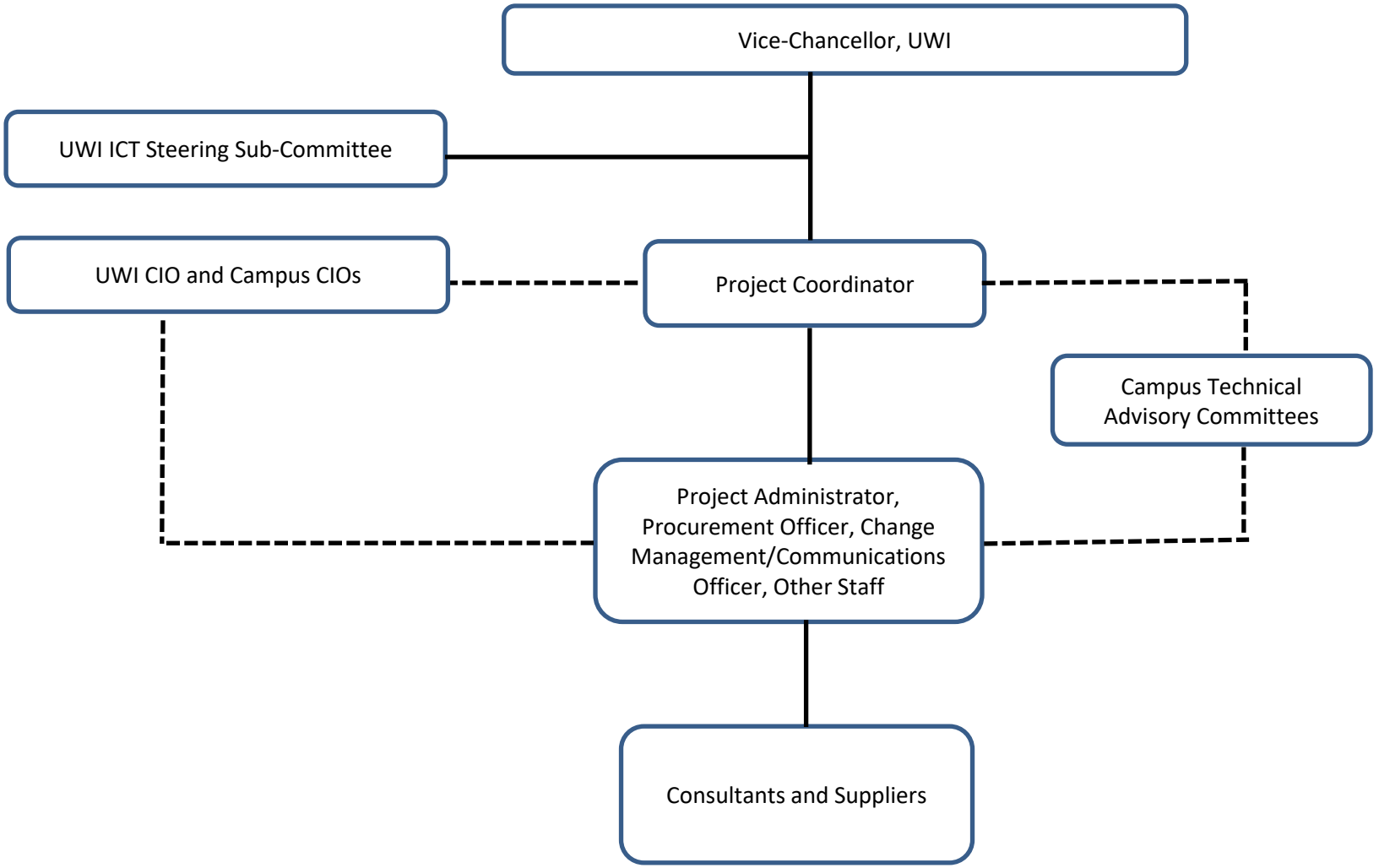
(h) technical inputs for reports for on the qualitative improvements and institutional strengthening components of the project, based on agreed outputs and outcome indicators, with recommendations for sustaining outcomes, where necessary;

(i) preparation of the completion report on the institutional strengthening and capacity building components of the project;

(j) preparation of the Project Completion Report (PCR) within six months after final disbursement on the project; and

4. The TAC may co-opt other technical officers to participate in/lead the activities outlined. Members shall also attend PSC meetings as needed and provide advice on other issues relating to the implementation of the institutional strengthening and capacity building components that may arise.

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT
PROJECT MANAGEMENT ORGANISATIONAL STRUCTURE



APPENDIX 6.4

APPENDIX 6.5

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE
UNIVERSITY INFORMATION AND COMMUNICATION TECHNOLOGY STEERING COMMITTEE

1. The University ICT Steering Committee is responsible for ensuring effective ICT governance and maximising value from ICT investments.

Membership

2. The membership of the University ICT Steering Committee comprises:

   (a) University Chief Information Officer (CIO) and Campus CIOs;
   (b) Chairs of Campus ICT Steering Committee;
   (c) Pro Vice-Chancellor (PVC), Board of Undergraduate Studies;
   (d) University Registrar;
   (e) University Bursar;
   (f) University Librarian;
   (g) PVC Planning/PVC Research / PVC Graduate Studies;
   (h) Chair Committee of Deans;
   (i) University Director Marketing & Communications;
   (j) University Archivist;
   (k) Director of Office of Online Learning;
   (l) Co-opted member.

Role of the Committee

3. The role of the committee is to make final decisions on university-wide ICT considerations in the areas of:

   (a) University ICT Strategy;
   (b) ICT Enterprise Architecture;
   (c) Enterprise Applications;
   (d) ICT Investments;
   (e) ICT Policy;
   (f) Project Selection and Prioritisation.

Purpose

4. The University ICT Steering Committee is responsible for ensuring effective ICT governance and maximising value from ICT investments.

APPENDIX 6.6

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT
IMPLEMENTATION SUPPORT STAFF SKILLS REQUIREMENTS

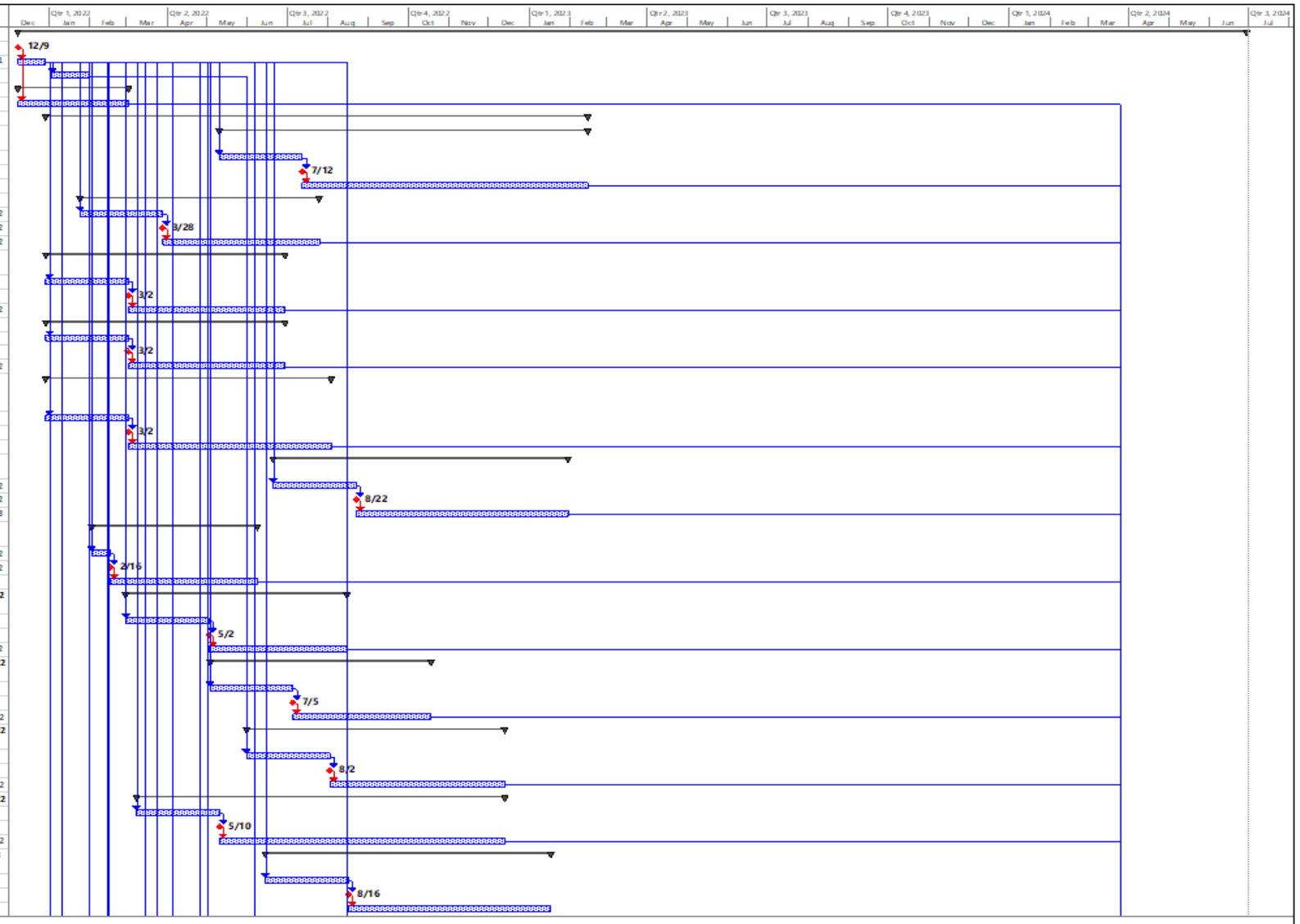
Time	Focus	Skills Needed	Resource Estimate
First 12 months	Support with satisfying conditions precedent	Legal Procurement	Supervision Coordinator – 3 Staff Weeks (SW) Legal counsel – 1 SW Procurement Specialist – 1 SW
	Project Launch Workshop	Legal Procurement Project Management Financial Management Technical- Education and Engineering Implementation Issues	Supervision Coordinator – 2 SW Legal Counsel – 1 SW Procurement Specialist – 1 SW Claims Disbursement Officer – 1 SW Operations Officer (Engineer) – 1 SW Operation Officer (Environment) – 1 SW Operation Officer (Social Analyst) 1 SW Operations Officer (Gender) 1SW Administrative Staff – 2 SW
	(a) Monitoring of Project Implementation and Results; (b) Contract management support finalisation of TORs, review of contract documents, evaluation of reports; (c) Review of monthly and quarterly reports; (d) Preparation of PSR;	Education Procurement Financial Management Legal Social	Supervision Coordinator – 4 SW Operations Officer (Engineer) 4SW Operations Officer (Analyst) 4 SW Claims Disbursement Officer – 1 SW Social Analyst – 1 SW Operations Officer (Gender) 1SW Legal Counsel –0.5 SW Operation Officer (Environment) – 1 SW
12 – 30 months	(a) Monitoring of Project Implementation, risks, and results; (b) Mid-term Evaluation; (c) Claims review and Disbursement.	Education Financial Management Legal Engineering Social	Supervision Coordinator – 3 SW p.a. Operations Officer (Engineer) 2 SW p.a. Operations Officer (Analyst) 1 SW p.a. Claims Disbursement Officer – 3 SW p.a. Social Analyst – 2 SW p.a. Operations Officer (Gender) 1 SW p.a. Operation Officer (Environment) – 2 SW p.a
	(a) Contract management support finalisation of TORs, review of contract documents, evaluation of reports; (b) Review of monthly and quarterly reports; (c) Preparation of PSRs; and (d) Supervision missions	Education Procurement Legal Engineering Social	Supervision Coordinator – 4 SW p.a. Legal Counsel – 1 SW p.a. Operations Officer (Engineer) – 3 SW p.a. Operations Officer (Analyst) – 3 SW p.a. Procurement Specialist – 1 SW p.a. Social Analyst – 2 SW p.a. Operations Officer (Gender) 3 SW p.a Operation Officer (Environment) – 2 SW p.a

APPENDIX 6.6

Time	Focus	Skills Needed	Resource Estimate
	Procurement support – prior reviews etc.	Procurement Education	Operations Officer (Engineer) – 2 SW p.a. Supervision Coordinator – 6 SW p.a. Procurement Specialist – 0.5 SW p.a.
	Monitoring of compliance with legal covenants	Education Legal	Supervision Coordinator – 1 SW p.a. Operations Officer (Engineer) – 1 SW p.a. Legal Counsel - 0.5 SW p.a. Operation Officer (Environment) – 2 SW p.a Social Analyst – 2 SW p.a Operations Officer (Gender) 1 SW p.a
	Preparation of PSR - annually	Education Engineering Financial Management	Operations Officer (Engineer) – 1 SW p.a. Supervision Coordinator – 1 SW p.a. Operations Officer (Analyst) – 1 SW p.a. Claims Disbursement Officer – 1 SW p.a. Divisional/Management Review - 2 SW
	Preparation of PCR and Exit Workshop	Education Legal Financial Management Procurement Engineering Social	Supervision Coordinator- 4 SW Operations Officer (Engineer) – 1 SW Operations Officer (Analyst) – 1 SW Administrative Officer – 2 SW Operation Officer (Environment) – 1 SW Social Analyst – 1 SW Operations Officer (Gender) 1 SW p.a

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT
IMPLEMENTATION SCHEDULE

ID	Task Name	Duration	Start	Finish
1	**UWI DIGITAL TRANSFORMATION STRATEGY**	**33.35 mo**	**Thu 12/9/21**	**Sun 6/30/24**
2	Board Approval	0 days	Thu 12/9/21	Thu 12/9/21
3	Signing of Loan Agreement	3 wks	Thu 12/9/21	Wed 12/29/21
4	Condition Precedent to First Disbursement met	4 wks	Tue 1/4/22	Mon 1/31/22
5	**Comp 1 - Project Preparation Assistance**	**3 mons**	**Thu 12/9/21**	**Wed 3/2/22**
6	Preparation of Information Communication Technology	12 wks	Thu 12/9/21	Wed 3/2/22
7	**Comp 2 - Goods**	**14.7 mo**	**Thu 12/30/21**	**Tue 2/14/23**
8	**Purchase of Customer Relationship Management System software**	**10 mons**	**Wed 5/11/22**	**Tue 2/14/23**
9	Procurement of Goods	9 wks	Wed 5/11/22	Tue 7/12/22
10	Sign Contract	0 days	Tue 7/12/22	Tue 7/12/22
11	Delivery Period, Installation, Testing and Acceptance	31 wks	Wed 7/13/22	Tue 2/14/23
12	**License for T&L web conferencing platform, anti-plagia**	**6.5 mon**	**Tue 1/25/22**	**Mon 7/25/22**
13	Procurment of Goods	9 wks	Tue 1/25/22	Mon 3/28/22
14	Sign Contract	0 days	Mon 3/28/22	Mon 3/28/22
15	Delivery Period, Installation, Testing and Acceptance	17 wks	Tue 3/29/22	Mon 7/25/22
16	**Examination Proctoring application acquired including training**	**6.5 mons**	**Thu 12/30/21**	**Wed 6/29/22**
17	Procurement of Goods	9 wks	Thu 12/30/21	Wed 3/2/22
18	Sign Contract	0 days	Wed 3/2/22	Wed 3/2/22
19	Delivery Period, Installation, Testing and Acceptance	17 wks	Thu 3/3/22	Wed 6/29/22
20	**IT Software and Hardware for students with special ne**	**6.5 mon**	**Thu 12/30/21**	**Wed 6/29/22**
21	Procurement of Goods	9 wks	Thu 12/30/21	Wed 3/2/22
22	Sign Contract	0 days	Wed 3/2/22	Wed 3/2/22
23	Delivery Period, Installation, Testing and Acceptance	17 wks	Thu 3/3/22	Wed 6/29/22
24	**(Mona) multimedia in Lecture Theatres/Teaching (30 rooms) upgraded, RHQ Core Audio Discussion System equipment upgraded - 2 Lots**	**7.75 mons**	**Thu 12/30/21**	**Wed 8/3/22**
25	Procurement of Goods	9 wks	Thu 12/30/21	Wed 3/2/22
26	Sign Contract	0 days	Wed 3/2/22	Wed 3/2/22
27	Delivery Period, Installation, Testing and Acceptance	22 wks	Thu 3/3/22	Wed 8/3/22
28	**(St Augustine) multimedia technology in Lecture Theatres/ classroom (24 rooms) upgraded**	**8 mons**	**Tue 6/21/22**	**Mon 1/30/23**
29	Procurement of Goods	9 wks	Tue 6/21/22	Mon 8/22/22
30	Sign Contract	0 days	Mon 8/22/22	Mon 8/22/22
31	Delivery Period, Installation, Testing and Acceptance	23 wks	Tue 8/23/22	Mon 1/30/23
32	**St Augustine - Replacement of out of warranty equipment in Data Centre and Enterprise Server**	**4.5 mons**	**Thu 2/3/22**	**Wed 6/8/22**
33	Procurment of Goods	2 wks	Thu 2/3/22	Wed 2/16/22
34	Sign Contract	0 days	Wed 2/16/22	Wed 2/16/22
35	Delivery Period, Installation, Testing and Acceptance	16 wks	Thu 2/17/22	Wed 6/8/22
36	**Cave Hill I- Upgrade of Fiber Network, core switches and data centre**	**6 mons**	**Tue 3/1/22**	**Mon 8/15/22**
37	Procurement of Goods	9 wks	Tue 3/1/22	Mon 5/2/22
38	Sign Contract	0 days	Mon 5/2/22	Mon 5/2/22
39	Delivery Period, Installation, Testing and Acceptance	15 wks	Tue 5/3/22	Mon 8/15/22
40	**Cave Hill - Unified communications technology infrastructure upgrade**	**6 mons**	**Wed 5/4/22**	**Tue 10/18/22**
41	Procurement of Goods	9 wks	Wed 5/4/22	Tue 7/5/22
42	Sign Contract	0 days	Tue 7/5/22	Tue 7/5/22
43	Delivery Period, Installation, Testing and Acceptance	15 wks	Wed 7/6/22	Tue 10/18/22
44	**Provision of modern, secure, state-of-the-art technology (hardware) - Mona Campus-4 Lots**	**7 mons**	**Wed 6/1/22**	**Tue 12/13/22**
45	Procurement of Goods	9 wks	Wed 6/1/22	Tue 8/2/22
46	Sign Contract	0 days	Tue 8/2/22	Tue 8/2/22
47	Delivery Period, Installation, Testing and Acceptance	19 wks	Wed 8/3/22	Tue 12/13/22
48	**Five Islands - Upgrade WiFi Infrastructure**	**10 mon**	**Wed 3/9/22**	**Tue 12/13/22**
49	Procurement of Goods	9 wks	Wed 3/9/22	Tue 5/10/22
50	Sign Contract	0 days	Tue 5/10/22	Tue 5/10/22
51	Delivery Period, Installation, Testing and Acceptance	31 wks	Wed 5/11/22	Tue 12/13/22
52	**Open Campus - Network Security and Server Infrastructure upgraded**	**7.75 mons**	**Wed 6/15/22**	**Tue 1/17/23**
53	Procurement of Goods	9 wks	Wed 6/15/22	Tue 8/16/22
54	Sign Contract	0 days	Tue 8/16/22	Tue 8/16/22
55	Delivery Period, Installation, Testing and Acceptance	22 wks	Wed 8/17/22	Tue 1/17/23



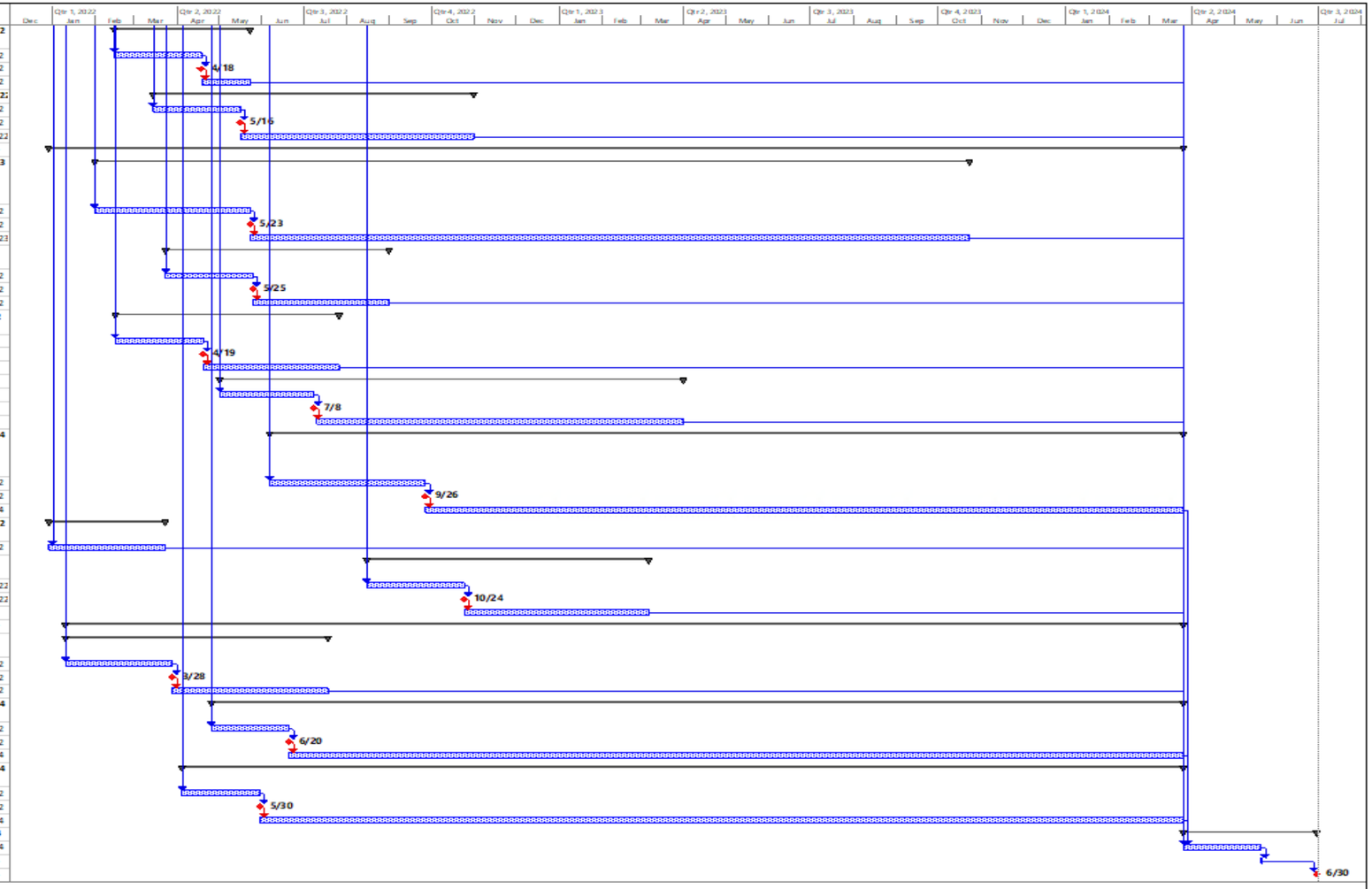
Project: UWI Digital Transforma
Date: Fri 10/29/21

Task | Split | Milestone | Summary | Project Summary | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | External Tasks | External Milestone | Deadline | Progress | Manual Progress

APPENDIX 6.7

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT
IMPLEMENTATION SCHEDULE

ID	Task Name	Duration	Start	Finish
56	**Campuses transitioned to cloud - Consolidate and integrate (One UWI approach)**	**3.5 mons**	**Tue 2/15/22**	**Mon 5/23/22**
57	Procurement of Goods	9 wks	Tue 2/15/22	Mon 4/18/22
58	Sign Contract	0 days	Mon 4/18/22	Mon 4/18/22
59	Delivery Period, Installation, Testing and Acceptance	5 wks	Tue 4/19/22	Mon 5/23/22
60	**Provision of a single service desk solution across the U**	**8.25 mo**	**Tue 3/15/22**	**Mon 10/31/22**
61	Procurement of Goods	9 wks	Tue 3/15/22	Mon 5/16/22
62	Sign Contract	0 days	Mon 5/16/22	Mon 5/16/22
63	Delivery Period, Installation, Testing and Acceptance	24 wks	Tue 5/17/22	Mon 10/31/22
64	**Comp 3 - Institutional Strengthening**	**29.15 mo**	**Thu 12/30/21**	**Mon 3/25/24**
65	**Consultancy to assist the UWI with harmonizing business processes and completing the roll out of a unified, seamless collaboration platform for staff and students (Microsoft Office 365)**	**22.5 mons**	**Tue 2/1/22**	**Mon 10/23/23**
66	Procurement of Consultant	16 wks	Tue 2/1/22	Mon 5/23/22
67	Sign Contract	0 days	Mon 5/23/22	Mon 5/23/22
68	Execution of Contract	74 wks	Tue 5/24/22	Mon 10/23/23
69	**Consultancy to assist UWI with Compilation of an inventory of ICT assets and conduct of a baseline ICT**	**5.75 mons**	**Thu 3/24/22**	**Wed 8/31/22**
70	Procurement of Consultant	9 wks	Thu 3/24/22	Wed 5/25/22
71	Sign Contract	0 days	Wed 5/25/22	Wed 5/25/22
72	Execution of Contract	14 wks	Thu 5/26/22	Wed 8/31/22
73	**Consultancy to assist UWI with the revitalization UWI's global web presence**	**5.75 mons**	**Wed 2/16/22**	**Tue 7/26/22**
74	Procurement of Consultant	9 wks	Wed 2/16/22	Tue 4/19/22
75	Sign Contract	0 days	Tue 4/19/22	Tue 4/19/22
76	Execution of Contract	14 wks	Wed 4/20/22	Tue 7/26/22
77	**Development of a course on Gender and Technology**	**12 mon**	**Mon 5/2/22**	**Fri 3/31/23**
78	Procurement of Consultant	10 wks	Mon 5/2/22	Fri 7/8/22
79	Sign Contract	0 days	Fri 7/8/22	Fri 7/8/22
80	Execution of Contract	38 wks	Mon 7/11/22	Fri 3/31/23
81	**Consultancy to assist The UWI with the conduct of a rights-based and intersectional gender analysis related to digital transformation in The UWI and development of Gender and Digital Technologies and**	**23.5 mons**	**Tue 6/7/22**	**Mon 3/25/24**
82	Procurement of Consultant	16 wks	Tue 6/7/22	Mon 9/26/22
83	Sign Contract	0 days	Mon 9/26/22	Mon 9/26/22
84	Execution of Contract	78 wks	Tue 9/27/22	Mon 3/25/24
85	**Strategic Development Plan and Business Plan for the UWI Global Campus**	**3 mons**	**Thu 12/30/21**	**Wed 3/23/22**
86	Execution of Contract	12 wks	Thu 12/30/21	Wed 3/23/22
87	**Consultancy to develop a Model Business Continuity Plan for The UWI**	**7.25 mons**	**Tue 8/16/22**	**Mon 3/6/23**
88	Procurement of Consultant	10 wks	Tue 8/16/22	Mon 10/24/22
89	Sign Contract	0 days	Mon 10/24/22	Mon 10/24/22
90	Execution of Contract	19 wks	Tue 10/25/22	Mon 3/6/23
91	**Component 4 - Capacity Building**	**28.75 mo**	**Tue 1/11/22**	**Mon 3/25/24**
92	**Consultancy for Training in collaboration platforms, Sharepoint and Google Analytics**	**6.75 mons**	**Tue 1/11/22**	**Mon 7/18/22**
93	Procurement of Consultant	11 wks	Tue 1/11/22	Mon 3/28/22
94	Sign Contract	0 days	Mon 3/28/22	Mon 3/28/22
95	Execution of Contract	16 wks	Tue 3/29/22	Mon 7/18/22
96	**Consultancy for Training in cyber security for Students and Staff**	**25 mons**	**Tue 4/26/22**	**Mon 3/25/24**
97	Procurement of Consultant	8 wks	Tue 4/26/22	Mon 6/20/22
98	Sign Contract	0 days	Mon 6/20/22	Mon 6/20/22
99	Execution of Contract	92 wks	Tue 6/21/22	Mon 3/25/24
100	**Consultancy for professional development training for faculty and staff**	**25.75 mons**	**Tue 4/5/22**	**Mon 3/25/24**
101	Procurement of Consultant	8 wks	Tue 4/5/22	Mon 5/30/22
102	Sign Contract	0 days	Mon 5/30/22	Mon 5/30/22
103	Execution of Contract	95 wks	Tue 5/31/22	Mon 3/25/24
104	**Project Closure**	**3.45 mo**	**Tue 3/26/24**	**Sun 6/30/24**
105	Project Completion Report	8 wks	Tue 3/26/24	Mon 5/20/24
106	Project Closing Workshop	1 day	Tue 5/21/24	Tue 5/21/24
107	Terminal Disbursement Date	0 days	Sun 6/30/24	Sun 6/30/24



Project: UWI Digital Transforma
Date: Fri 10/29/21

Task · Split · Milestone · Summary · Project Summary · Inactive Task · Inactive Milestone · Inactive Summary · Manual Task · Duration-only · Manual Summary Rollup · Manual Summary · Start-only · Finish-only · External Tasks · External Milestone · Deadline · Progress · Manual Progress

APPENDIX 6.8

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT
ESTIMATED QUARTERLY DISBURSEMENT SCHEDULE

Year	Quarter	OCR-USD	SDF 9	Finance Charges	Total	Cumulative
2022	2022 - Q1	526,906	151,114	33,561	711,581	711,581
	2022 - Q2	853,780	191,364	33,751	1,078,895	1,790,476
	2022 - Q3	1,148,133	280,422	33,753	1,462,308	3,252,784
	2022 - Q4	1,038,261	514,256	33,753	1,586,270	4,839,054
Sub-total		**3,567,080**	**1,137,156**	**134,818**	**4,839,054**	**4,839,054**
2023	2023 - Q1	141,740	506,759	33,562	682,061	5,521,115
	2023 - Q2	11,407	170,022	33,563	214,992	5,736,107
	2023 - Q3	11,407	170,022	33,563	214,992	5,951,099
	2023 - Q4	11,407	170,023	33,563	214,993	6,166,092
Sub-total		**175,961**	**1,016,826**	**134,251**	**1,327,038**	**6,166,092**
2024	2024 - Q1		23,908	-	23,908	6,190,000
Sub-total			**23,908**	**-**	**23,908**	**6,190,000**
Total		**3,743,041**	**2,177,890**	**269,069**	**6,190,000**	**6,190,000**

APPENDIX 6.9

PROCUREMENT PLAN

I. General

Project Information: [add to this section as necessary]

Country: Regional

Borrower: University of the West Indies (UWI)

Project Name: University of the West Indies Digital Transformation Project – Regional

Project Implementing Agency (PIA): : Office of the Vice-Chancellor (OVC), UWI

1. **Bank's Approval Date of the Procurement Plan** September 23, 2021

2. **Period Covered by This Procurement Plan:** December 31, 2023

II. Goods and Works and Non-Consulting Services

1. **Prior Review Threshold:** Procurement decision subject to Prior Review by the Bank as stated in the Procurement Procedures:

	Selection Method	Prior Review Threshold	Comments
1.	ICB (Goods)	>50,000	
2.	NCB (Goods)	10,000 – 500,000	
3.	LB (national or international) (Goods)	<10,000	

2. **Prequalification:** Not applicable.

3. **Reference to (if any) Project Operational/Procurement Manual**: Procurement Policy for Projects Financed by CDB 2019 and Procurement Procedures for Projects Financed by CDB 2021.

4. **Any Other Special Procurement Arrangements**: N/A

5. **Procurement Packages with Methods and Time Schedule:**

1	2	3	4	5	7	8	9
Ref No.	**Contract (Description)**	**Estimated Cost (USD)**	**Selection Method**	**Prequalifi-cation (Yes/No)**	**Review by Bank (Prior/ Post)**	**Expected Bid-Opening Date**	**Comments**
73619-G-1	Purchase of Customer Relationship Management System software	185,000	ICB	No	Prior	June 2022	
73619-G-10	Provision of modern, secure, state-of-the-art technology (hardware) - Mona Campus - 4 Lots	1,148,000	ICB	No	Prior	June 2022	
73619-G-11	Five Islands - Upgrade Wi-Fi Infrastructure	140,000	ICB	No	Prior	April 2022	
73619-G-12	Open Campus - Network Security and Server infrastructure upgraded	200,000	ICB	No	Prior	July 2022	
73619-G-13	Campuses transitioned to cloud - Consolidate and integrate (One UWI approach)	150,000	ICB	No	Prior	March 2022	
73619-G-14	Provision of a single service desk solution across UWI	150,000	ICB	No	Prior	April 2022	
73619-G-2	License for T&L web conferencing platform, anti-plagiarism	129,000	ICB	No	Prior	February 2022	
73619-G-3	Examination Proctoring application acquired including training	150,000	ICB	No	Prior	January 2022	
73619-G-4	IT Software and Hardware for students with special needs	40,000	NCB	No	Prior	May 2022	
73619-G-5	(Mona) Multimedia in Lecture Theatres/Teaching (30 rooms) upgraded and RHQ Core Audio Discussion System equipment upgraded	390,450	ICB	No	Prior	July 2022	
73619-G-6	(St Augustine) multimedia technology in Lecture Theatres/ classroom (24 rooms) upgraded	294,000	ICB	No	Prior	July 2022	
73619-G-7	St Augustine - Replacement of out of warranty equipment in Data Centre and Enterprise Server	750,000	ICB	No	Prior	January 2022	
73619-G-8	Cave Hill Campus - Upgrade of Fiber Network, Core Switches and Data Centre	55,000	NCB	No	Prior	March 2022	
73619-G-9	Cave Hill - Unified communications technology infrastructure upgrade	372,000	ICB	No	Prior	May 2022	

III. Consulting Services

1. **Prior Review Threshold:** Procurement decision subject to Prior Review by the Bank as stated in the Procurement Procedures:

	Selection Method	Prior Review Threshold	Comments
1.	Firms: QCBS	>60,000	
2.	Individual Consultant Selection	>20,000	
3.	CQS	>20,000	
4.	DS	>20,000	

2. **Short list comprising entirely of national consultants**: Short list of consultants for services, may comprise entirely of national consultants in accordance with the provisions of paragraph 6.17 of CDB Procurement Procedures for Projects Financed by CDB (2021)

3. **Reference to (if any) Project Operational/Procurement Manual**: Procurement Policy for Projects Financed by CDB 2019 and Procurement Procedures for Projects Financed by CDB 2021.

4. **Any Other Special Procurement Arrangements**: A Procurement Consultant will be engaged from CDB's Advisory Service Roster list to assist the PMU with procurement activities that are on the critical path.

5. **Procurement Packages with Selection Methods and Time Schedule:**

1	2	3	4	5	6	7
Ref No.	**Assignment (Description)**	**Estimated Cost (USD)**	**Selection Method**	**Review by Bank (Prior/Post)**	**Expected Proposal Submission Date**	**Comments**
73619-C-15	Consultancy to assist the UWI with harmonising business processes and completing the roll out of a unified, seamless collaboration platform for staff and students		QCBS	Prior	February 2022	
73619-C-17	Consultancy to assist UWI with Compilation of an inventory of ICT assets and conduct of a baseline ICT audit		CQS	Prior	April 2022	
73619-C-18	Consultancy to assist UWI with the revitalization UWI's global web presence		CQS	Prior	March 2022	
73619-C-19	Consultancy for Training in collaboration platforms, and website analytics		QCBS	Prior	January 2022	
73619-C-24	Strategic Development Plan and Business Plan for the UWI Global Campus		ICS	Prior	November 2021	
73619-C-25	Change Management/Communications Officer		ICS	Prior	November 2021	
73619-C-26	Project Administrator		ICS	Prior	November 2021	
73619-C-27	Procurement Officer		ICS	Prior	November 2021	
73619-C-30	Consultancy for Training in cyber security for Students and Staff		CQS	Prior	May 2022	
73619-C-31	Consultancy for professional development training for faculty and staff		CQS	Prior	April 2022	
73619-C-35	Consultancy to develop a Business Continuity/Disaster Recovery Plan for The UWI and the campuses		CQS	Prior	August 2022	
73619-C-36	Consultancy to assist The UWI with the conduct of a rights-based and intersectional gender analysis related to digital transformation in The UWI and development of Gender and Digital Technologies and ICTs toolkit		QCBS	Prior	June 2022	
73619-C-38	Procurement Consultant		DS	Prior	November 2021	

IV. Implementing Agency Procurement Capacity Building Activities with Time Schedule

1. A procurement e-learning module has been prepared by CDB's Procurement Policy Unit and is accessible online to all BMCs.
2. Project Launch Workshop: Completed in January 2021.

Summary of Proposed Procurement Arrangement

Project Components / Contracts	CDB ('000)						NBF ('000)		Total Cost ('000)
	CQS	ICB	ICS	NCB	QCBS	DS	Counterpart	Co-Financing	
Goods	-		-		-	-	-	-	
Provision of modern, secure, state-of-the-art technology (hardware) - Mona Campus - 4 Lots	-		-	-	-	-	-	-	
St Augustine - Replacement of out of warranty equipment in Data Centre and Enterprise Server	-		-	-	-	-	-	-	
(Mona) Multimedia in Lecture Theatres/Teaching (30 rooms) upgraded and RHQ Core Audio Discussion System equipment upgraded	-		-	-	-	-	-	-	
Cave Hill - Unified communications technology infrastructure upgrade	-		-	-	-	-	-	-	
(St Augustine) multimedia technology in Lecture Theatres/ classroom (24 rooms) upgraded	-		-	-	-	-	-	-	
Open Campus - Network Security and Server infrastructure upgraded	-		-	-	-	-	-	-	
Purchase of Customer Relationship	-		-	-	-	-	-	-	

Management System software									
Campuses transitioned to cloud - Consolidate and integrate (One UWI approach)	-		-	-	-	-	-	-	
Examination Proctoring application acquired including training	-		-	-	-	-	-	-	
Provision of a single service desk solution across the UWI	-		-	-	-	-	-	-	
Five Islands - Upgrade Wi-Fi Infrastructure	-		-	-	-	-	-	-	
License for T&L web conferencing platform, anti-plagiarism	-		-	-	-	-	-	-	
Cave Hill Campus - Upgrade of Fiber Network, Core Switches and Data Centre	-	-	-		-	-	-	-	
IT Software and Hardware for students with special needs	-	-	-		-	-	-	-	
Institutional Strengthening		**-**		**-**		**-**		**-**	
Consultancy to assist the UWI with harmonising business processes and completing the roll out of a unified, seamless collaboration platform for staff and students.	-	-	-	-		-		-	
Consultancy to assist The UWI with the conduct of a rights-based and intersectional gender analysis related to digital transformation in The UWI and development of Gender and Digital Technologies and ICTs toolkit.	-	-	-	-		-	-	-	
Strategic Development Plan and Business Plan for the UWI Global Campus	-	-		-	-	-		-	
Consultancy to develop a Business Continuity/Disaster Recovery Plan for		-	-	-	-	-	-	-	

The UWI and the campuses									
Consultancy to assist UWI with Compilation of an inventory of ICT assets and conduct of a baseline ICT audit		-	-	-	-	-		-	
Consultancy to assist UWI with the revitalisation UWI's global web presence		-	-	-	-	-		-	
Project Management	-	-		-	-		-	-	
Change Management/Communications Officer	-	-		-	-	-	-	-	
Procurement Officer	-	-		-	-	-	-	-	
Project Administrator	-	-		-	-	-	-	-	
Procurement Consultant	-	-	-	-	-		-	-	
Capacity Building		-	-	-		-		-	
Consultancy for professional development training for faculty and staff		-	-	-	-	-		-	
Consultancy for Training in collaboration platforms and website analytics	-	-	-	-		-	-	-	
Consultancy for Training in cyber security for Students and Staff		-	-	-	-	-		-	
Summary Costs								-	

Goods, Works and Non-Consultancy Services:

- NCB - National Competitive Bidding
- ICB - International Competitive Bidding
- RCB - Regional Competitive Bidding
- LB - Limited Bidding
- DS - Direct Selection
- FA - Force Account
- CP - Commercial Practices
- APA - Alternative Procurement Arrangements
- NBF - Non-Bank Financed
- Other

Consultancy Services:

- QCBS - Quality and Cost-Based Selection
- QBS - Quality-Based Selection
- FBS - Fixed Budget Selection
- LCS - Least-Cost Selection
- CQS - Consultants' Qualification Selection
- DS - Direct Selection
- CP - Commercial Practices
- APA - Alternative Procurement Arrangements
- ICS - Individual Consultants Selection
- NBF - Non-Bank Financed
- Other (as above)

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank’s Information Disclosure Policy.

APPENDIX 6.10

RESULTS MONITORING PLAN

Indicator	Baseline	Year 2023	Year 2024	Year 2025	Year 2026	Responsibility for Data Collection
1.1 Increase in enrolment (disaggregated by sex and disability). (%)	50,120	51,750	52,780	54, 360	56,000	UWI Council Report
1.2 Services fully accessible in the cloud using One-way approach (single, consolidated, integrated instance) (#)	0		1	3	4	UWI Council Report
1.3 Staff and students of UWI having at least one weekly collaboration event on the collaborative platform, especially between staff and students (disaggregated by sex) (%)	10	30	50	70	90	Staff surveys Student surveys
1.4 Overall student satisfaction with their learning experience at UWI disaggregated by sex) (%)	39	45	50	55	60	Student satisfaction surveys
1.5 Recommendations of gender analysis of digital transformation in UWI adopted by UWI Council (Yes/No)	No	-	Yes	-	-	UWI Council Report

Indicator	Baseline	Year 2022	Year 2023	Year 2024	Responsibility for Data Collection
1.1 Customer Relationship Management System (CRM) implemented. (No/Yes)	No		Yes		PC
1.2 Technology hardware upgraded/installed. (No/Yes)	No		Yes		PC
1.3. Learning Management platform upgraded. (No/Yes)	No	Yes			PC
1.4 Online examination proctoring application implemented. (No/Yes)	No	Yes			PC
1.5 IT platform for students with special needs implemented (No/Yes)	No	Yes			PC
1.6 Multimedia in teaching/meeting spaces/rooms upgraded (Mona and St. Augustine campuses) (#)	0;	40	52		PC
2.1 Services to the cloud consolidate and integrated platform migrated. (No/Yes)	No	-	Yes		PC
2.2 Dedicated Service Desk implemented. (No/Yes)	No	-	Yes		PC

Indicator	Baseline	Year 2022	Year 2023	Year 2024	Responsibility for Data Collection
2.3 Public facing websites of UWI re-designed. (No/Yes)	No	-	Yes		PC
2.4 Website inventory and assessment completed. (No/Yes)	No	Yes			PC
2.5 Campus Microsoft Office 365 tenants merged into a single UWI tenant.	No	Yes			PC
2.6 Records Management tool at one Campus records programme and Archives in the Vice Chancellery piloted. (No/Yes)	No	-	Yes		PC
2.7 Gender Analysis of UWI digital transformation completed. (No/Yes)	No	Yes			PC
2.8 The Global Campus Strategic Development Plan and Business Plan prepared. (No/Yes)	No	Yes			PC
2.9 Course on Gender and Technology developed. (No/Yes)	No	-	Yes		PC
2.10 BCP for UWI completed. (No/Yes)	No	-	Yes		PC
3.1 UWI Campus CIOs and technical personnel trained in Cybersecurity tools and systems (disaggregated by sex) (#)	0	-	12		PC
3.2 UWI students trained in gender-responsive cybersecurity awareness (disaggregated by sex) (#)	0	10,000	20,000	30,000	PC
3.3 UWI staff trained in gender-responsive cyber-security awareness (disaggregated by sex) (#)	0	3,000	6,000	10,000	PC
3.4 UWI staff trained in Gender and Technology (disaggregated by sex) (#)	0	-	500	100	PC
3.5 UWI IT staff trained in website analytics (disaggregated by sex) (#)	0	12			PC
3.6. Faculty and staff of UWI trained in inclusive and gender responsive online pedagogy (disaggregated by sex) (#)	0	500	500	500	PC
3.7 IT personnel/staff trained in collaboration platforms (disaggregated by sex) (#)	0	12			PC

APPENDIX 6.11

REPORTING REQUIREMENTS

No.	Report	Time of Submission
1.	Monthly Progress Report on implementation for each sub-project - prepared by the PC.	Within three weeks after the end of each calendar month until construction is completed, commencing one month after the start date as defined in the construction contract.
2.	Quarterly Report on overall implementation status of the Project (including progress on each Project component) prepared by PC. This report shall include the Quarterly Report on Investment Costs, updates on Procurement Plan or Implementation Schedule as required.	Within six weeks of the end of each quarter; commencing the end of the first full quarter following the Project Launch and continuing until submission of the Project Completion Report.
3.	Tender Evaluation Report prepared by PC/PO.	Within four weeks of the closing date for the tender package.
4.	Evaluation reports (as required by the type of procurement) for consultancy assignments – prepared by PC/PO with support from other members of the PCU and evaluation teams.	Within four weeks of the opening of proposals.
5.	Annual Report on outcome indicators being monitored.	Within two months after the end of each academic year.
6.	Project Completion Report prepared by PC.	Within three months after the completion of the last component of the project to be implemented.
7.	Annual Maintenance Plan update to be submitted by UWI.	By March 30 of each year commencing 2022.
8.	Annual Procurement Plan Update by PC	By June 30 each year commencing 2022.
9.	Minutes of PSC meetings	Within three weeks of the date of the meeting.
10.	CDB's Project Completion Report.	Within three months of receipt of the Completion Report at item 5 above.
11.	Annual Project Audit	By March 30 of each year commencing 2022
12.	UWI Annual Report on the Implementation of the Adopted Recommendations of the Chancellor's Commission	By June 30 each year commencing 2022
13.	Status Report on UWI Strategic Plan	By June 30 each year commencing 2022
14.	Audited Financial Statements, Audit Reports and accompanying Management Letter	No later than five months after the end of each financial year
15.	Reports on Monitoring Indicators for Financial and Operational Controls	No later than five months after the end of each financial year

APPENDIX 6.12

GUIDELINES FOR COMPLETION OF REPORT ON INVESTMENT COST OF PROJECT

Elements of Project	Expenditure for this Quarter	Cumulative Expenditure to Date	Projected Expenditure for the Quarter			Estimated Expenditure to Complete Project	Latest Estimate of Expenditure	Project Estimate as per Appraisal Report Expenditure	Variance Favorable/ (Adverse)	Comments/ Reasons for adverse Variance and Financing Proposals to Meet Cost Overrun
			Ending	Ending	Ending					
(1)	(2)	(3)	(4)	(4)	(4)	(5)	(6)	(7)	(8)	(9)
1. Goods										
2. Institutional Strengthening										
3. Capacity-building										
4. Project Management										
Base Cost										
5. Physical Contingency										
6. Price Contingency										
Total Cost before Finance Charges										
7. IDI/Finance Charges										
Total Project Cost										
Financing: **CDB Loan OCR** **CDB Loan SFR** **UWI** **TOTAL**										

1. Elements of Project: The elements of the project as outlined in the Appraisal Report must be recorded in this column. If it becomes necessary to further sub-divide the main elements of the project, then the sub-elements should be grouped to facilitate the determination of the expenditure related to the main elements identified in the Appraisal Report.

2. Expenditure for this Quarter: The expenditure incurred in the quarter to which the report relates in respect of each element of the project must be recorded in this column.

3. Cumulative Expenditure to Date: The expenditure incurred in respect of each element of the project from the commencement of the project to the end of the quarter to which the report relates must be recorded in this column.

4. Projected Expenditure for Quarter: An estimate of the expenditure to be incurred in each of the next three quarters must be recorded in the columns 4_1, 4_2, and 4_3.

5. Estimate of Expenditure to complete Project: This column should be completed only in respect of those elements of the project, construction/installation of which stretches beyond three quarters from the end of the quarter to which the report relates. Where a project extends over more than one year - four quarters - an estimate of the expenditure to be incurred in the period subsequent to the year must be recorded in this column.

6. Latest Estimate of Expenditure: The amounts to be recorded in this column should be derived by adding columns 3, 4_{123}, and 5. The amounts recorded in this column should be the best estimate of expenditure to be incurred in respect of each element of the project. These amounts may be less or greater than the appraised expenditure.

7. Project Estimates as per Appraisal Report: The estimate of expenditure to be incurred in respect of each element of the project, as outlined in the Appraisal Report, must be recorded in this column.

8. Variance: The difference between columns 6 and 7 must be recorded in this column. Where the amount in column 6 is less than that in column 7, there is a favourable variance result. An adverse variance results where the amount in column 6 is greater than that in column 7.

9. Comments: An explanation should be given for each variance which is more than 10% of the project estimates as per Appraisal Report.