### Country: Trinidad and Tobago

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY**

### Reporting period: 2012-2016

### **I. EXECUTIVE SUMMARY**

UNDP Trinidad and Tobago has positioned itself as a valued partner in the country in the previous programming period (2012-2016). An external evaluation of the Country Programme conducted in 2015 confirmed the perceived value added of the Country Office (CO) to national development priorities through the provision of technical expertise, project assurance and programme management support. The relationships forged with the T&T government, civil society, donor agencies and academia has enabled UNDP to be viewed as a successful development partner with the solid technical capacity to effectively support the country in its pursuit of sustainable development.

The Country Programme was strategically linked to the pillars of the government’s policy manifesto “Prosperity for All” and their complementarity to the MDGS with the aims of supporting the visions and priorities of the Government of T&T while remaining aligned to its overarching global goals of meeting the MDGS by 2015. The CPD identified a focus on addressing the persistent inequality, structural challenges and inherent vulnerability of T&T. The specific approach utilised by the CO involved increased focus on its comparative advantage as an impartial partner employing inclusive, participatory and results based approach to its programming. This solidified its capacity to stand poised to function at a new level of effectiveness and related resource flows.

A consultation with government partners was held on the Country Programme Action Plan (CPAP), which was designed to attain government agreement on specific projects and programmes based on the CPD priorities. Though, the CPAP was never approved by the government, it catalyzed the request by the government to develop a joint UN programme focusing on, but not limited to data strengthening and poverty. The UNDP office has played a leading role in the development of this joint programming as well as other UN advocacy efforts.

The new Country Office leadership which assumed office in 2013 also led the development of a UN Development Assistance Framework (UNDAF) in collaboration with the Ministry of Planning. This provided the framework support to UN assistance, increased coordination among UN agencies and strengthened government partnership. The UNDAF was approved by the Cabinet with a designated monetary allocation. This also led to the appointment of a local Assistant Resident Representative, who was familiar with the country’s context and had credibility with key national partners, as well as capable, dedicated programme and operational staff further to further support the achievement of significant outcomes.

The UNDP CO’s designation as a Net Contributing Country Status (NCC) in January 2008 requires the CO to obtain government financial support for the office and its programming. This has meant increased focus on value-added efforts and partnership building in order to build trust and facilitate effective collaboration as core elements of successful UNDP programming and success in an NCC context.

The CO has contributed to positive change in all outcome areas and alignment to the government priorities. The CO has contributed to building capacity for Poverty Eradication and Social Justice (Pillar 2), specifically through the T&T Human Development Atlas; the Arima Poverty Profile with the spatial distribution mapping, integrating GIS for social sector distribution of services to clients and technical support to the Survey of Living Conditions and the Primary Health Care project. Capacity building for support to Environmental management Issues (Pillar 5) has been enhanced through GEF funded environmental management projects, which have high level policy focus. These have been reinforced by strategic partnerships in Capacity Building for Disaster Risk Management Strengthening of Early Warning Systems and Public Education and critical facilities mapping within communities with use of GIS; Strategic partnerships with USAID has also enabled the CO to contribute to Human Security (National and Personal Security (Pillar 3). The support for enhanced Governance has also achieved critical relevant outcomes, which has raised the profile of the CO at the highest levels. These achievements have the potential to have long-term positive impact across the key outcome areas because of their strategic nature. This is exemplified in high-profile projects such as the new Strategic Plan for Parliament, Public Procurement reform and Juvenile Court Project.

Programme support to the poverty reduction included two main project areas. The first comprised the reduction of poverty through strengthening primary health care, particularly in rural health care centers. UNDP provided support to this area in light of the country’s challenge of the dearth in health care professionals. It enhanced the delivery of health care by improving the level of service delivery to rural communities which was consistent with the government’s medium-term health care goals as laid out in its Medium-Term Policy Framework and its priority of increasing access of the poor and marginalised to essential social services. The second comprised the Arima Poverty Profile Pilot which provided a poverty profile at the community level enabling the provision of data that would inform policies and the targeted allocation of resources.

The CO also contributed to enhancing sustainable development and environmental management through the following projects that were evaluated: a) the CO2 Protocol project which succeeded in establishing a Carbon reduction policy and strategy(CRS); b) a HyrdoCholorFlouroCarbon(HCFC) Phase out Management Plan(HPMP) which was developed for increased national ability to comply with international treaties, adapt to climate change and improve the capacity for policy and strategy development; and c) a disaster risk reduction, mitigation and response pilot which succeeded in developing an effective model to strengthen local level and community capacity in the area.

The inter-Ministerial committee chaired by the Permanent Secretary of the Ministry of National Security focused on the Disaster Risk Reduction Project was also a successful model of partnership with government to support national ownership and a stronger appreciation of UNDP’s value added. The framework also provided advocates for timely and adequate resource flows to the programme activities. The Disaster Risk Reduction project brought together the Office of Disaster Preparedness and Management (ODPM), the Ministry of National Security, other government agencies and community organisations to develop disaster risk management (DRM) strategies, policy and operations, as well as established a well-functioning DRM public education and early warning system.

The CO has also assisted in strengthening governance processes. In collaboration with the Parliament of T&T, with strong support from the Ministry of Planning, the CO was able to make strides in the area of democratic governance through the Strengthening of Parliament of T&T project. The implementation of a new Comprehensive Strategic Development Plan was developed under this project for the Parliament which increased UNDP’s visibility and legitimacy and provided significant intervention in the area of governance. Another major outcome was the strengthening of transparency affected by the new measures governing budget debates in parliament. Additionally, the CO also provided programmatic assistance in supporting the effective implementation of a public procurement reform agenda to improve transparency and accountability of government institutions in collaboration with the Ministry of Planning under UNDP’s Engagement Facility.

In the area of human security, UNDP provided technical support to the development of a Juvenile Court for T&T together with the judiciary of T&T and the United States Agency for International Development (USAID). Work in this programmatic area, has contributed to building an effective alternative to the justice system’s punitive approach, focusing on a restorative and rehabilitative approach when dealing with young offenders.

Support to significant policy dialogues has also raised the profile of the CO. The CO was able to facilitate and convene a series of policy dialogues on various national development issues (Development Dialogues); among them the development of municipal poverty profiles and research on suitable alternative methods for assessing development in high income countries such as the ‘Subjective Well-Being’ study which analyzed perspectives on progress and well-being related to the middle class.

The CPD evaluation concluded that the country programme is relevant to national development priorities and the CO’s performance has established a good foundation for development effectiveness and sustainability. There were excellent partnerships with government at the highest level with core ministries and this further solidifies the CO’s role as a key development partner in the country. Areas noted for further strengthening were gender mainstreaming, use of ICT to support building a knowledge intensive economy and outreach to Tobago, all of which will be integrated in a cross-cutting manner in the next country programme (2017-2021).

It was further noted that the CO, with the support of UNDP Headquarters and the Regional Office, has the capacity to capitalize on the gains realized through the outcomes of the CPD, and firmly establish itself as a valued partner of the Trinidad and Tobago Government, civil society and donor agencies, with the enhanced involvement of the private sector. This will provide the base for greater sustainability of outcomes and positive change, which will have a demonstrable impact on alignment with UNDP corporate goals and the well-being of the people of Trinidad and Tobago.

### **II: Country Programme Performance Summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Country information** | |  | | |
| **Country name: Trinidad and Tobago** | | | | |
| **Current country programme period: 2012-2016** | | | | |
| **Outcomes** | | **Total Expenditure 2012-2016** | **Key Indicators of outcome** | **Progress made against key indicators** |
| **1. By 2015, the country would have made progress in the formulation and application of targeted public policies to reduce poverty.** | | USD 3,140,737 | 1. *Number of policies and strategies designed to reduce poverty.* 2. *National capacity strengthened to obtain soci-economic statistics with a focus on poverty.* | * *Increased access to healthcare services for citizens of T&T, particularly at the rural community level.* * *Community level profile piloted be inform policies and assist with the efficient allocation of resources.* * *Human Development Atlas developed in collaboration with the Ministry of Planning.* |
| **UNDP Contribution:**  The CO has contributed to building capacity for Poverty Eradication and Social Justice (Pillar 2), specifically through the T&T Human Development Atlas; the Arima Poverty Profile with the spatial distribution mapping, integrating GIS for social sector distribution of services to clients and technical support to the Survey of Living Conditions and the Health project.  In the CP the CO’s sought: 1) to play a key leadership role in the implementation of the joint UN programmes on poverty alleviation (MDG 1) and social statistics to reduce poverty levels; 2) to contribute to the development of a national poverty reduction strategy; 3) to work with its government counterparts to develop policy; and 4) strengthen the private sector’s role in Corporate Social Responsibility to address the issues of poverty and the environment.  CP Outputs:  The indicative output(s) identified in the CP were: public policies and strategies designed for poverty reduction, SME development and Corporate Social Responsibility to target the poor; and tools and methodologies designed to measure socio economic statistics, incl. poverty.  Progress and Achievements:  UNDP’s support to the Ministry of Health, through the provision of International United Nations Volunteers (IUNVs) contributed to the adoption of a project geared towards reducing poverty through strengthened primary health care. The achievement of this programme involved increased access to healthcare services to citizens of Trinidad and Tobago, particularly those in the rural areas. Impressive achievement included the recruitment and placement of nineteen (19) IUNV doctors and one (1) IUNV health care officer.  The Arima Poverty Profile Pilot Project done with the Ministry of Social Development and Family Services was also successful in producing a poverty profile at the community level which would be able to inform policies and assist with the efficient allocation of resources to adequately meet the needs of the poor. This Project also assisted in the completion of GIS mapping including the determination of public and private sector service, programmes, infrastructure, facilities and amenities. The upscaling and replication of this pilot has the potential to transform the data gap and build capacity for effective poverty reduction strategies, policies and programmes. This study was conducted in collaboration with the 2014 National Survey of Living Standards to which UNDP provided technical assistance and which was central to the study’s effective implementation.  Together, with the Ministry of Planning, the CO also developed a Human Development Atlas which provides a useful product for national mapping of poverty and policy responses. | | | | |
| **2. By 2015, improved human security through implementation of evidence based policies, strategies and practical initiatives.** | USD 2,274,776 | | 1. *Number of recommendations to improve citizen security taking into account the relationship between citizen security, development and gender.* 2. *Number of policy recommendations to implement DRM framework* | 1. *Peer review of the Citizens Security project* 2. *Technical support to the establishment of a Juvenile Court Project.* |
| **UNDP Contribution:**  The UNDP contribution identified in the CP was to improve human security of the population through the development of policies, improved law enforcement, education reform, prisoner rehabilitation programmes and plans.  CP Outputs:  The indicative output(s) identified in the CP were: (a) strengthened strategic and coordination capacity in government Ministries to design effective measures to reduce crime; (b) improved coordination and disaster risk management capacity of the Office of Disaster Preparedness and management.  Progress and Achievements:  Strategic partnerships with USAID has also enabled the CO to contribute to Human Security (National and Personal Security (Pillar 3)  UNDP supported the a peer review of the Citizens Security Project which revealed significantly lower rates of some categories of crime in the communities involved.  UNDP also provided technical support to the Juvenile Court Project (JCP) for T&T enabled, through the funding by United States Agency for International Development (USAID) and execution by the Judiciary. This project enabled : a) the Identification of location for the Juvenile Court north facility; b) Development of Draft Juvenile Justice Case Flow; c) creation of initial draft Rules of Youth Court; d)development of a draft Juvenile and Family Court Bill; d) A Data collection tool which facilitates the capture of information from possible diversionary programmes; e) development of a preliminary issues paper on the framework for Juvenile Peer Resolution Centre; f)establishment of a sub-committee of key stakeholders for the Juvenile Peer Resolution Centre; g) and completion of numerous stakeholder consultation exercises. This project through its capacity building of key stakeholders and achievements is making a major contribution towards strengthening human security and enhanced governance. | | | | |
| **3. Increased environment sustainability to achieve sustainable development through environmental management, compliance with international treaties, adaptation to climate change, and improvement in capacity for policy and strategy development.** | USD 2,995,333 | | 1. *Number of contributions to effective measurable policy and strategic institutional frameworks that will lead to the reduction of CO2 and POPS in T&T and improved sustainable land management (SLM).* 2. *Number of contributions towards tourism development in Tobago through GEF/SGP.* | 1. *Disaster Risk Reduction project piloted* 2. *Development of a national CO2 reduction strategy* 3. *Development of a HydroChloroFluoroCarbon (HCFC) Phase-Out Management Plan (HPMP* |
| **UNDP Contribution:**  Capacity building for support to Environmental management Issues (Pillar 5) has been enhanced through GEF funded environmental management projects, which have high level policy focus. These have been reinforced by strategic partnerships in Capacity Building for Disaster Risk Management Strengthening of Early Warning Systems and Public Education and critical facilities mapping within communities with use of GIS.  CP Outputs:  The indicative output(s) identified in the CP were: (a) development of sustainable strategic and policy framework for SLM and for CO2 and POPS reduction; (b)development of National CSR policy; (c)strategy for phase out HCFCs; and (d)Small Grants Programme approved and implemented.  Progress and Achievements:  The Disaster Risk Reduction pilot project, proved to be a successful model for strengthening community and local government capacity to enhance mitigation and response at the community level, nationally. Key achievements under this project included: a) the successful alignment of the model with local disaster management structure. The physical establishment and outfitting of the Early Warning (EW) points was highlighted by the Cuban Mission as exceeding expectations for model replication (This component was particularly well received at all levels); b) the production and effective use of knowledge materials – In particular, toolkits which draw together the key materials developed, including context specific GIS and Early Warning training material, media items (posters, pictures, videos) and other reference materials; c) recommended Standard Operating Procedures (SOPs) and guidelines (aligned with existing structures) for RRMC and EWP operations produced; d) mainstreaming of GIS data collection and sharing practices with the national disaster office - local level data is collected and shared in a more standardized manner, and is able to support national level activities; e) increased RRMC ability to use GIS to create situational awareness during incident management – geo-locate incidents, conduct basic analysis and create visuals to inform planning; f) strengthened stakeholder relationships and improved quality of engagement between local and national levels, evidenced by increased frequency of communication, collaborative efforts in planning and joint actions taken; g)increased support for replication; and h)increased opportunities to explore and leverage and community participatory approaches.  Also, in the area of enhancing sustainable development and environmental management, UNDP provided strengthened support to the institutional capacity of the government for the development of a CO2 reduction strategy.  UNDP also contributed to the development of a HCFC-HPMP which was funded by the Montreal Protocol. Some key achievements included : a) the freezing of the HCFC national baseline from January 1, 2013; b) the establishment of an import quota system for HCFC for 12 eligible companies; c)the import of all assembled equipment using HCFCs was stopped as at January 1 2015; d)achievement of 10% reduction from national HCFC baseline as at January 1, 2015 and e) the signing of four of the five Memoranda of Agreement by the relevant Foam Manufacturers for the conversion of the foam manufacturing processes to utilise less ODS substances with one completing the conversion.  These achievements in the area of Environment have contributed to sound environmental management and disaster risk reduction and responses, which are central to the CPD outcomes, and UNDP Strategic Plan. More significantly, they are key to Trinidad and Tobago’s achieving all its priority goals including growth, poverty reduction and sustainable development.  The Small Grants Programme (SGP) continues to prove successful in working with civil society partners and building the capacity of more rural partners and Tobago partners in accessing grants, which is an essential dimension of sustainability. During the period under review the SGP successfully spearheaded a knowledge fair on the environment which was the first in the region.  The GEF supported programmes are significant for this vulnerable small island state and are well managed. While extensions have been required, the anticipated outcomes have been largely achieved and have potential long term impacts. | | | | |
| **4. By 2015, mechanisms are enhances for government institutions and processes to improve responsiveness and accountability to the general population through effective participation and dialogue involving all sectors of society.** | USD 2,359,862 | | 1. *Number of contributions to improved integrated broad-based public consultations into national development and legislative planning processes.* 2. *Number of contributions to enhance social dialogue and public consultation mechanisms.* | * *Public Procurement Reform Act* * *Strategic Development Plan for Parliament* |
| **UNDP Contribution:**  The UNDP contribution identified in the CP was to support the effective implementation of a Public Procurement Reform agenda, to improve transparency and accountability of government institutions and the effective participation and contribution of various stakeholders in developing policies and legislation.  CP Outputs:  The indicative output(s) identified in the CP were: (a) strengthening of RBM in Ministry of Local Government and Ministry of People and Social Development; (b) enhanced implementation capacity in Ministry of National Security; and (c) Institutional strengthening of T&T Parliament.  Progress and Achievements:  UNDP was able to achieve the completion of an internal control framework for public procurement and identify organisational arrangements and job design in Ministries that would be required to manage their entire procurement effort with the repeal of the Central Tenders Board Act. UNDP developed a Draft Model Handbook developed for customization by procuring entities. UNDP also facilitated draft regulations under the Public Procurement and Disposal of Property Act with a focus on bid challenges, supplier ineligibility and enforcement.  UNDP also increased awareness in procurement reform in all procuring entities and identified organisational arrangements and associated job design for the staff and management of the office of Procurement Regulations. The ministries’ focal points are awaiting next steps on implementation of the Public Procurement Reform Bill. These achievements reinforce the strengthening of accountability and transparency of governance systems in a holistic framework. The work done by UNDP under this project has been recognized and acknowledged in the Cabinet and Senate debates. There is scope for the scaling up of this initiative with the new Administration once the move to full proclamation of the Bill is signalled.    Building capacity of the first line public service managers through the seminar on Long-term Development Planning with the Permanent Secretaries and Deputy Permanent Secretaries was carried out and has been strategic in reinforcing the achievements made in strengthening good governance.    UNDP was also critical to the development of a Comprehensive Strategic Development Plan through the provision of its programming and technical expertise. This enabled the strengthening of the legislative branch and is indicative of UNDP’s intervention for better governance processes. UNDP also succeeed in :a) carrying out a workshop with Parliamentarians on the content of the Comprehensive Strategic Development Plan; b) identifying and in the process of implementing priority projects from the Strategic Development Plan identified and in process of being implemented; c) completing a baseline report on the functioning of Committees and the legislative functions in Parliament ; d) completing a comparative best practice research report on public hearings in Committees, procedures, and techniques; e) completing a final report on the implementation of a Legislative Information Management System (LIMS) ; f) completing and submitting constituency assessment relations report; g) the laying of a legislative proposal for the establishment of a general accounting unit to follow expenditures in the form of a draft Houses of Parliament Bill in the House of Representatives with funds being identified in October 2015 for the establishment of the unit. This project has positively affected results far beyond those envisaged in the CPD. The new standing orders already being implemented have meant that there is more transparency. Permanent Secretaries as well as Ministers will be required to report on expenditures in the House of Parliament as opposed to the past practice in which only Ministers answered questions in the House on matters of finance. Another major outcome was the strengthening of transparency affected by the new measures governing budget debates in parliament. A significant shift in the system is the proposal that MPs be full time rather than part time as presently obtains. The aforementioned underscores UNDP’s strategic efforts and contributions to democratic governance processes.  Summary of evaluation findings and lessons learned  Based on the CPD evaluation and individual project evaluations carried out, recommendations will be taken on-board and project re-adjusted (where applicable), piloted and/or replicated to accommodate the recommendations and increase the CO’s value added to the country’s development. UNDP has been strategic in its focus and programme implementation.  The achievements of the CO represent significant breakthroughs in the country’s development, which can be built upon. They have been reinforced by high level policy dialogues initiatives which enhanced UNDP’s profile and credibility.  Good governance, with transparency and accountability, has been recognized as key to realizing the MDGs and the SDGs. It is also a key to realizing UNDP strategic goals. Particularly in the context of Trinidad and Tobago with oil and natural gas resources, good governance has been a central aspect of UNDP’s support to the CO but has not previously received major government buy-in. The oversight responsibility of and resources managed by the Legislative Branch have grown significantly since independence. However, the laws and regulatory processes have remained relatively unchanged. Members of Parliament still are expected to hold their regular jobs and function part time as MPs. The oversight committees have therefore been unable to function effectively. The Parliament project has sought to strengthen the legislative oversight function and address the systemic weaknesses. It also includes strengthening government responsiveness to the constituents through effective use of IT mechanisms. This activity therefore represents a critical change project at several levels. The fact of government commitment and its outcomes so far represent a major success for the UNDP CO. The potential for sustainability and replication throughout the region is high and is already being indicated, with an emphasis of increased outreach to the Tobago House of Assembly.  UNDP’s support in the areas of readying both the procuring entities and the Office of the Procurement Regulator will go a  long way in strengthen Government’s architecture and efficiency in the implementation of procurement reform.  The role of this project in strengthening, transparency and accountability within government entities represents a solid entry point for UNDP. These initiatives are both fully in alignment with UNDP Strategic Plan.  The upscaling and replication of the Arima Poverty pilot and the Mayaro Disater Risk Reduction pilots also have the potential to transform the data gap that has undermined capacity for effective poverty reduction strategies policies and programmes and escalate efforts in Disaster Risk Reduction mitigation and adaptation. These outcomes therefore have major transformative potential. They also help strengthen the alignment with UNDP’s Strategic Plan and its overarching priority of Poverty Eradication and Sustainability.  In general the environment management programmes are well targeted and have potential for significant change impact. Youth remains a cornerstone for change and building human security and sustainability in Trinidad and Tobago and the Caribbean more generally. The Youth initiative represents a programme that is well targeted.  The CO has forged strong partnerships with government and civil society and has demonstrated flexibility in responding to changing circumstances. The CO will continue to build on its comparative advantage and through targeted and catalytic interventions, advance issues-based development programmes to help Trinidad and Tobago with the implementation of the 2030 development agenda and the achievement of the Sustainable Development Goals (SDGs). | | | | |

III. Country Programme Resources

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Focus Area** | **Programme Expenditure ($) 2012 – 2016** | | | **% of Total** |
|  | Regular (TRAC) | Other | Total |  |
| Poverty Eradication and Social Justice | 0 | 3,140,737 | 3,140,737 | 29.16% |
| National and Personal Security | 0 | 2,274,776 | 2,274,776 | 21.12% |
| Knowledge Intensive Economy including Environment Issues | 0 | 2,995,333 | 2,995,333 | 27.81% |
| Good Governance | 0 | 2,359,862 | 2,359,862 | 21.91% |
| Total | 0 | 10,770,708 | 10,770,708 | 100% |

|  |
| --- |
| **Data sources: (please indicate the main sources from which data were obtained for this report.)** |
| 1. Republic of Trinidad and Tobago and United Nations Country Team Trinidad and Tobago, **United Nations Development Assistance Framework: 2014-2015 Biennial Rolling Plan: Drilling Down Development in Trinidad and Tobago,** 2013 2. Trinidad and Tobago Budget Presentation October 2015 3. UNDP Trinidad and Tobago, **Office Programme Documents**: 4. Country Programme Document for Trinidad and Tobago 2012-2015 5. Country Programme Document for Trinidad and Tobago 2008-2011 6. Trinidad and Tobago – Integrated Work Plan 2013 7. Trinidad and Tobago – Integrated Work Plan 2015 8. Trinidad and Tobago ROAR 2012 9. Trinidad and Tobago ROAR 2014 10. Wiltshire, Rosina “UNDP Trinidad and Tobago CPD Evaluation Report 2012-2016” November 2015 |