

**Project Document**  
**United Nations Development Programme**



**Project Title** **Strengthening the Parliament of Trinidad and Tobago**

**UNDAF Outcome(s):** Outcome 1: Effective Public Participation in Governance Structures at all Levels

**Expected Country Programme Outcome(s):** Outcome 1: Governance structures and practices are more responsive  
 Outcome 2: Creating an enabling environment for sustainable development  
*(Those linked to the project and extracted from the CP)*

**Expected Output(s):** Comprehensive Strategic Development Plan of Parliament and multi-year progoc; Enhanced legislative function and outreach & communication; Completed legislative proposal and option papers for functional autonomy of parliament.  
*(Those that will result from the project)*

**Executing Partner:** Parliament of Trinidad & Tobago

**Responsible Parties:** Parliament, UNDP

**Brief Description**

This project aims to strengthen the parliament of Trinidad & Tobago in carrying out its core functions and responsibilities, based upon a comprehensive approach to parliamentary development.

The project will provide support to a new Comprehensive Strategic Development Plan of Parliament, and design a multi-year UNDP project document to support the implementation of the Strategic Plan. The project will launch a series of initiatives aimed at strengthening the legislative functioning of Parliament and enhance the outreach and communication of Parliament. The project will provide policy and legal guidance to the parliament leadership with a view to establish the functional autonomy of parliament. The project will also contribute to the regional networking of Parliament.

The project is organized on four strategy foundations: promoting national ownership in parliamentary development; incorporating of 'lessons learned' from other parliamentary development projects; knowledge building and knowledge transfer in order to enhance sustainability of the project outcomes; and working cooperatively with other partners.

Country Programme Period:	2012-2015	Total resources required	US\$ 432,066
Key Result Area (Strategic Plan)	Fostering Inclusive Participation	Total allocated resources:	US\$ 325,000
Atlas Award ID:	00077225	• Parliament of Trinidad & T.:	US\$ 225,000
Start date:	February 6, 2012	• UNDP Program Cost Sharing	US\$ 100,000
End Date:	November 31, 2013	Unfunded (funds to be mobilized):	US\$ 107,066
Management Arrangements	Co Support to National Execution		

Executing Agency: Wade Mark  
 Hon.. Wade Mark-Speaker of the House

Executing Agency: Timothy Hamel-Smith  
 Sen. the Hon. Timothy Hamel-Smith- President of the Senate

United Nations Development Programme  
 Dr. Marcia De Castro – Resident Representative

Date:

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## I. SITUATION ANALYSIS

### ***1.1. The Parliament of Trinidad and Tobago***

Trinidad and Tobago is a bicameral parliamentary democracy based on the Westminster model. The Constitution, which took effect at the time of independence in 1962, was revised in 1976 to provide for an elected president to serve as head of state and commander in chief, a function filled earlier by a governor general appointed by the British monarch. Under the Constitution, Trinidad and Tobago remains a member of the Commonwealth of Nations.

The executive authority of the State is vested in the President who is required to act on the advice of the Prime Minister, save in respect of certain appointments, in which the President is authorised to act in his absolute discretion or in consultation with certain persons. There shall be a Cabinet for Trinidad and Tobago which shall have the general direction and control of the government of Trinidad and Tobago and shall be collectively responsible therefor to Parliament. The members of the Cabinet, which is headed by the Prime Minister, are selected by the prime minister from among members of the House of Representatives and the Senate. The President shall appoint as Prime Minister a member of the House of Representatives who is the Leader in that House of the party which commands the support of the majority of members of that House. Members of the House of Representatives are those individuals who are successful in winning their seats at a General Election which is held every five years or earlier in certain defined circumstances. The President appoints the 31 senators who serve in the Senate of which (i) 16 Senators are appointed acting on the advice of the Prime Minister, (ii) 6 are appointed by the Leader of the Opposition and 9 are appointed by the President in his own discretion (also referred to as independent senators).

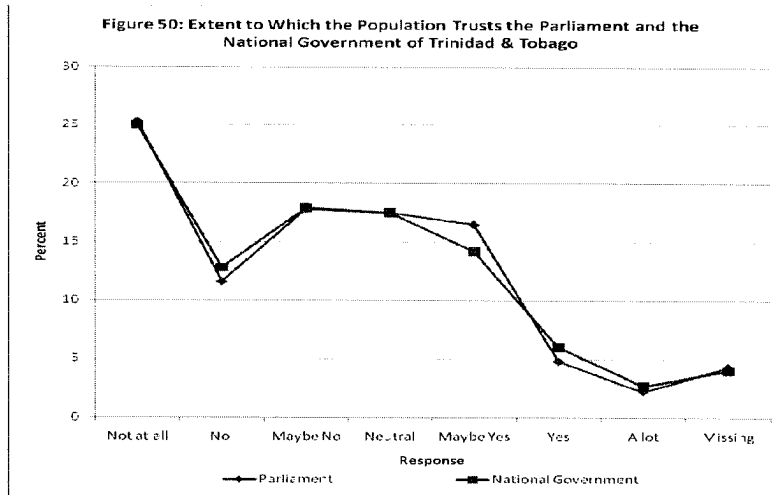
The President is elected by the Senate and House of Representatives to serve a five-year term as Head of State and Commander in Chief of the Armed Forces. He also has the authority to grant pardons under constitutional provisions. The President must be a citizen of Trinidad and Tobago, at least thirty-five years old, and a resident of the country for the preceding ten years. In case of incapacity, the President of the Senate, or failing him the Speaker of the House of Representatives, acts temporarily as President of the country.]

For the first time, in January/February 2010, the Latin American Public Opinion Project (LAPOP) Survey was undertaken in Trinidad and Tobago.<sup>1</sup> The survey, which sought to gather citizens' perceptions on issues related to democracy, public trust and confidence in institutions in a democratic environment, was conducted using a stratified random sample of 1,503 respondents and covered 188 Enumeration districts in Trinidad and Tobago.

Trinidad and Tobago has traditionally been one of those states which has shown consistent commitment to the values of democracy and can be seen as a example of a stable democratic state. The survey results clearly indicated that democracy is considered as the only legitimate form of government for Trinidad and Tobago and the existing constitutional mechanisms and procedures are generally accepted by the citizenry.

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<sup>1</sup> "The Political Culture of Democracy in Trinidad & Tobago: 2010"; by: Institute of International Relations, The University of the West Indies, St Augustine Campus Trinidad and Tobago; June 2010, 120 p., <http://www.vanderbilt.edu/lapop/trinidad-tobago/2010-political-culture.pdf>



However, the survey results indicated that the general population consider that there are deficiencies in the parliamentary system. 25% of the survey sample has indicated that they do not trust either system (parliament and national government) "at all". On average, less than 3% of the respondents indicated that they have the utmost trust in either the parliament or the national government.

As further detailed surveys and research have been announced by LAPOP, these preliminary results indicate the need for enhanced efforts by the parliament to reach out further to the general public, and for politicians to be accountable on the mandate entrusted to them through elections.

A questionnaire also has been developed based upon IPU's *Self-Assessment Toolkit for Parliaments* (2008), UNDP's *Strategy Note on Parliamentary Development* (2009) and the European Commission's *Reference Document on Strategies & Methodologies for working with Parliaments* (2010), while taking into account the specifics of the Trinidad & Tobago political and parliamentary context and the author's own experience working in other countries. The findings of the Questionnaire have been analyzed by the parliament's consultant from the Institute for Business in Port of Spain.

### **1.2. Review of strengths and weaknesses of parliament**

In well-functioning parliamentary systems, an efficient legislative process implies a strong role for parliamentary committees. Their power and influence on policies are reflected through their active role in all parliamentary activities, firstly in the legislative process. In functional parliamentary committees, discussions on proposed draft laws are carried out with the support of experts and with the input of relevant stakeholders and civil society.

There are challenges in relation to the functioning of Committees in the parliament of Trinidad & Tobago. The review of draft legislation is rather formal. This is due to insufficient professional, technical and financial resources to support Committees. The involvement of stakeholders in the legislative review process in Trinidad & Tobago is limited. There is a perceived lack of public interest in the work of parliament in general and of Committees in particular. Practice has shown that the inquiry process is not properly structured.

The oversight committees<sup>2</sup> are faced by a number of challenges, relevant to most Committees in the Parliament of Trinidad & Tobago.

There is only a small pool of parliamentarians from which to select Committee Members. The limited number of backbenchers to serve on Committees results in Ministers being appointed to serve on these Committees. As there are 56 spaces to be filled on the five Oversight Committees, there are only 33

<sup>2</sup> At present there are five Oversight Committees in Trinidad & Tobago: three Departmental Joint Select Committees and two Public Accounts Committees. Each Departmental Joint Select Committee has a membership of twelve (12) persons and each Public Accounts Committee has a membership of ten persons.

Members in the both Houses who do not hold Ministerial or other executive portfolios, excluding the Presiding Officers. As a result, Members of Parliament are serving on multiple Committees. An additional challenge is the large number of bodies/entities to be investigated: the Departmental JSCs each have an average of 50 entities under their purview and the Public Accounts Committees have a similar range.

It is also worth mentioning that apart from these oversight committees Members are also called to serve on sessional (domestic) committees and ad hoc committees to look at legislation. Within recent times the trend is to refer more bills, as well as legislative proposals for the consideration of committees of Parliament.

The position of a Member of Parliament of Trinidad & Tobago is not a full-time occupation. Non-Executive Members have other careers that often demand a greater portion of their time. As many as 38 Parliamentarians also have executive portfolios and 33 Parliamentarians are employed in the private sector.

#### **HOUSE OF REPRESENTATIVES**

No. of portfolioed Members	28	Ministers and Parliamentary Secretaries All at the Executive level
No. of non- portfolioed Members	14	Opposition Members, Government Backbenchers, Speaker of the House All employed in the private sector

#### **SENATE**

No. of portfolioed Members	10	Ministers and Parliamentary Secretaries All at the Executive level
No. of non-portfolioed Members	21	Opposition Members, Government Backbenchers, President of the Senate, Independent Senators All employed in the private sector

Moreover, Committees have large areas of responsibility. There are only three subject related committees, making it very hard for the members of the Committees to follow up on all subject matters under the responsibility of the ministries they are expected to oversee.

The Office of the Parliament has been strengthened by the parliament's previous Strategic Development Plan, and has now a clearly articulated mission, vision, values and organizational chart. Its general operational challenges are the increase in demands from members for a wide range of services, constraints on physical and human resources; restricted accommodation due to the Red House Restoration Project; demands of a growing Committee system; delays in the processes involved in improving the terms and conditions of service of key personnel; lack of resources for the digitalization of archived records and library materials; and insufficient storage systems for a growing Information and Technology infrastructure.

Of particular relevance is the well-established constituency support system in Trinidad & Tobago. Each MP is provided with an office and parliament covers the rent, staff and all utilities. Each day, approximately 420 persons support the effective functioning of the parliament of Trinidad & Tobago: 175 staff persons work in the parliament building in Port of Spain and 245 staff persons work in the constituencies.

As the assessment and formulation mission proceeded, the author took note of the strong commitment and vision of the Speaker of the House, the President of the Senate and the Clerk of House to improve the functioning of Parliament and to strengthen its role and influence. This vision has been reflected in an immediate commitment to finance the largest portion of the project budget.

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## II. STRATEGY

The current project “Strengthening the Parliament of Trinidad & Tobago” is based upon a solid strategy assessment and a number of strategic choices.

### **2.1. Mission**

Against this background, UNDP and the leadership of the House of Representatives and the Senate engaged in a first series of meetings in October 2010 to explore possibilities for an UNDP project with the Parliament of Trinidad & Tobago. In preparation for this project, UNDP Trinidad & Tobago asked the assistance of the Democratic Governance Group of UNDP New York for an assessment and formulation mission before the end of 2010. The mission has been conducted by Franklin De Vrieze, Programme Manager of UNDP’s Global Programme for Parliamentary Strengthening (GPPS).

As the mission took place at short notice and over a short period, from 5 to 8 December 2010, only a limited number of interviews could be conducted. Two extensive meetings with the Speaker of the House, the President of the Senate and the Clerk of the House have taken place. The sources of information for the mission were broadened with a series of in-person and phone consultations, literature review and a questionnaire for Members of Parliament (in annex).

### **2.2 In line with the Country Programme Document (CPD) and Government Manifesto ‘Prosperity for All’**

The current project wants to do enhance the public debate and the public input into the legislative work of the Parliament and encourage MPs and Parliament to enhance the in-person interaction with the electorate. In this way, programs will be implemented with the objective that the governance system will be increasingly willing to listen to their constituents and act responsibly.<sup>3</sup> The current project is strategically and thematically aligned with the Country Programme Document 2012 – 2015 (CPD) and its fourth outcome ‘Increased people’s participation in government institutions and processes for greater responsiveness and accountability to the needs of the population of Trinidad and Tobago’. The project’s activities are in direct support of the CPD’s objective of ‘strengthened transparency, consultation and participation mechanisms’ and contributing towards ‘constitutional and local government reform to strengthen inclusive and participative democratic governance.’

At the same time, the project speaks to the governance pillar “Good Governance –People Participation” is the People’s Partnership’s Manifesto ‘Prosperity for All’. In the manifesto, the focus is on 3 key elements for the purpose of ensuring transparency, accountability, participation and effective representation as essential principles of good governance. These are: strengthening existing institutions, enhancing democracy and strengthening execution and delivery capacity. Public participation is mentioned as an important aspect of governance. Public participation is thus a clear component of the project activities with the Parliament of Trinidad & Tobago.

### **2.3 Relevant policy frameworks**

In designing the current project document, the following policy framework documents have been taken into account:

- Millennium Development Goals: the MDG aspiration to seek inclusive political processes in which there would be full citizen participation.
- The United Nations Development Assistance Framework (UNDAF) 2008–2011 for Trinidad & Tobago, Outcome 1: Effective Public Participation in Governance Structures at all Levels.
- UNDP’s Strategy Note on Parliamentary Development (2009).
- Constitution of the Republic of Trinidad and Tobago

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<sup>3</sup> United Nations Development Assistance Framework (UNDAF) for Trinidad & Tobago, June 2007.

- Standing Orders (Rules of Procedure) of the House and the Senate of Trinidad & Tobago.<sup>4</sup>
- Report of the Standing Orders Committee of the House of Representatives (includes proposed revised Standing Orders), laid in the House of Representatives on 12 September 2007. This process is still under review.

## **2.4 Strategy Foundations**

While the overall objective of the project is to strengthen the functioning of the Parliament of Trinidad and Tobago, the design of the present project is organized on the following four strategy foundations: A. promoting national ownership in parliamentary development; B. incorporating of 'lessons learned' from other parliamentary development projects; C. knowledge building and knowledge transfer in order to enhance sustainability of the project outcomes; D. working cooperatively with other partners.

### *A. Promoting national ownership in parliamentary development*

National ownership of parliamentary development is an absolute prerequisite. The previous Strategic Plan for the Office of Parliament 2007-2010 was of high quality and the result of a widely consulted and inclusive process, with the office of Parliament in the lead role. The new Strategic Development Plan for Parliament should also be drafted in consultation with a multi-party and inclusive parliamentary steering group. The project document aims to develop options to establish a functioning parliamentary autonomy. A multi-party Commission for Institutional Autonomy will be created to guide this process and generate the political consensus required to ensure sustainability of the project across differences in governing coalitions.

### *B. Lessons learned*

The current project will bring on board a number of 'lessons learned', through expertise of consultants, knowledge materials, manuals and handbooks as well as the guidance of staff or former staff of the UNDP Democratic Governance Group.

The project design is also built upon 'lessons learned' from other programs implemented under the umbrella of the UNDP "Global Programme for Parliamentary Strengthening"; and will seek to receive further best practices guidance through AGORA, the new portal on parliamentary development.<sup>5</sup>

### *C. Knowledge building and knowledge transfer*

The project is based upon the input of a (limited) number of international advisors on parliamentary or legal issues, in addition to national staff. The international advisors will give guidance to project implementation, provide expertise in specific areas to parliamentarians and staff, draft knowledge products, concept notes, evaluation reports and recommendations. Highly prioritized capacity development through interactions between international advisors and T&T parliamentarians and senior staff should therefore be central to the operation of the project. The selection and the role of the advisors require careful and precise preparation and follow-up.

However, international support is unlikely, by itself, to provide the range of interventions required to build the capacity required without a strong management which is constantly directing and monitoring capacity transfer on a number of fronts. The project manager (UNV) will need to be in constant contact with the advisors, whether in-country or abroad, to be able to provide them with up-to-date assessments and requests in order to match the capacity gaps and the interventions as delivered by the project. The utilization of international and national democratic parliamentary or governance institutions can also substantially enhance the opportunities for knowledge building and knowledge transfer.

Though the project timeline is only two years, it is recognized that knowledge transfer will require more time. However, it is noted that the current project constitutes an initial project, to be followed by a larger, multi-year program to support the implementation of the new strategic development plan. Based upon the results of the current project, knowledge building and knowledge transfer will continue in the new project.

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<sup>4</sup> <http://tpparliament.org/publications.php?mid=66>

<sup>5</sup> <http://www.agora-parl.org>

#### *D. Working cooperatively with other partners*

It will be vital that multiplier effects are maximized through clear understanding of how the Parliament project relates to other donor and UN programme work, particularly in the Democratic Governance area in which the UN is already engaged, and to relevant projects in other agencies.

In this respect, it is worth noting that the European Commission is currently preparing a two year project in support of the parliament of Trinidad & Tobago, focussing on budget oversight and legislative drafting skills. The areas of intervention of the UNDP project are very complementary to the areas of intervention of the EC project. Early coordination and communication with the EC project team will be required.

Therefore, we propose that the EC team representative joins as an observer the Project Board of the UNDP Project; and we suggest as a matter of urgency that the UNDP Country Offices discusses with the EC Delegation the possibility for a reciprocal mechanism of UNDP's presence in the framework of the EC project with parliament.

#### **2.5 Strategic areas for intervention**

As noted, the project has been developed based upon consultations between October and December 2010, taking on board the guidance of the President of the Senate and the Speaker of the House, and the Clerk of Parliament. As a result, the following areas for intervention have been identified:

- Support to a new Comprehensive Strategic Development Plan of Parliament, and the design of a multi-year project document to support the implementation of the Strategic Plan
- Strengthening the Legislative Functioning of parliament
- Strengthening the Outreach and Communication of parliament
- Policy and legal guidance to establish the functional autonomy of parliament

Gender issues cut across all aspects of parliamentary business activity, in particular legislation and oversight.<sup>6</sup> The gender mainstreaming approach will be taken into account when implementing and evaluating the outputs and activities of the project. A gender marker will be used when evaluating the profile of participants and overall beneficiaries of the project activities.

#### **2.6 UNDP's Competitive Advantage**

UNDP believes that its unique ability to provide its client with Best Practice tools from its global knowledge network, its specialist support by more than 140 Country Offices as well as its world-class expertise in the area of parliamentary development makes it the leading provider of development solutions for institutional strengthening of parliamentary bodies. Furthermore, through its United Nations Volunteers (UNV) modality, UNDP is able to source highly-skilled professionals with a solidarity-driven commitment to global development at short notice. This provides the rationale for choosing a UNV specialist to be recruited as the Project Manager.

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<sup>6</sup> <http://www.agora-parl.org/node/1060> and <http://www.iKNOWPolitics.org>



### III. RESULTS AND RESOURCES FRAMEWORK

**Outcome as stated in Country Program RRF:** Governance structures are more responsive; Creating an enabling environment for sustainable development

**Outcome indicators as stated in the UNDP Country Program RRF, including baseline and targets:** *Baseline: Key elements (policy, institutional framework, public participation) for sustainable development weak. Indicators/Targets: Mechanisms for articulating sustainable development goals and fostering public participation exist and are functioning; Strategic implementation Plans to achieve outcomes*

**Applicable Key Result Area (from UNDP 2008-11 Strategic Plan):** Fostering Inclusive Participation

**Project title and ID (ATLAS Award ID):** Strengthening the parliament of Trinidad and Tobago, ATLAS Award ID TBD

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1:</b></p> <ul style="list-style-type: none"> <li>- Comprehensive Strategic Development Plan of Parliament, and a multi-year UNDP project document to support its implementation</li> </ul> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Previous strategic plan expired in September 2010; consultant Institute of Business is in the final stages of preparing a Strategic Plan (Administration) document for the period 2012 - 2015 ; The political dimension of Parliament is, however, not being addressed through this Plan.</li> </ul> <ul style="list-style-type: none"> <li>- Political will to strengthen parliament, but Multiparty Committee for the Strategic Plan not yet in place.</li> <li>- Capacity strengthening programs not yet connected to Strategic Planning at the <i>political level</i></li> <li>- UNDP interested in preparing multi-year project document to support the implementation of the Comprehensive Strategic Plan</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Multiparty Committee created</li> </ul>	<p><b>Year1:</b></p> <ul style="list-style-type: none"> <li>- Input new strategic direction</li> <li>- First Parliamentary Partnership Forum</li> <li>- Multiparty Committee created (headed by Speaker) with strategic development goals identified by Committee Members</li> <li>- Comprehensive Strategic Development Plan produced</li> </ul> <p><b>Year2:</b></p> <ul style="list-style-type: none"> <li>- Feed-back on operational requirements</li> <li>- Donor coordination framework</li> <li>- Draft UNDP's multi-year prodoc</li> <li>- Second Parliamentary Partnership Forum</li> </ul>	<p><b>1. Functional review</b></p> <p>UNDP's draft functional review report will be completed based upon findings of the December 2010 mission, responses to the MP's questionnaire (Febr. 2011) and relevant best practices.</p> <p><b>2. Comprehensive Strategic Development Plan</b></p> <p>2.1. Input on new strategic direction, based upon best practices from other parliamentary planning processes</p> <p>2.2. Feed—back on Strategic Plan operational requirements and its monitoring and evaluation approach</p> <p>2.3. Proposal for external stakeholders and donor coordination framework in support of Strategic Development Plan.</p> <p><b>3. UNDP's multi-year program</b></p> <p>3.1. Identify key outputs of the Strategic Plan for assistance by UNDP</p> <p>3.2. Discuss resources identification, management and human resources requirements</p> <p>3.3. Draft project document in consultation with parliament and potential international partners</p> <p>3.4. Start Parliamentary Partnership Forum</p>	<p>Activity 1: UNDP parliamentary advisor &amp; UNV Project Manager, Business (Parliament's Consultant)</p> <p>Activity 2: UNDP parliamentary advisor in response to parliament's business consultant and Clerk's requests</p> <p>Activity 3: UNDP parliamentary advisor &amp; UNV Project Manager</p>	<ul style="list-style-type: none"> <li>- Parl. Adv. SSA: 20,500</li> <li>- Parl. Adv. DSA: 9,300</li> <li>- UNV salary: 21,500</li> <li>- Travel: 4,000</li> <li>- Experts: 4,000</li> <li>- Workshop: 5,000</li> <li>- Other: 0</li> </ul> <p><b>Total: 64,300 USD</b></p>

<ul style="list-style-type: none"> <li>- Comprehensive Strategic Development Plan, papers on donor coordination framework and on Parliamentary Partnership Forums</li> <li>- Consultations with parliament's business consultant and clerk</li> <li>- UNDP Project Document on multi-year implementation for the roll-out and operationalisation of the Comprehensive Strategic Development Plan</li> <li>- Parliamentary Partnership Forum created</li> </ul>	<p><b>Year 1:</b></p> <ul style="list-style-type: none"> <li>- Baseline report</li> <li>- Comparative best practices report</li> <li>- Seminar Public Consultations and hearings</li> <li>- Pilot 2 public hearings by Select Committees on draft laws</li> <li>- Concept paper on post legislative scrutiny</li> <li>- Roundtable on oversight</li> <li>- Pilot post legislative scrutiny on 2 laws</li> <li>- Expert roster on external resources persons</li> <li>- Internship concept note, MoU and recruitment</li> <li>- Resources plan on external experts</li> <li>- Evaluation of library and research services &amp; policy</li> </ul> <p><b>Year 2:</b></p> <ul style="list-style-type: none"> <li>- Manual Public Hearings (Manual for Select Committees on Bills, including Public</li> </ul>	<p><b>1. Baseline report</b> on mandate and functioning of Committees in T&amp;T parliament and the legislative function in T&amp;T parliament</p> <p><b>2. Committee public hearings on draft legislation</b></p> <p>2.1. Comparative best practices research report on public hearings in committees, procedures and techniques</p> <p>2.2. Seminar "Public consultations, public hearings and the legislative function of parliaments: challenges for the period 2011-2014"</p> <p>2.3. Pilot public hearings – two per year on selected draft laws.</p> <p>2.4. Reports with lessons learned distributed among MPs and policy makers</p> <p>2.5. Prepare and disseminate among MPs and staff "How to conduct public hearings and consultations in the legislative process - A Manual for T&amp;T MPs"</p>	<p>Activity 1: UNDP parliamentary advisor</p> <p>Activity 2.1: UNDP parliamentary advisor</p> <p>Activity 2.2: UNDP parliamentary advisor &amp; UNV</p> <p>Activity 2.3: UNDP parliamentary advisor &amp; local legal consultant</p> <p>Activity 2.4: UNDP parliamentary advisor</p> <p>Activity 2.5: UNDP parliamentary advisor &amp; UNV</p> <p>Activity 3.1: UNDP parliamentary advisor</p> <p>Activity 3.2: UNDP parliamentary advisor &amp; UNV</p> <p>Activity 3.3: UNDP parliamentary advisor &amp; local legal consultant</p>	<ul style="list-style-type: none"> <li>▪ Parl. Adv. SSA: 28,000</li> <li>▪ Parl. Adv. DSA: 11,700</li> <li>▪ UNV salary: 26,500</li> <li>▪ Travel: 6,500</li> <li>▪ Experts: 30,500</li> <li>▪ Workshop: 4,000</li> <li>▪ Other: 2,000</li> <li><b>Total: 109,200 USD</b></li> </ul>
<ul style="list-style-type: none"> <li>- <b>Output 2:</b> Legislative functioning of parliament strengthened</li> <li>- <b>Baseline:</b> <ul style="list-style-type: none"> <li>- Legislative procedure is clear, quality staff services, but there are few opportunities for civil society, experts and stakeholders to provide input to review of draft legislation</li> <li>- There is no practice of post legislative scrutiny</li> <li>- Library and research services are insufficient and rarely used</li> <li>- Parliament has not yet worked with student-interns</li> <li>- Less than 5% of Bills are sent to Select Committees for detailed examination</li> </ul> </li> <li>- <b>Indicators:</b> <ul style="list-style-type: none"> <li>- Baseline report, comparative best practices report, lessons learned reports and Manual for MPs developed and available</li> <li>- Public hearings and implementation review hearings initiated as pilot project</li> <li>- Roundtable organized</li> <li>- Policy on parliamentary research</li> </ul> </li> </ul>				

<p>developed and agreed upon Interns contributing to functioning of parliament</p>	<ul style="list-style-type: none"> <li>- Hearings)</li> <li>- Pilot 2 public hearings</li> <li>- Decision on institutionalization public hearings</li> <li>- Paper prepared on the advantages of public hearings and submitted to Parliament)</li> <li>- Pilot post legislative scrutiny on 2 laws</li> <li>- Internship pilot phase, evaluation &amp; decision on institutionalization</li> </ul>	<p>oversight field visits: two per year on selected laws.</p> <p>3.4. Reports with lessons learned prepared and distributed among MPs and policy makers</p> <p><b>4. Library and research services</b></p> <p>4.1. External evaluation of parliamentary library and research services</p> <p>4.2. Draft policy on research and library services</p> <p>4.3. Identify needed additional books and periodicals to strengthen library as well as additional human resources/staff, research material</p> <p>4.4. Intensified cooperation w. university libraries</p> <p>4.5. Report and Recommendations on the strengthening of the library</p> <p><b>5. Expert roster external resource persons</b></p> <p>5.1. Identification of in-country experts relevant to policy areas and committee work</p> <p>5.2. Identification of international experts relevant to policy areas and committee work</p> <p>5.3. Resources plan where to engage in-country and international experts from roster.</p> <p><b>6. Internship program</b></p> <p>6.1. Concept note on internship discussed and approved</p> <p>6.2. Develop MOU with university; Recruit interns on a competitive and transparent basis</p> <p>6.3. Select Committee or Secretariat Departments for in pilot phase; work plans for interns; Proceed with pilot phase &amp; evaluation</p>	<p>Activity 3.4: UNDP parliamentary advisor &amp; UNV</p> <p>Activity 4: international evaluator</p> <p>Activity 5: UNV</p> <p>Activity 6: UNV</p>	
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<p><b>Output 3:</b> Outreach and communication of parliament strengthened</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Extensive constituency relations network with substantial number of offices, staff, budget; but staff has little training and constituency relations requests are not systematically tracked</li> <li>- Parliament has strong ICT communication tools; but has no comprehensive communications strategy and ad hoc interaction with journalists</li> <li>- Outreach events of parliament are not systematically developed</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Constituency relations model evaluated, best practices identified, strategy reviewed and Tracking Mechanism in place in order to enhance the delivery of services at the Constituency Office level</li> <li>- Communications strategy adopted, journalists briefed, MPs trained on media interviews, handbook distributed</li> <li>- Outreach 'galvanizing moments' implemented and recognized as such</li> </ul>	<p><b>Year 1:</b></p> <ul style="list-style-type: none"> <li>- Evaluation report constituency relations</li> <li>- Roundtable on const. rel.</li> <li>- Communications strategy</li> <li>- Survey of journalists</li> <li>- Week of Parliament Concept Note &amp; preparations</li> <li>- Parliament Day</li> <li>- National Youth Parliament (internship support)</li> <li>- Develop Outreach Programme focusing on the Youth</li> </ul> <p><b>Year 2:</b></p> <ul style="list-style-type: none"> <li>- Needs survey and training staff const. rel.</li> <li>- Review strategy const. rel.</li> <li>- Parliamentary Handbook on const. rel.</li> <li>- Training / briefing journalists</li> <li>- Interview training MPs</li> <li>- Parliamentary Handbook</li> <li>- First Week of Parliament</li> <li>- Parliament Day</li> <li>- National Youth Parliament (internship support)</li> <li>- Manual for the institutionalization of youth-focused public outreach</li> </ul>	<p><b>1. Constituency Relations</b></p> <p>1.1. Evaluation report on constituency relations model in T &amp; T: needs, results, challenges, legal framework and resources.</p> <p>1.2. Round table discussion on best practices and different models for constituency relations</p> <p>1.3. Needs survey of staff working at constituency relations offices</p> <p>1.4. Training for staff at offices</p> <p>1.5. Review of strategy on constituency relations and launch of Constituency Relations Tracking Mechanism</p> <p>1.6. Parliamentary Handbook on Constituency Relations and Representation</p> <p><b>2. Communication</b></p> <p>2.1. Communications strategy of parliament: review of current practices, roundtable discussions, drafting and adopting of strategy</p> <p>2.2. Survey of journalists on current interaction with parliament; summary note on findings &amp; recommendations</p> <p>2.3. Briefings and trainings to journalists on legislative procedures and parliamentary work plan</p> <p>2.4. Interview training for interested MPs</p> <p>2.5. Parliamentary Handbook on media relations and communications skills</p> <p><b>3. Outreach</b></p> <p>3.1. Week of Parliament: Concept Note; selection of time period, institutional partners, work plan, central message(s), media strategy; launch of one publication or policy initiative</p> <p>3.2. Parliament Day: visitors facilities broadly communicated</p> <p>3.3. National Youth Parliament (internship support) as an annual event</p>	<p>Activity 1.1; 1.2: UNDP parliamentary advisor</p> <p>Activity 1.3; 1.4: UNV</p> <p>Activity 1.5; 1.6: UNDP parliamentary advisor</p> <p>Activity 2.1: UNDP parliamentary advisor</p> <p>Activity 2.2: UNV</p> <p>Activity 2.3: UNV &amp; UNDP parliamentary advisor</p> <p>Activity 2.4: UNV</p> <p>Activity 2.5: UNDP parliamentary advisor</p> <p>Activity 3.1.: UNV &amp; UNDP parliamentary advisor</p> <p>Activity 3.2; 3.3: UNV</p>	<ul style="list-style-type: none"> <li>- Parl. Adv. SSA: 41,500</li> <li>- Parl. Adv. DSA: 14,600</li> <li>- UNV salary: 26,500</li> <li>- Travel: 7,000</li> <li>- Experts: 26,300</li> <li>- Workshop: 6,600</li> <li>- Other: 3,500</li> </ul> <p><b>Total: 126,000 USD</b></p>
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<p><b>Output 4:</b> Functional (administrative and financial autonomy) of parliament established</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Draft legislation and preliminary research of parliament staff available</li> <li>- Strong political support for functional (admin/financial) parliament autonomy; Concept Note approved by government</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Parliamentary and legal expert (legal drafting specialist) recruited as consultant</li> <li>- Baseline study and comparative research conducted</li> <li>- Multi-party Committee in regular interaction with consultant</li> <li>- Options on legislation and transition framework available.</li> </ul>	<p><b>Year1:</b></p> <ul style="list-style-type: none"> <li>- Recruitment of the parliamentary and legal expert</li> <li>- Baseline study</li> <li>- Comparative research</li> <li>- Stakeholder Committee</li> </ul> <p><b>Year2:</b></p> <ul style="list-style-type: none"> <li>- Parliament and expert round table</li> <li>- Development of options; discussion with committee</li> <li>- Final report and recommendations</li> </ul>	<p>3.4. Development of Manual for the institutionalization of youth-focused public outreach</p> <p>1. <b>Drafting ToR</b> of UNDP parliamentary and legal expert on parliament functional autonomy; recruitment of expert – consultant.</p> <p>2. Creation of <b>Stakeholder Committee (MPs, Senators, Staff)</b> for functional autonomy; expert provides <b>guidance to the Committee</b> on legal, constitutional and administrative requirements</p> <p>3. <b>Parliamentary Joint Select Committee</b> on functional parliament autonomy and separation of powers (= possibly CPA 2012 conference – TBD), with key experts from selected countries</p> <p>4. <b>Development of options</b> for legislations and transition framework for implementation, with impact assessment for each of the options; discussion with Committee</p> <p>5. <b>Final report</b> and legislative proposal of the expert</p>	<p>Activity 1: UNDP parliamentary advisor</p> <p>Activity 2, 3, 4: Legal consultant – expert</p> <p>Activity 5: Legal consultant – expert &amp; UNV</p> <p>Activity 6, 7: Legal consultant – expert</p>	<ul style="list-style-type: none"> <li>▪ Parl. Adv. SSA: 1,500</li> <li>▪ Parl. Adv. DSA: 0</li> <li>▪ UNV salary: 25,500</li> <li>▪ Travel: 5,000</li> <li>▪ Experts: 42,300</li> <li>▪ Workshop: 0</li> <li>▪ Other: 0</li> </ul> <p><b>Total: 74,300 USD</b></p>
<p><b>Output 5: M&amp;E</b></p> <p><i>Baseline:</i></p> <p><i>Indicators: compliance with monitoring, audit and evaluation guidelines UNDP Annual Output Target: audit and evaluation</i></p>	<p><b>Year1:</b> monitoring</p> <p><b>Year2:</b> audit and evaluation</p>	<p>1. project achieving results according to plan</p> <ul style="list-style-type: none"> <li>- quarterly reports</li> <li>- quarterly project board meetings</li> <li>- highlight reports</li> <li>- following up</li> </ul> <p>2. lessons learned</p> <ul style="list-style-type: none"> <li>- lessons learned</li> <li>- audit conducted</li> <li>- evaluators procured</li> <li>- evaluation done</li> </ul>	<p>UNV, UNDP Programme Officer</p> <p>UNV, Evaluator, Auditor, UNDP Programme Officer</p>	<p>Audit: US 5,000</p> <p>International Evaluator: US 25,000</p> <p><b>Total: 30,000</b></p>
<p>Subtotal</p>				<p>403,800 USD</p>
<p>Cost Recovery GMS 7%</p>				<p>28,266 USD</p>
<p><b>Total</b></p>				<p><b>432,066 USD</b></p>



## IV. ANNUAL WORK PLANS

Year: 2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
<b>Output 1:</b> A Comprehensive Strategic Development Plan of Parliament, and a multi-year UNDP project document to support its implementation  <b>Baseline:</b> - Previous strategic plan expired; consultant's preparation of new plan 2012 – 2015 in its final phase; the political dimension of Parliament is not addressed in this Plan. - Multi-party Committee for the Strategic Plan not yet in place. - Capacity programs not yet connected to Strat. Planning at the political level - UNDP interested to support the	1. <b>Functional review</b>					UNDP parliamentary advisor & UNV Project Manager (5 d. home based)	Parl. Advisor SSA	2,500
	2. <b>Strategic Development Plan</b> 2.1. Multiparty Committee 2.2. Feed-back on stakeholders analysis 2.3. Input on new strategic direction					UNDP parliamentary advisor (5 d.) & UNV Project Manager, in response to parliament's business consultant and Clerk's requests	Parl. Advisor SSA Parl. Advisor DSA Workshops Travel parl adv UNV	2,500 1,500 1,000 1,500 6,500
	3. <b>UNDP's multi-year program</b> 3.1. Identify key outputs of the Strategic Plan for assistance by UNDP					UNDP parliamentary advisor (3 d.) & UNV Project Manager	Parl. Advisor SSA Parl. Advisor DSA	1,500 900

<p>implementation of Strategic Plan through the preparation of a multi-year project document</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Multiparty Committee created</li> <li>- Comprehensive Strategic Development Plan</li> <li>- Papers on donor coordination</li> <li>- Functional review report, paper on Parl. Partnership Forums</li> <li>- Consultations with parliament's business consultant and clerk</li> <li>- Parliamentary Partnership Forum created</li> </ul> <p><i>Annual Output Target:</i></p> <ul style="list-style-type: none"> <li>- 1 report, 1 paper</li> <li>- Regular consultations</li> <li>- 1 meeting Parl. P. Forum</li> </ul>							<p>3.4.Start Parliamentary Partnership Forum</p>	<p>UNDP parliamentary advisor (3. d.) &amp; UNV</p>	<p>Parl. Advisor SSA Parl. Advisor DSA UNV Forum organiz.</p>	<p>1,500 900 5,000 1,500</p>
<p><b>Output 2:</b> Legislative functioning of parliament strengthened</p> <p><i>Baseline:</i> Legislative procedure is clear, but there are few opportunities for civil society, experts and stakeholders to provide input to review of draft legislation; lack of public interest in Committees There is no practice of post legislative scrutiny Parliament has not yet worked with student-interns</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Baseline report, comparative best practices report, lessons learned reports and Manual for</li> </ul>							<p>1.Baseline report on Committees and the legislative function in T&amp;T parliament (and drafting ToR experts Seminars)</p> <p>2. Committee public hearings on draft legislation 2.1. Comparative best practices report on public hearings 2.2. Seminar "Public consultations, public hearings, legislative function parliaments" 2.3. Two pilot public hearings on selected draft laws. Reports with lessons learned</p> <p>3. Implementation Legis. review 3.1. Concept Paper on post legislative scrutiny 3.2. Parliamentary and expert roundtable on oversight over the government. Case studies on post-legislative scrutiny</p>	<p>UNDP parliamentary advisor (7 d.)</p> <p>UNDP parliamentary advisor (home based 10 d.)</p> <p>UNDP parliamentary advisor (7 d.) &amp; UNV</p> <p>UNDP parliamentary advisor (3 d.) &amp; local legal consultant</p> <p>Parl. Legal expert (7 d. home based)</p> <p>UNDP parliamentary advisor (7 d.) &amp; UNV Project Manager</p>	<p>Parl. Advisor SSA Parl. Advisor DSA</p> <p>Parl. Advisor SSA Parl. Advisor DSA Local legal consul. UNV Experts seminar Travel expert Travel parl adv. Seminar</p> <p>Parl. Legal expert Travel legal expert Parl. Advisor SSA Parl. Advisor DSA Local legal consul.</p>	<p>3,500 2,100</p> <p>10,000 3,000 3,000 3,500 3,000 1,500 1,500 1,000</p> <p>3,500 1,000 5,000 3,000 3,000</p>



-	MPs developed and available Public hearings and implementation review hearings initiated as pilot project Roundtable organized and expert roster developed Interns contributing to functioning of parliament	3.3. Two pilot implementation review hearings and oversight field visits on selected laws.					UNDP parliamentary advisor (3 d.) & local legal consultant & UNV Project Manager	UNV Experts round table Travel experts rt Roundtable	3,000 4,000 1,500 1,000
-	Annual Output Target: 1 baseline report, 1 comparative best practices report, 1 lessons learned report 2 public hearings and 2 implementation review hearings 1 roundtable, 1 expert roster signed MoU and names of first group of interns	5. Expert roster 5.1. Identification of in-country experts relevant to policy areas and committee work 5.2. Identification of international experts relevant to policy areas and committee work 5.3. Development of resources plan where to engage					UNV UNV UNV UNV UNV UNV	UNV UNV	4,000
-	Output 3: Outreach and communication of parliament strengthened	6. Internship program 6.1. Concept note 6.2. MOU with university; selection interns					UNDP parliamentary advisor (15 days, of which 7 home based) UNDP parliamentary advisor (5 d.) UNDP parliamentary advisor (15 days, of which 7 home based)	Parl. Advisor SSA Parl. Advisor DSA Experts round tab. Travel experts rt Roundtable org. Travel parl adv	11,500 3,900 26,300 2,000 600 3,000
-	Baseline: Extensive constituency relations network, but little staff training, constituency relations requests not systematically tracked Strong ICT communication tools; but no comprehensive communications strategy, and ad hoc interaction with journalists Outreach not thoroughly developed	1. Constituency Relations 1.1. Evaluation report on constituency relations model in T & T. 1.2. Round table discussion on constituency relations					UNDP parliamentary advisor (15 days, of which 7 home based) UNV Project Manager	Parl. Advisor SSA Parl. Advisor DSA UNV	7,500 3,200 5,000
-	Indicators: Constituency model evaluated, best practices discussed Mechanisms in place in order to enhance the delivery of services	2. Communication 2.1. Communications strategy of parliament 2.2. Survey of journalists 3. Outreach 3.1. Week of Parliament: Concept Note; selection of time period					UNV Project Manager	UNV Event organization	5,000 5,000

<ul style="list-style-type: none"> <li>- at the Constituency Office level</li> <li>- Communications strategy adopted, journalists briefed</li> <li>- Outreach 'galvanizing moments' implemented and recognized as such</li> </ul> <p><b>Annual Output Target:</b></p> <ul style="list-style-type: none"> <li>- 1 evaluation report, 1 roundtable on const. rel.</li> <li>- 1 strategy, 1 survey</li> <li>- 1 event prepared, 2 events organized.</li> </ul>	<p>3.2. Parliament Day</p> <p>3.3. National Youth Parliament (internship support)</p>		<p>UNV Project Manager</p> <p>UNV Project Manager</p>		
<p><b>Output 4:</b></p> <p>Functional (administrative and financial) autonomy of parliament established</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- <i>Draft legislation and preliminary research available</i></li> <li>- <i>Strong political support for parliament autonomy; Concept Note approved by government</i></li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Expert conducts baseline study and comparative research</li> <li>- Parliamentary and legal expert (legal drafting specialist) recruited as consultant</li> <li>- Multiparty Committee in regular interaction with consultant</li> </ul> <p><b>Annual Output Target:</b></p> <ul style="list-style-type: none"> <li>- ToR; baseline study report, comparative research report</li> <li>- Meetings of Committees; consultations with expert</li> </ul>	<p>1. Drafting ToR of legal expert on parliament functional autonomy; recruitment of expert – consultant.</p> <p>2. Baseline study on parliament functional autonomy and separation of powers in T&amp;T</p> <p>3. Comparative research, models and best practices from selected countries, literature review</p> <p>4. Multiparty Committee</p>		<p>UNDP parliamentary advisor (3 d. home based) &amp; UNDP Country office</p> <p>Legal expert – consultant (6 d.)</p> <p>Legal expert – consultant (15 d. home based)</p> <p>Legal expert – consultant (10 d.) UNV Project Manager</p>	<p>Parl. Advisor SSA 1,500</p> <p>Legal consult. SSA 3,000 Legal consult. DSA 1,800 Legal cons. Travel 1,500</p> <p>Legal consult. SSA 7,500</p> <p>Legal consult. SSA 5,000 Legal consult. DSA 3,000 Legal cons. Travel 1,500 UNV 8,000</p>	

Output 5: Baseline: compliance with Indicators: monitoring, Annual Output Target: monitoring	1. project achieving results according to plan quarterly reports - quarterly project board meetings - highlight reports following up						Monitoring (Project Manager and Programme Officer)	UNV	196,200
TOTAL 2011 (without GMS)									

### Year: 2013

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
<b>Output 1:</b> A revised Strategic Development Plan of Parliament, and a multi-year UNDP project document to support its implementation  <b>Baseline:</b> <ul style="list-style-type: none"> <li>- Previous strategic plan expired; consultant prepares new plan.</li> <li>- Multi-party Committee for the Strategic Plan not yet in place.</li> <li>- Capacity programs not yet connected to Strat. Planning</li> <li>- UNDP interested to support the implementation of Strategic Plan</li> </ul> <b>Indicators:</b> <ul style="list-style-type: none"> <li>- <i>Feed-back on operational</i></li> </ul>	<b>2. Strategic Development Plan</b> 2.3. Feedback on Strategic Plan operational requirements and its monitoring and evaluation approach  2.4. Proposal for external stakeholders and donor coordination framework in support of Strategic Development Plan.					UNDP parliamentary advisor (7 d.) & UNV Project Manager in response to parliament's business consultant and Clerk's requests	Parl. Advisor SSA Parl. Advisor DSA Workshops UNV External expert Travel ext exp	3,500 2,100 1,000 6,500 4,000 1,500
<b>3. UNDP's multi-year program</b> 3.2. Discuss resources identification, management and human resources requirements  3.3. Draft project document in consultation with parliament and potential international partners					UNDP parliamentary advisor (15 d. of which 5 home based) & UNV Project Manager	Parl. Advisor SSA Parl. Advisor DSA Travel parl adv	7,500 3000 1,500	

<ul style="list-style-type: none"> <li>- requirements provided; proposal on coordination framework submitted</li> <li>- UNDP's project document consulted and finalized</li> <li>- Second Parl. Partn. Forum held</li> </ul> <p>Annual Output Target:</p> <ul style="list-style-type: none"> <li>- 1 concept note, 1 ProDoc</li> <li>- Regular consultations</li> <li>- 1 meeting Parl. Partnersh. Forum</li> </ul>	<p>3.4. Parliamentary Partnership Forum</p>		<p>UNDP parliamentary advisor (3 d.) &amp; UNV</p>	<p>Parl. Advisor SSA 1,500 Parl. Advisor DSA 900 UNV 5,000 Forum organiz. 1,500</p>	
<p><b>Output 2:</b> Legislative functioning of parliament strengthened</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Few opportunities for external input to review draft legislation, except pilot public hearings</li> <li>- There is no practice of post legislative scrutiny</li> <li>- Library and research services are insufficiently used</li> <li>- Parliament has not yet worked with student-interns</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Pilot project public hearings, implementation review hearings</li> <li>- Institutionalization of public hearings and implementation review hearings considered</li> <li>- Library services evaluated and new policy decided</li> <li>- Interns contributing to functioning of parliament</li> </ul> <p>Annual Output Target:</p>	<p><b>2. Committee public hearings on draft legislation</b></p> <p>2.3. Two pilot public hearings on selected draft laws. Reports with lessons learned</p> <p>2.4. Public hearings Manual for T&amp;T MPs</p> <p>2.5. Decide on institutionalization of public consultation and public hearing with regard to reviewing draft laws.</p> <p><b>3. Implementation of Legislation review</b></p> <p>3.3. Two pilot implementation review hearings and oversight field visits on selected laws.</p> <p>3.4. Decide on institutionalization of hearings and oversight field visits for reviewing implementation of laws</p> <p><b>4. Library and research services</b></p> <p>4.1. Evaluation of library and research services</p> <p>4.2. Draft policy on research and library services</p> <p>4.3. Identify needed additional books and periodicals</p>		<p>UNV &amp; local legal consultant</p> <p>UNDP parliamentary advisor (10 days, of which 7 home based)</p> <p>UNDP parliamentary advisor (3 d.) &amp; UNV</p> <p>UNDP parliamentary advisor (3 d.) &amp; UNV</p> <p>UNDP parliamentary advisor (3 d.) &amp; UNV</p> <p>External evaluator</p> <p>External evaluator</p> <p>External evaluator</p>	<p>Parl. Advisor SSA 6,500 Parl. Advisor DSA 1,800 UNV 3,500 Local legal consul. 3,000 Printing 2,000</p> <p>Parl. Advisor SSA 3,000 Parl. Advisor DSA 1,800 Local legal consul. 3,000 UNV 3,000</p> <p>External evaluator 8,000 Travel evaluator 1,500</p>	

<ul style="list-style-type: none"> <li>- 2 public hearings and 2 implementation review hearings</li> <li>- Decision on institutionalization</li> <li>- 1 evaluation report and 1 policy document on library</li> <li>- Students recognized after successful internship</li> </ul>	<p>4.4. Explore cooperation with university libraries</p> <p><b>6. Internship program</b></p> <p>6.3. Select Committee or Departments; work plans; pilot phase, evaluation.</p> <p>6.4. Decide on institutionalization of internship</p>		<p>External evaluator</p> <p>UNV</p> <p>UNV</p> <p>UNV</p>		<p>UNV</p> <p>Small remuneration for 8 interns</p> <p>8,000</p> <p>2,000</p>	
<p><b>Output 3:</b></p> <p>Outreach and communication of parliament strengthened</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Extensive constituency relations network evaluated</li> <li>- Strong ICT communication tools; and communications strategy adopted, but ad hoc interaction with journalists</li> <li>- Outreach events of parliament are not systematically developed</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Constituency offices staff needs known and related training foreseen</li> <li>- Handbook on const. rel. &amp; media rel. published</li> <li>- Outreach events organized</li> </ul> <p><i>Annual Output Target:</i></p> <ul style="list-style-type: none"> <li>- 1 needs survey report, 2 handbooks</li> <li>- 2 trainings (staff &amp; MPs)</li> <li>- 3 outreach events</li> </ul>	<p><b>1. Constituency Relations</b></p> <p>1.3. Needs survey of staff working at constituency relations offices</p> <p>1.4. Training for staff at offices</p> <p>1.5. Review strategy and launch of Constituency Relations Tracking Mechanism</p> <p>1.6. Parliamentary Handbook on Constituency Relations and Representation</p> <p><b>2. Communication</b></p> <p>2.3. Briefings and trainings to journalists</p> <p>2.4. Interview training for interested MPs</p> <p>2.5. Parliamentary Handbook on media relations and communications skills</p> <p><b>3. Outreach</b></p> <p>3.1. Week of Parliament: institutional partners, work plan, central message(s), media coverage strategy</p> <p>3.2. Parliament Day</p> <p>3.3. National Youth Parliament (internship support)</p>		<p>UNV</p> <p>UNDP parliamentary advisor (5 d.)</p> <p>UNDP parliamentary advisor (15 d. of which 10 home based)</p> <p>MPs &amp; UNV</p> <p>UNV</p> <p>UNDP parliamentary advisor (15 d. of which 10 home based)</p> <p>UNDP parliamentary advisor (10 d.) &amp; UNV</p> <p>UNV</p> <p>UNV</p>		<p>Parl. Advisor SSA 10,000</p> <p>Parl. Advisor DSA 3,000</p> <p>UNV 4,000</p> <p>Training materials 500</p> <p>Printing Handbook 1,000</p> <p>Travel parl adv. 1,500</p> <p>Parl. Advisor SSA 7,500</p> <p>Parl. Advisor DSA 1,500</p> <p>Loc media trainer 2,000</p> <p>Training materials 500</p> <p>UNV 4,000</p> <p>Printing Handbook 1,000</p> <p>Parl. Advisor SSA 5,000</p> <p>Parl. Advisor DSA 3,000</p> <p>Publications, etc. 1,500</p> <p>UNV 5,000</p>	

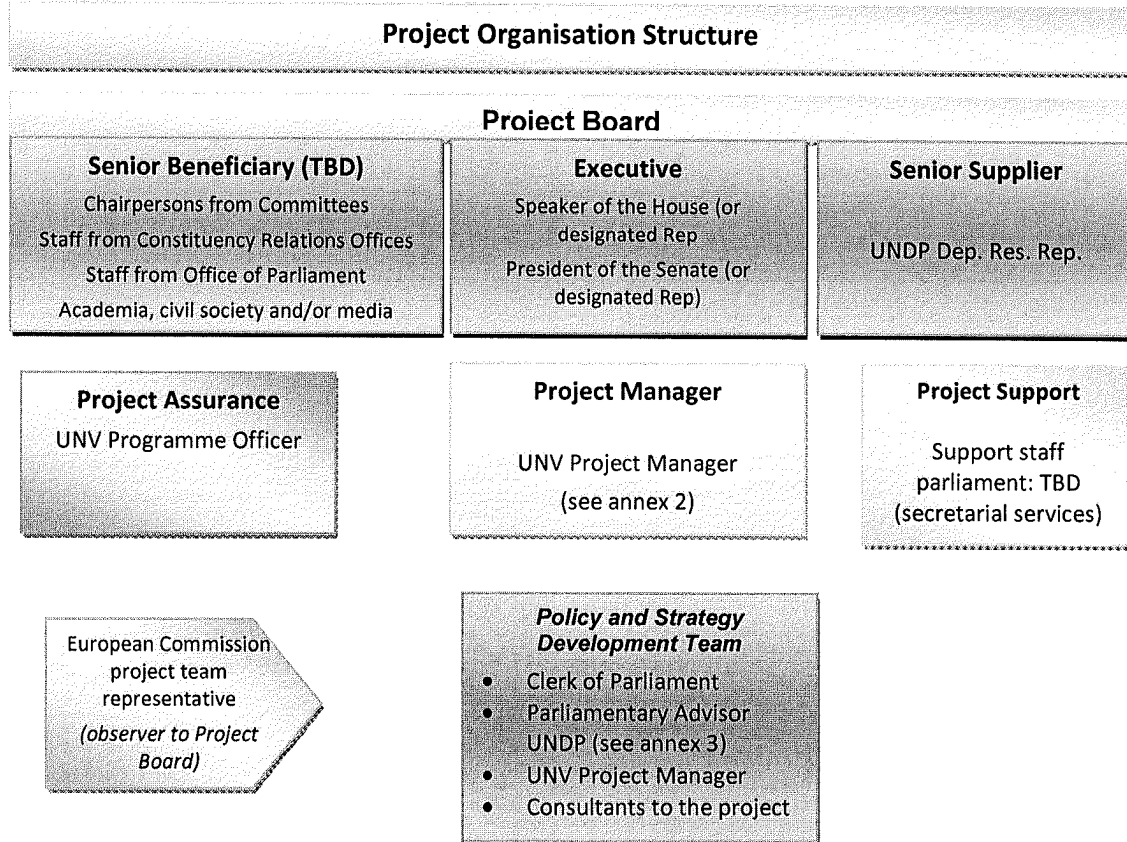
<p>Output 4: Functional autonomy of parliament established</p> <p>Baseline:</p> <ul style="list-style-type: none"> <li>- Draft legislation and preliminary research available</li> <li>- Strong political support for parliament autonomy; Concept Note approved by government</li> <li>- Baseline study and comparative research available; Commission consults with legal expert</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Expertise provided; Roundtable conducted; options developed</li> <li>- Final report issued</li> </ul> <p>Annual Output Target:</p> <ul style="list-style-type: none"> <li>- Round table</li> <li>- Development of options; discussion with commission</li> <li>- Final report</li> </ul>	<p>4. Multi-party commission receives expert advice on needs basis</p>			<p>Legal expert – consultant (10 d.)</p>		<p>Legal consult. SSA Legal consult. DSA UNV</p>	<p>5,000 3,000 5,000</p>	
<p>Baseline:</p> <ul style="list-style-type: none"> <li>- Draft legislation and preliminary research available</li> <li>- Strong political support for parliament autonomy; Concept Note approved by government</li> <li>- Baseline study and comparative research available; Commission consults with legal expert</li> </ul>	<p>5. Parliamentary and expert roundtable on functional separation of powers (= possibly CPA 2012 conference – TBD), with key experts from selected countries</p>			<p>Legal expert – consultant (5 d.) &amp; UNV</p>		<p>Legal consult. SSA Legal consult. DSA Legal cons. Travel UNV</p>	<p>5,000 3,000 1,500 6,000</p>	
<p>Indicators:</p> <ul style="list-style-type: none"> <li>- Expertise provided; Roundtable conducted; options developed</li> <li>- Final report issued</li> </ul>	<p>6. Development of options for legislation and implementation, with impact assessment for each of the options; discussion with Commission</p>			<p>Legal expert – consultant (5 d.)</p>		<p>Legal consult. SSA Legal consult. DSA UNV</p>	<p>2,500 1,500 5,000</p>	
<p>Annual Output Target:</p> <ul style="list-style-type: none"> <li>- Round table</li> <li>- Development of options; discussion with commission</li> <li>- Final report</li> </ul>	<p>7. Final report and recommendations of expert</p>			<p>Legal expert – consultant (4 d. home based)</p>		<p>Legal consult. SSA</p>	<p>2,000</p>	
<p>Output 5</p> <p>Baseline:</p> <p>Indicators: compliance with monitoring, audit and evaluation guidelines UNDP</p> <p>Annual Output Target: audit and evaluation</p>	<ul style="list-style-type: none"> <li>- 3. lessons learned</li> <li>- lessons learned audit conducted</li> <li>- evaluators procured</li> <li>- evaluation done</li> </ul>			<p>UNV</p>		<p>Auditor International Evaluator</p>	<p>5,000 25,000</p>	
<p>TOTAL 2012 (without GMS)</p>								<p>207,600</p>

## V. PROJECT BUDGET OVERVIEW

### Strengthening the Parliament of Trinidad and Tobago - project budget overview

Budget item	Component 1	Component 2	Component 3	Component 4	Component 5	Total 2012	Total 2013
Parl Adv SSA 2012	8000	18500	19000	1500		47000	
Parl Adv SSA 2013	12500	9500	22500	0			44500
Parl Adv DSA 2012	3300	8100	7100	0		18500	
Parl Adv DSA 2013	6000	3600	7500	0			17100
UNV Salary 2012	13000	12000	12000	8000		45000	
UNV Salary 2013	13000	13000	13000	16000		55000	
Travel 2012	2000	5000	5000	3000		14500	
Travel 2013	3000	1500	1500	1500			8000
Experts 2012	0	16500	24300	20300		61100	
Experts 2013	4000	14000	2000	22000			42000
Workshops 2012	4500	2000	5600	0		10100	
Workshops 2013	2500	0	1000	0			3500
Other 2012	0	0	0	0		0	
Other 2013	0	2000	3500	0			7500
M&E 2013					30,000		30,000
Total 2012	25300	62100	73000	32800		196200	
Total 2013	37500	43600	51000	39500			207,600
Total per component	71800	105700	124000	72300			
Total Project Budget							403800
GMS 7 %							28266
Grand total							432066

## VI. MANAGEMENT ARRANGEMENTS



The project will be managed as a nationally executed project (NEX) with Country Office support provided by UNDP, Port of Spain. The Parliament leadership will act as the Executing Agency and will have overall responsibility for the management of project inputs and outputs. The project manager will be recruited and work in the Parliament premises. All administrative UNDP services will be done at the request of the project manager.

Financing of this project will be mainly sourced from Parliament and the UNDP's Programme Cost Sharing Fund. Additional funding will be sourced as the project progresses. Project Expenditure Reports will be generated and submitted by UNDP to the National Executing Agency on a quarterly basis or upon request. Annual Expenditure Reports, also known as Combined Delivery Reports (CDRs), will be submitted by UNDP to the Parliament for review and signature in the first quarter of the following year. As mandated by the UNDP Executive Board's Cost-recovery guidelines for the provision of services, UNDP will charge a percentage (7 %) general management support fee on the actual cost of services delivered. This fee will contribute to the costs incurred by UNDP in the provision of technical advice, procurement and financial management services to the project. Furthermore, this project will be included into UNDP's audit schedule for the year 2012.

In keeping with UNDP's policy for promoting national ownership and leadership the project will be nationally executed with the Parliament as the Executing Agency. Project implementation will be in line with the PRINCE 2 methodology and as such a Project Board will be set up to make all management decisions related to the project including all decisions related to directional change and timing for delivery of outputs. To ensure effective and efficient project management, a project manager will be appointed to undertake the day to day implementation of the project.

The Policy and Strategy Development team implements the Annual Work Plans and brings together all staff and consultants working on the project together with the clerk of parliament.



To enhance coordination and quality delivery output, the EC team representative joins as an observer the Project Board, and regularly interacts with the UNDP Parliamentary Advisor and Project Manager. UNDP presence in the framework of the EC project will be envisaged as well.

#### **Executing Agency – Parliament of Trinidad & Tobago**

1. Obtain and allocate resources for the project in a timely manner
2. Chairing the meetings of the Project Board
3. Certification of quarterly expenditure reports prepared by UNDP
4. Certification of payment of Project Manager
5. Provides guidance to project manager in execution of monitoring and evaluation activities
6. Participation in monitoring and evaluation of project activities and outcomes
7. Collaborate with the UNDP Parliamentary Advisor or Program Manager in drafting Terms of Reference for any expert or adviser

#### **UNDP- Senior Supplier**

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

1. Identification and recruitment of national and international experts and UNV with prior agreement of the Executing Agency. Parliament will liaise with UNDP on any matter of concern.
2. Participate in meetings of the Project Board
3. Provide thematic and technical backstopping
4. Payment of experts upon certification by the project manager
5. Regularly review the status of project objectives, activities, outputs, risks and emerging issues and when necessary convey concerns to project manager or other relevant parties
6. Financial management of the project and preparation of financial reports

UNDP will process payments after confirming that activities financed are within the scope of the project; the project manager has certified payment within an appropriate time frame; Project funds are available to facilitate disbursements.

#### **Project Manager**

The Project Manager will be recruited from among the candidate's pool of the United Nations Volunteers Programme (UNV). He/She will have the following core tasks and duties:

1. Manage the realization of own project outputs through activities as outlined in the RRF
2. Advise the Policy and Strategy Development team
3. Liaise with the Project Board and provide reporting to the Board
4. Responsible for project administration
5. Liaise with UNDP, Project Supplier
6. Convening of half year board meetings, or ad hoc project board meetings, as deemed necessary by the board
7. Preparation of Annual project Report
8. Certification of payment of experts

#### **International Parliamentary Advisor**

1. Provide technical advice on project outputs to the Policy and Strategy Development team and the Program Manager
2. Manage the realization of own project outputs through activities as outlined in the RRF
3. Participate in the meetings of the Project Board
4. Draft or review technical components for ToRs of consultants working with the project.

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## VII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- At the end of the project (Year 2), an audit and evaluation will be performed with a Lessons Learned Report resulting from the evaluation process.

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Upon completion of the project, an end of project report shall be prepared by the project manager detailing achievements of the project, lessons learned during the duration of the project and suggestions for new projects and ideas for implementation in the future both in collaboration with

the government and for further involvement of the private sector in sustainable development for T&T in the future.

## VIII. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

<b>OUTPUT 1:</b> A revised Strategic Development Plan of Parliament, and a multi-year UNDP project document to support its implementation		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Strategic Plan / PRODOC</i>	Start Date: 15 March, 2011 End Date: 31 Sept. 2012
<b>Purpose</b>	<i>Provide quality assurance advice to multi-party working group on the Strategic Plan and to the parliament's consultant which is preparing the Strategic Plan; and to define in a participatory manner UNDP's new multi-year project document in support of the implementation of the Strategic Plan, to be ready when the Plan is adopted.</i>	
<b>Description</b>	Analysis, consultations, collection best practices, participation in workshops, drafting.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Inclusion best practices of other relevant country and parliament policies and strategies in preparing T&T Parliament Strategic Plan	Presentation of country and parliament best practices to MPs, Clerk and parliament's consultant which is preparing the Strategic Plan	30 December 2011
Inclusion of feedback of relevant stakeholders from parliament in the new multi-year PRODOC	Parliament leadership and Clerk endorse the final version of the new prodoc	30 Sept 2011
Representatives International Community appreciate regular de-briefing on policy debates in parliament at Parliament Partnership Forum	Presence and feed-back by participants at the annual meetings	30 December 2011
<b>OUTPUT 2:</b> Legislative functioning of parliament strengthened		
<b>Activity Result 1 (Atlas Activity ID)</b>	Legislative function	Start Date: 1 April 2011 End Date: 31 Dec 2012
<b>Purpose</b>	To consolidate a policy of public hearings to improve the review of draft legislation, and to initiate a policy of post-legislative scrutiny; to strengthen the library and research services and to make external experts and student-interns available to parliament.	
<b>Description</b>	<i>Research, report writing, advocacy, workshops, drafting, collection best practices, workshop meetings</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Production of a number of substantive reports and Handbook relevant to the parliament of T&T	Dissemination of reports and other knowledge products; references to reports in parliament and CPA meetings by MPs and senior staff.	30 December, 2011
Capacity Developed in T&T parliament for holding public hearings and post-legislative	Number of pilot hearings; and decision on institutionalization of public hearings and	31 December, 2012

scrutiny initiatives	post-legislative scrutiny initiatives	
Policy on parliamentary research developed and agreed upon	Policy document, new books, agreements with other universities	31 December, 2012
Interns contributing to functioning of parliament	Number of interns working in parliament; decision on institutionalization of internship	31 December, 2012
<b>OUTPUT 3: Outreach and communication of parliament strengthened</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Outreach and communication	Start Date: 1 April 2011 End Date: 31 Dec 2012
<b>Purpose</b>	Review the strategy on constituency relations, strengthen the functioning of constituency relations offices; enhance parliament's communication and broaden in-person outreach to the citizens	
<b>Description</b>	<i>Research, report writing, advocacy, workshops, drafting, collection best practices, meetings</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Evaluation of constituency relations model; existence of constituency relations tracking mechanism	Availability of evaluation report	30 October 2011
Draft Communications strategy and implementation tools proposed	Adoption of the communication strategy; distribution of parliamentary handbook	31 December 2012
Holding of 'Week of Parliament' annually	MP and staff presence at scheduled events	30 March 2012

<b>OUTPUT 4: Functional autonomy of parliament established</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Parliament autonomy	Start Date: 1 April 2011 End Date: 31 Dec 2012
<b>Purpose</b>	Provide quality advice to parliament in establishing functional autonomy of parliament in areas such as budget, status of personnel, ICT and administration, and to determine the legal (and constitutional) framework for the parliament's autonomy.	
<b>Description</b>	<i>Research, report writing, advocacy, workshops, drafting, collection best practices, meetings</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. method used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Recruitment parliamentary and legal expert	Availability of ToR; transparent recruitment	30 June 2011
Legal, budgetary and human resources questions thoroughly researched at start of the process	Availability of baseline study and comparative research; number of observations and best practices outlined	30 December 2011
Cross-party discussions create political consensus on need and modalities of functional autonomy of parliament	Number of meetings of multi-party Commission and number of interactions with legal consultant	30 September 2012
Parliament is well equipped to make informed decisions on functional autonomy	Availability of options on legislation and transition framework	30 November 2012

<b>OUTPUT 5: Regional parliamentary networking strengthened</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Regional networking	Start Date: 1 Oct 2011 End Date: 30 March 2012
<b>Purpose</b>	Limited intervention in support of the development of regional CPA Caribbean benchmarks for democratic parliaments.	
<b>Description</b>	Technical advice and organizational support for the January 2012 meeting of CPA presiding officers	

	in Trinidad & Tobago	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>- Meeting being held; UNDP policy advice provided</li> <li>- practical support to organizing the meeting facilitated</li> </ul>	<ul style="list-style-type: none"> <li>Number of participants at meeting</li> <li>Final document on Caribbean benchmarks</li> </ul>	31 March 2012

## X. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed in 1976.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## XI. RISK LOG

Project Title: Strengthening the parliament of Trinidad and Tobago						ATLAS Award ID: TBD ATLAS Project ID: TBD	
#	Description of the Risk	Date Identified	Type	Impact/Probability (scale 1 to 5 with 1 lowest)	Countermeasures / Mngt response	Owner	Submitted, updated by
1.	New UNDP Project Document delayed due to slower preparations for the Strategic Development Plan	February 2011	Operational	In case MPs or senior staff are less available to provide input and guidance to the development of the Strategic Plan, the UNDP Prodoc will get delayed  I = 4 P = 2	Regular consultations with parliament Clerk and Consultant on process and timing of preparations for the Strategic Development Plan	Project manager	UNDP
2.	Low engagement of MPs for piloting public hearings and post legislative scrutiny	February 2011	Political	Due to MPs lack of time or lack of interest, the two pilot projects might lose effectiveness  I = 4 P = 2	Project staff will regularly engage with Committee chairpersons and parliament leadership  External stakeholders and party leaders will be informed on objectives of pilot project	Project manager	UNDP
3.	Staff turnover at constituency relations offices	February 2011	Operational	Staff turnover diminishes effects of capacity building and jeopardizes institutional memory.  I = 4 P = 2	Encourage staff to stay by providing an interesting working environment with professional development plans, ensure more than one person knows each task and functional area, create Constituency Relations Tracking Mechanism.	Project manager	UNDP
4.	Highly qualified legal expert on parliamentary autonomy not easy to identify	February 2011	Operational	Impact of this project depends to large extent on quality advice of the legal expert, which needs to be qualified in very diverse areas of expertise and with solid background. Failing to select this person would substantially affect the sustainability of the project.  I = 5 P = 2	A comprehensive ToR for the position will be prepared by the UNDP parliamentary advisor and checked with DGG colleagues in New York and other senior parliamentary experts;  Advertisement for the position will be done via UNDP and AGORA sites and through direct contact with potential suitable candidates.	Project manager	UNDP
5.	Lack or delay in government funds to project budget	February 2011	Political	It can cause delays in delivery of goods and services and decrease motivation of Parliament leadership to cooperate on longer-term  I = 3 P = 1	Engage with government ministers and parliament leadership to make needed fund available for 2012	Government	UNDP
6.	Overlap or competition with the EC project to parliament	February 2011	Operational & Political	Overlap or competition would negatively affect the effectiveness of the UNDP project and would drag away needed human and financial resources.	Regular communication between staff involved; and inclusion of EC project team staff in the UNDP Project Board (as observer), while requesting similar, reciprocal arrangement with EC project	UNDP CO leadership	UNDP
7.	No buy-in of project from members of parliament (opposition, senators,	March 2011	Operational & Political	The entire project relies on achieving buy-in from the start from all Parliamentarians. Failing to do this could stall the	It will be important for the Clerk and the UNDP to work with members of Parliament to appraise them of the project	Clerk of Parliament UNDP	UNDP

	government etc.)			project in its tracks I=5 P=3	before it gets started. The methods used to do this will be determined by the Clerk.	Project Officer	
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## ANNEXES

### Annex 1.: Special Financial Clause

1. The value of a payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
2. UNDP shall receive and administer payments in accordance with the regulations, rules and directives of UNDP.
3. All financial accounts and statements shall be expressed in United States dollars.
4. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
5. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
6. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
7. Equipment and supplies that may be furnished by UNDP or procured through UNDP funds will be disposed based on mutual written agreement between UNDP and the Parliament of Trinidad and Tobago upon completion of the project. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."



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## ANNEX 2: TERMS OF REFERENCE PROJECT MANAGER

### Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development, and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UNV volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UNV volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UNV volunteers even more rewarding and productive.

1. **UNV Assignment Title:** Project Manager - Parliamentary Strengthening
2. **Type of assignment:** International UNV
3. **Project Title:** Strengthening the parliament of Trinidad & Tobago
4. **Duration:** Initially one year with possible extension
5. **Location, Country:** Port of Spain, Trinidad
6. **Expected starting date:** April 2012
7. **Brief Project Description:**

*The project aims to strengthen the parliament of Trinidad & Tobago in carrying out its core functions and responsibilities, based upon a comprehensive approach to parliamentary development.*

*The project will provide support to a new Strategic Development Plan of Parliament, and design a multi-year UNDP project document to support the implementation of the Strategic Plan. The project will launch a series of initiatives aimed at strengthening the legislative functioning of parliament and enhance the outreach and communication of parliament. The project will provide policy and legal guidance to the parliament leadership with a view to establish the functional autonomy of parliament. The project will also contribute to the regional networking of parliament.*

*The project is organized on four strategy foundations: promoting national ownership in parliamentary development; incorporating of 'lessons learned' from other parliamentary development projects; knowledge building and knowledge transfer in order to enhance sustainability of the project outcomes; and working cooperatively with other partners.*

8. **Host Agency/Host Institute:** UNDP/Parliament of Trinidad and Tobago
9. **Organizational Context:** The UNV will be housed in the Parliament building, and quality assurance will be given by the private sector and diversification programme officer based in the UNDP T&T Country Office
10. **Type of assignment place:** Family Duty Station

## **11. Duties and responsibilities:**

The Project Manager will be recruited from among the pool of the United Nations Volunteers Programme (UNV). He/She will execute the following core tasks and duties, under the overall guidance of the Project Board and in close cooperation with the UNDP Parliamentary Advisor:

### *Project management:*

1. Assume operational overall responsibility for the execution of the Project in accordance with procedures and practices for NEX projects.
2. Prepare and update work plans for submission to the Project Board.
3. Draft and/or organize the drafting of all projects management reports, including quarterly, annual, and final reports; and ensure review and clearance of substantive reports by the UNDP Parliamentary Advisor.
4. Manage all project accounting and financial reporting; and maintain the project budget in ATLAS; and assume direct responsibility for managing the Project budget to ensure that:
  - a. *Project funds are made available as needed and are disbursed properly;*
  - b. *Accounting records and supporting documents are kept,*
  - c. *Financial reports are prepared,*
  - d. *Financial operations are transparent and comply with NEX rules, and,*
  - e. *Records are in order for auditing at any time.*
5. Coordinate with interlocutors at the parliament to effectively implement project activities.
6. Manage project physical resources (equipment, etc) financed by UNDP.
7. Ensure that all agreements with designated implementing agencies and/or sub-contractors are prepared, negotiated and agreed. Supervise and coordinates their implementation.
8. Support and give guidance to project staff and experts working for the Project; supervise the work of national consultants; and prepare and facilitate scheduled meetings of the UNDP Parliamentary Advisor in support of Project activities.
9. Organise project monitoring and evaluation systems and regularly update the Project Board on progress, issues and constraints to Project implementation; plan and prepare the Project Management Boards, project Quarterly technical review and annual project review meetings.

### *Technical assistance:*

1. Initiate and execute necessary field trips on post-legislative scrutiny, seminars on best practices in the legislative process, and other workshops as outlined in the work programme; and ensure reporting from the field visits.
2. Manage the realization of own project outputs through activities as outlined in the RRF, including but not limited to: establishing the expert roster of external resources persons, internship program, work with constituency relations staff, media relations of parliament, Week of parliament, Parliament Day, National Youth Parliament, etc.
3. Participate in and provides advice to the Policy and Strategy Development team.

4. Make recommendations on how to link activities of this project with those of other UNDP projects in the area of governance.
5. Any other tasks specified in the project document.

**12. Furthermore, UNV volunteers are encouraged to:**

- Strengthening their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and taking active part in UNV activities (for instance in events that mark IVD);
- Getting acquainted with and building on traditional and/or local forms of volunteerism in the host country;
- Reflecting on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contributing articles/write-ups on field experiences and submitting them for UNV publications/websites, newsletters, press releases, etc.;
- Assisting with the UNV Buddy Programme for newly-arrived UNV volunteers;
- Promoting or advising local groups in the use of online volunteering, or encouraging relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

**13. Qualifications/Requirements:**

**Mandatory**

- Master's Degree or equivalent in political or social sciences, law or related field.
- General knowledge of substantive matters in governance that are addressed by the project
- Knowledge of Westminster System of Democracy
- Prior professional experience in governance research, governance advocacy, programme design and/or governance policy development
- At least 2 years of relevant experience at the national or international level in providing management advisory services
- Hands-on experience in design, monitoring and evaluation of development projects
- Experience in the use of computers and office software packages and handling of web based management systems.
- Excellent writing skills. Good inter-personal, networking, partnership building, team building, presentation and communication skills
- Language Requirements: Written and spoken fluency in English

**Desirable:**

- Familiarity with UN or UNDP technical assistance projects and their management in ATLAS system is an advantage
- Familiarity with the UNDP programme in Trinidad & Tobago is an asset
- Languages: fluency in Spanish an additional advantage.

**14. Living Conditions:**

Generally living conditions are good in the country. Crime and security should always be taken into account as evidenced by Trinidad and Tobago being in UN Security Phase I. Clearing of shipments through Customs can take a long time. Spouse Employment Opportunities can exist depending on the profile but will take some time to get to fruition. Importing of Pets can be a problem or a lengthy process due to very long quarantine times. Postal services to overseas addresses tend to be slow. TV, Radio and Internet Services are readily available. Road conditions are reasonable but traffic congestion at peak times is an issue considering the limited road capacity for the number of vehicles circulating in the country. Vehicle availability is quite good. Good and professional medical facilities are limited with good medical services generally obtained by knowing the higher performing doctors in the country. Various types of good quality schools and international schools are available. Different types of quality houses/apartments are available but generally quite expensive compared to other countries. Household help is available but sometimes acceptable quality is difficult to find for newcomers. Furniture/Appliances and Utilities are available with a limited selection and higher prices due to the need to import. Banking and Credit Card Institutions are generally good with online banking also available. Shopping and Markets are available through stores and malls but with a supply related to the smaller size of the country. Food is very good and somewhat varied depending on personal preferences.

**15. Conditions of Service**

A 12-month contract; monthly volunteer living allowance (VLA) intended to cover housing, basic needs and utilities, equivalent to US\$ <sup>7</sup>1977; settling-in-grant (if applicable); life, health, and permanent disability insurance; return airfares (if applicable); resettlement allowance for satisfactory service.

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<sup>7</sup> Monthly VLA for single IUNV without dependants

## **ANNEX 3: TERMS OF REFERENCE INTERNATIONAL PARLIAMENTARY ADVISOR**

Position:	International Parliamentary Advisor
Project Title:	Strengthening the parliament of Trinidad & Tobago
Duration:	xx days over period of 1 year, with possibility for extension
Type of Contract:	Service Contract (SC)
Location:	Port-of-Spain, Trinidad and Tobago, and home-based (partly)
Expected starting date:	April 2010

### **1. Background**

Since November 2010, UNDP and the Parliament of Trinidad & Tobago have been in dialogue on designing a program to strengthen the parliament functioning. Following a institutional review and programming mission by the UNDP Democratic Governance Group in New York in December 2010, a project document has been drafted, prioritizing on 5 specific areas for UNDP assistance:

- Support to a new Strategic Development Plan of Parliament, and the design of a multi-year project document to support the implementation of the Strategic Plan
- Strengthening the Legislative Functioning of parliament
- Strengthening the Outreach and Communication of parliament
- Policy and legal guidance to establish the functional autonomy of parliament
- Strengthening the regional networking of parliament

As part of the implementation capacity for the project, the UNDP Parliamentary Advisor has been assigned a series of tasks and responsibilities, summarized hereunder.

The tasks and responsibilities need to be exercised taking into account the four strategy foundations of the project: promoting national ownership in parliamentary development; incorporating of 'lessons learned' from other parliamentary development projects; knowledge building and knowledge transfer in order to enhance sustainability of the project outcomes; working cooperatively with other partners.

### **2. Duties and responsibilities of the Parliamentary Advisor:**

- Provide substantial input, knowledge and technical expertise on the different project components as per the annual work plans. The Parliamentary Advisor will be expected to bring best practices on parliamentary development to the project and to leverage the best available expertise in the global market to support the project when appropriate.
- Work closely with the UNV Project Manager in implementing the overall strategy of the project, as discussed in the Policy and Strategy Development team and as decided by the Project Board. The Parliamentary Advisor will be invited to participate in the meetings of the Project Board.
- Deliver quality project outputs through activities as outlined in the RRF, including but not limited to: baseline reports, concept papers, functional review papers and comparative best practices reports on a number of topics such as the functioning of Committees in T&T parliament, public hearings, post legislative scrutiny, communications strategy; Handbooks on Public Hearings, Handbook on Constituency Relations; Handbook on media relations. The Parliamentary Advisor will also contribute to roundtable discussions and seminars as foreseen in the project Document.
- Give substance guidance to international consultants and staff working on specific components, and support the Project Manager in the supervision of national experts and consultants.

- Review and clear, from a substantive point of view, the internal and external reporting as prepared by the Project Manager. The Parliamentary Advisor will also review technical components for ToRs of international consultants working with the project.
- Provide technical advice to the project manager and Project Board in identifying priorities and capacity development needs to be addressed in quarterly and annual work plans, and support the project manager in facilitating a timely and participatory work planning process.
- Support the project in the identification of knowledge gaps among target groups and beneficiaries and suggest measures to address such gaps; actively support the sharing of project results and products, lessons learned and good practices with other projects, government agencies, stakeholders, etc.;
- Participate in UNDP global knowledge networks, communication or meetings for the area of parliamentary development.

### **3. Competencies**

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Has excellent oral communication skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors.
- Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports.
- Has demonstrated knowledge and experience in working on improving parliamentary functioning in different countries.
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.
- Shares knowledge and experience.
- Ability to work under pressure.
- Competent in creating team spirit and working in team.

### **4. Qualifications**

- Post-graduate degree in social and political sciences, law, public administration, institutional/organisational development or related field.
- A minimum of 7 years working experience in the area of parliamentary affairs, legislative assistance and/or governance programme and projects.
- Knowledge and experience from working with countries in transition.
- Knowledge of the Westminster System of Democracy
- Knowledge of UNDP programming practices is an asset.
- Excellent spoken, report writing and presentation skills in the English language.

### **5. Consultant's Work plan**

The Parliamentary Advisor will work as consultant under Service Contract of UNOPS – DGG New York, financially covered by the Project.

The consultant will submit a quarterly work plan of number of working days for the upcoming three months, some of them in Trinidad & Tobago and some of them home based. The quarterly work plan needs approval by the UNDP CO Deputy Director.

#### ANNEX 4:

## ***Parliamentary review and needs assessment of the Parliament of Trinidad & Tobago: Questionnaire for individual parliamentarians***

### ***Introduction to the Questionnaire for individual parliamentarians***

The President of the Senate and the Speaker of the House of the Republic of Trinidad and Tobago are interested to strengthen the role of Parliament in Trinidad and Tobago. In order to determine priorities to achieve a stronger parliament, a **Strategic Development Plan of Parliament** will be prepared. UNDP has expressed its interest to support this approach through a *parliamentary strengthening program*.

The quality of these initiatives depend to a large extent on a comprehensive evaluation of the current functioning of parliament and a needs assessment with the members of parliament and staff. The information and suggestions collected through this questionnaire<sup>8</sup> will be an important programmatic basis for the needs assessment and the development of the Strategic Development Plan of Parliament.

The questionnaire has been structured in six chapters: legislative function, budget function, oversight function, representation function, parliamentary administration and inter-parliamentary / international relations.<sup>9</sup> Be aware that the questionnaire addresses the functioning of the parliament as an institution. This means that you can reflect on the functioning of parliament during the last couple of years, either during the previous mandate or during the current mandate of parliament.

Each chapter counts 7 to 10 questions. A first set of questions are “closed questions” in which you can make a judgment by providing a mark or encircle one of the options. The questions are not yes/no questions; rather, they are framed in language that asks “how far,” “how much,” etc. In this way, you are invited to make **judgments on a five-point scale**:

- A = very high/very good
- B = high/good
- C = medium
- D = low/poor
- E = very low/very poor.

Each chapter has one last question as an “open question”, asking you to provide your **own analysis and reflection** in terms of strengthening the role of parliament in its different functions. This reflection can be written on separate pages and submitted together with the score card. Please indicate to which question the reflection is responding.

At the end of the document, there is an additional inquiry on preferred areas for capacity building support, for parliamentarians and staff, to be undertaken in the new capacity building program.

Due to the specific design of the questionnaire, you will be able to answer all questions in approximately **half an hour**. We would appreciate receiving answers from all members of parliament. You can submit the responses to the Office of Parliament.

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<sup>8</sup> The questionnaire has been developed based upon IPU’s *Self-Assessment Toolkit for Parliaments* (2008), UNDP’s *Strategy Note on Parliamentary Development* (2009) and the European Commission’s *Reference Document on Strategies & Methodologies for working with Parliaments* (2010), while taking into account the specifics of the Trinidad & Tobago political and parliamentary context and the author’s own experience working in other countries.

<sup>9</sup> The questionnaire has been prepared by Franklin De Vrieze following the UNDP assessment mission to the Republic of Trinidad & Tobago in December 2010.

**Legislative function of Parliament**

1. How good is the parliament in reviewing legislation in a timely and efficient way?

A very good	B good	C medium	D poor	E very poor
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2. How well is the legal quality and policy consistency of the draft laws, as prepared by the government, at the time the draft laws are introduced to the parliament?

A very good	B good	C medium	D poor	E very poor
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3. How adequate are the opportunities for individual parliamentarians to introduce draft legislation?

A very good	B good	C medium	D poor	E very poor
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4. How clear are the Rules / Standing Orders to you for debating and amending draft legislation?

A very clear	B clear	C medium	D Rather unclear	E very unclear
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5. How much do you need expert support or technical advice when reviewing draft legislation?

A very much	B much	C medium	D sometimes	E Not at all
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6. How well the Parliament uses the opportunities to take evidence from the public or civil society in examining draft legislation?

A very good	B Good	C medium	D poor	E very poor
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7. How good is the parliament in undertaking a gender-specific analysis when scrutinizing legislation?

A very good	B Good	C medium	D poor	E very poor
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8. How effective are the parliamentary mechanisms for tracking the implementation of legislation?

A very effective	B Effective	C medium	D Rather un-effective	E very un-effective
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9. To what extent do parliamentary committees follow-up on legislation in their own policy areas?

A very good	B Good	C medium	D poor	E very poor
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10. Please provide your recommendations on how to strengthen the legislative function of parliament.



**Budget scrutiny function of Parliament**

11. To what extent do you believe that the recommendations of parliament or parliamentarians are taken into account by ministries in setting their budget priorities?

A always	B Mostly	C Sometimes	D exceptionally	E never
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12. How good is the quality of financial information provided by government to parliamentarians as part of the debates?

A very good	B Good	C medium	D poor	E very poor
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13. How substantial are the opportunities for parliament or its committees to examine and amend the detailed spending allocations?

A very good	B Good	C medium	D poor	E very poor
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14. How adequate is the staff in supporting the budget review process in the parliament?

A very good	B Good	C medium	D poor	E very poor
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15. How well do parliament and its Committees use their powers to hold ministers and officials to account for their spending?

A very good	B Good	C medium	D poor	E very poor
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16. To what extent the parliament engages with the supreme audit institution to strengthen auditing and monitoring of budget spending?

A In full	B To a large extent	C medium	D To a small extent	E Not at all
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17. *Please provide your recommendations on how to strengthen the parliament's role in budget scrutiny.*

**Oversight function of Parliament**

18. How effective parliament is in exercising its oversight function?

A very effective	B Effective	C medium	D Rather un-effective	E very un-effective
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19. How clear are the formal obligations of the government to provide information to the parliament, either in the constitution or in the Rules / Standing Orders?

A very clear	B clear	C medium	D Rather unclear	E very unclear
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20. To what extent do parliamentarians use the system of written questions to elicit information from government?

A very good	B good	C medium	D poor	E very poor
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21. To what extent has parliament the capacity to submit urgent questions, interpellations or emergency debates that require the presence of a minister in parliament?

A very good	B good	C medium	D poor	E very poor
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22. How regular does the Prime Minister appear in parliament to answer questions from individual parliamentarians?

A always	B mostly	C Sometimes	D exceptionally	E never
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23. How systematic does the parliament follow-up the requests of information of parliamentarians, e.g. by keeping a record of unanswered written questions?

A always	B mostly	C Sometimes	D exceptionally	E never
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24. How often oversight committees call ministers to provide information?

A Very often	B often	C Sometimes	D exceptionally	E never
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25. To what extent has the parliament the capacity to sanction ministers for non-attendance or failure to respond?

A In full	B To a large extent	C medium	D To a small extent	E Not at all
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26. To what extent should the parliament be autonomous in practice from the government, e.g. through control of its budget, agenda, status of personnel, information management, etc.?

A In full	B To a large extent	C medium	D To a small extent	E Not at all
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27. How adequate is staff in supporting parliamentarians in the oversight over the government?

A very good	B good	C medium	D poor	E very poor
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28. Please provide your recommendations on how to strengthen the parliament's oversight role over the government.

**Representative function of Parliament**

29. To what extent does the parliament reflect the political diversity of its electorate?

A very good	B good	C medium	D poor	E very poor
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30. To what extent women are represented in parliament?

A very good	B Good	C medium	D poor	E very poor
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31. In what extent marginalized groups or regions are represented in parliament?

A very good	B Good	C medium	D poor	E very poor
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32. How comprehensive are the procedures for ensuring that parliamentarians regularly consult and communicate with their voters?

A very good	B good	C medium	D poor	E very poor
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33. How easy is it, according to you, for voters to get information about their representative's parliamentary activity (e.g. speeches and voting records)?

A very easy	B easy	C medium	D Rather difficult	E very difficult
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34. How extensive is the collaboration between Committees and civil society in policy development?

A very good	B good	C medium	D poor	E very poor
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35. How effective is the parliament communicating its activities to the public?

A very effective	B Effective	C medium	D poor	E very poor
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36. How open and accessible is the parliament building to members of the public?

A very open & access.	B Open & accessible	C medium	D Rather closed	E very closed
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37. *Please provide your recommendations on how to strengthen the parliament's representative role and enhance its communication.*

**Parliamentary administration**

38. How clear to you is the role of each Unit in the structure of the Office of the Parliament, as well as the roles and responsibilities of each staff person?

A very clear	B clear	C medium	D Rather unclear	E very unclear
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39. To what extent has parliamentary staff the necessary technical skills (e.g. in parliamentary procedures, legislative drafting, financial oversight, policy expertise or public consultation)?

A In full	B To a large extent	C medium	D To a small extent	E Not at all
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40. To what extent should parliament offer better incentives to staff to perform their duties effectively?

A always	B mostly	C Sometimes	D exceptionally	E never
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41. To what extent should parliament rely more than is currently the case on external support (e.g. consultants, universities, civil society,...)?

A always	B mostly	C Sometimes	D exceptionally	E never
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42. How useful would you consider a more extensive introduction to the Office of Parliament and its services for your work as parliamentarian?

A very useful	B Useful	C medium	D Rather un-useful	E very un-useful
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43. How useful would you consider the presence and work of future student-interns for the Committees and the Office of Parliament?

A very useful	B Useful	C medium	D Rather un-useful	E very un-useful
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44. To what extent do you consider it useful that a limited number of staff persons be seconded to other parliaments with a view to identify best practices for application in the own parliament?

A very useful	B Useful	C medium	D Rather un-useful	E very un-useful
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45. *Please provide your recommendations on how to strengthen the parliament's administration, in which areas and for with target groups within the Office of Parliament.*

**Inter-parliamentary / international relations**

46. How effectively is the parliament able to scrutinize and contribute to the government's foreign policy?

A very good	B good	C medium	D poor	E very poor
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47. How adequate and timely is the information available to parliament about the government's negotiating positions in regional and universal/global bodies?

A very good	B good	C medium	D poor	E very poor
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48. To what extent is the parliament able to influence the binding legal or financial commitments made by the government in international fora?

A very good	B good	C medium	D poor	E very poor
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49. How effectively is parliament able to scrutinize and contribute to national reports to international monitoring mechanisms and ensuring follow-up to their recommendations?

A very good	B good	C medium	D poor	E very poor
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50. To what extent you are aware of the role, functioning and activities of the CPA, Commonwealth Parliamentary Association?

A very good	B good	C medium	D poor	E very poor
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51. Please provide your recommendations on how to enhance the parliament's effective involvement in international and inter-parliamentary policy.

52. Chose min. 3 to max. 7 priorities for training and capacity building which you would like to join and which you expect to positively affect your work as parliamentarian in 2011:

- Parliamentary Rules of Procedures, Constitutions and political systems
- Technical expertise and background information on draft laws under discussion
- Legal drafting and drafting amendments to laws
- Report writing and analytical writing
- Budget analysis
- Legislative gender impact assessment and gender budgeting
- Oversight techniques
- International Law
- Knowledge of international relations, organizations, treaties and conventions
- Communication and media skills
- Presentation skills and public speaking
- Debating, negotiating and conflict resolution skills
- Information and Communication Technology – basic skills
- Information and Communication Technology – advanced skills
- Time management
- Language skills: speaking, reading and writing in different languages

53. Chose min. 3 to max. 7 priorities for training and capacity building for parliamentary staff which will positively affect their work in 2011:

- Parliamentary Rules of Procedures, Constitutions and political systems
- Technical expertise and background information on draft laws under discussion
- Legal drafting and drafting amendments to laws
- Report writing and analytical writing
- Budget analysis
- Oversight techniques
- International Law
- Knowledge of international relations, organizations, treaties and conventions
- Information and Communication Technology – basic skills
- Information and Communication Technology – advanced skills
- Time management
- Language skills: speaking, reading and writing in different languages
- Human Resources management, self evaluation and improving personal performance
- Change management in organizations
- Information and research management
- Public Outreach and Communication Strategy

## ANNEX 5: RATIONAL FOR PROJECT COMPONENTS

*First component: A revised Comprehensive Strategic Development Plan of Parliament and a multi-year UNDP project document to support its implementation.*

In Trinidad & Tobago, the parliament has already made the decision to start such a strategic development planning process and hired a senior consultant from the Institute of Business in Port of Spain to lead the process. This pre-project exercise is in its final phase and has almost finished the draft of a strategic development plan. The strategic analysis part of the process includes an analysis of the internal and external factors affecting the parliament including an impact analysis of the previous strategic plan 2006-2010 analysis of the UNDP drafted survey of parliamentarians, workshops with all stakeholders. The process also envisages to revisit the mission, vision and core values of parliament and develop strategies and key performance areas. Finally, the process also addresses indicators and timelines for implementation of strategies.

The role of the current UNDP project will be to address the political dimension of the strategic development plan in the sense that it will look beyond the administrative and management-specific portfolios ('comprehensive') to address the necessary political visioning by Members to outline the strategic direction of institutional strengthening and parliamentary work. The second outcome of the current UNDP project is the design of a comprehensive multi-year assistance program to accompany the implementation of the Strategic Development Plan. With this new program, UNDP will provide technical advice, best practices and needed resources to accompany the delivery of key outputs in line with the objectives of the Plan and in coordination with other assistance programs to parliament. The Comprehensive Strategic Development Plan will therefore envisage an external stakeholders and donor coordination framework.

UNDP will support the parliament of Trinidad and Tobago in the "Parliamentary Partnership Forums", regular de-briefing sessions by parliament leadership on the main policy issues discussed at the parliament sessions as well as on oversight activities. Representatives from the international community will have the opportunity to exchange views and further inquire on issues in the legislative agenda.

*Second component: the legislative functioning of parliament strengthened.* In a democratic country, important conditions for quality implementation of the competencies of the parliament are an efficient legislative process, adequate resources and skills, good organization and good planning. To exercise the legislative function of parliament, MPs need to be able to rely on the support of experts and on the input of relevant stakeholders and civil society. A quality review of draft laws needs to result in a quality report, outlining comments, proposed changes and an overall assessment and quality judgment for consideration by the plenary session.

In Trinidad & Tobago, the Rules of Procedure of parliament has organized the Committee structures as follows:

- Sessional Select Committees are Committees that deal with matters relating to the internal operations of the Senate/House. These include the Standing Orders Committee, the House Committee, the Privileges Committees and the Regulations Committee (or Statutory Instruments Committee).
- Special Select Committees carry out specific inquiries, studies or other tasks which the House judge of special importance, and are sometimes referred to as ad hoc committees.
- Joint Select Committees, which include the Public Accounts Committee (PAC) and the Public Accounts (Enterprises) Committee (PA(E)C) and the Departmental Joint Select Committees.
- Departmental Joint Select Committees are to inquire into and report to both Houses of Parliament in respect of Government Ministries; Municipal Corporations; Statutory Authorities;

Enterprises owned or controlled by or on behalf of the State or which received; funding from the State of more than two third of its total income in any one year; and Service Commissions.

- Sub-Committees

In order to support the legislative function and the work of Committees, the UNDP project aims to strengthen the practice of public hearings on draft laws, taking into account the current forms of interactions with civil society in the legislative process such as Public Forum activities and Papers for Public Comment. The project will bring on board best practices from other parliaments, provide knowledge products and support piloting of public hearings on selected draft laws.

The project will also focus on post-legislative scrutiny of law implementation, a practice not yet introduced in Trinidad & Tobago. The project will offer research on best practices from other parliaments, knowledge products to assist MPs and senior staff and support piloting of post-legislative scrutiny hearings and oversight field visits on selected draft laws. The project will pre-study the current challenges of the oversight committees, mentioned above.

Further contributing to the objective of strengthening the legislative process, the project will address the library and research services policy as well as human resource requirements in this area, make recommendations to address gaps and deficiencies, facilitate external expertise and introduce a student-internship program.

*Third component: Outreach and communication of parliament strengthened.* In a parliamentary democracy, it is of vital importance for parliamentarians to keep good contact with their voters and to strengthen the accountability of members of parliament to their electorates. These accountability measures should enable electorates to assess the effectiveness of their respective MPs in representing their aspirations in public decision making processes, as well as their ability to explain the importance of decisions made and laws adopted by parliament. To make an assessment of the representative function of any parliament, one needs to look at three criteria. Firstly, citizens' observation of parliamentary proceedings; secondly, citizens' access to accurate and timely information on the work of parliament; and finally, citizens' interaction with members of parliament (constituency relations).

In many countries, including in Trinidad & Tobago, parliament supports the constituency outreach initiatives of their members by opening and maintaining constituency relation offices. Trinidad & Tobago has an extensive constituency relations network with substantial number of offices, staff and budget. There are 41 constituency offices and 31 sub-constituency offices, with a max. number of personnel at 298 persons (of which 245 slots are filled).

In addition, Parliament has strong ICT communication tools in place, such as parliamentary web sites, streaming via the web, Television Broadcasting via Cable TV, Free to Air Television Broadcasting, Radio Broadcasting, Facebook, Twitter, Wikipedia.

The project will make an assessment of the Constituency relations offices model and practice and offer recommendations for its future development, while offering training to staff. The project will also facilitate a round table discussion on best practices and different models for constituency relations, and propose the launch of the Constituency Relations tracking Mechanism and a parliamentary Handbook on Constituency Relations.

The project will also assist in designing a comprehensive communications strategy, offer a tailor made Parliamentary handbook on media relations and communication skills; and enhance more systematically the in-person outreach events of parliament via a Week of Parliament, Parliament Day and support to the Youth parliament.

In so doing and with a particular focus on youth and participation in public/political life, the project supports programmatically the Vision of the Presiding Officers to ensure a greater proximity of parliamentary work to young people and future leaders in society. It seeks to enhance and solidify

the knowledge and understanding of the role of Parliament within a democratic system of political representation.

*Fourth component: Functional autonomy of parliament established.* In many countries, parliament has managerial but no budgetary and administrative autonomy from the executive. While parliament can amend the budget bills as proposed by the executive, in many countries it has no budgetary autonomy to set its own annual allocation. Therefore, parliaments take initiatives to strengthen the functional autonomy of parliament. Key points are *How* is the parliament *de facto* and *de jure* autonomous: is it spelled out in the constitution, through a law, is it a custom that holds legal status (a common law concept) or some other form of legal or cultural tradition.<sup>10</sup>

In Trinidad & Tobago, a lot of substantial research on the question of parliament's autonomy has been done already. In 2000 a Working Paper of the Law Commission on the reform of the management structure of the Parliament was laid before both Houses of Parliament and referred to a Joint Select Committee of Parliament for consideration and report. The Committee referenced and reviewed several management structures which existed in other Commonwealth Parliaments and considered the legislative policies which would be required to effect the proposed reforms in Trinidad and Tobago. The Joint Select Committee unanimously recommended the establishment of an independent administrative structure to include such features as a Parliament Management Board and a Commission, as practised in modern legislatures. Both Houses of Parliament, by resolution, accepted the recommendations of the Joint Select Committee, following which the then Attorney General prepared a package of preliminary draft legislation which included a Parliamentary Service Act, 2001 and a Constitution (Amendment) Act, 2001. The 2001 dissolution of Parliament interrupted the progress of these pieces of legislation and no priority was given to this parliamentary mandate in the succeeding years.

When this matter came before the Parliament of Trinidad and Tobago in 2000, both Houses of Parliament agreed, inter alia, that legislation should be enacted to provide for the establishment of class of service called *the Parliamentary Service*; transfers/secondments should be possible between the parliamentary service to and from other services of the State; legislation should be enacted to provide for the establishment of a *Parliamentary Management Board*; the administrative and operational expenses of the Parliament be charged on the Consolidated Fund.

Since 2000 however, there have been two significant studies which have concentrated on parliamentary management and on the relationship between the branches of State in Commonwealth countries. These are the Report of a Commonwealth Parliamentary Association Study Group on the Administration and Financing of Parliaments held in Zanzibar, Tanzania and the Commonwealth Latimer House Principles, which was adopted at the Commonwealth Heads of Government meeting in Abuja, Nigeria in 2003. Both documents embody instructive recommendations for the governance of Parliament and promote reformation of the management structures of Parliaments to provide for independent corporate bodies.

In October 2010, the Minister of State in the Office of the Prime Minister met with the Speaker of the House to ascertain the status of efforts at reforming the management structure of the Parliament which had commenced in 2000. It was agreed that the package of draft legislation prepared in 2001 needed to be updated and submitted to Parliament for its pre-legislative scrutiny and consideration.

While further exploring the issue, the question of the MPs mandate as part-time legislators will come to the fore. Focussing on the Commonwealth parliaments, it is worth noting that the Indian

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<sup>10</sup> Mark E. Warren and Hilary Pearce, *The Separation of Powers and Democratic Renewal of Westminster Systems*, University of British Columbia, Vancouver, 2006, Discussion paper for the Workshop on the Separation of Powers at Yale University, [http://www.politics.ubc.ca/fileadmin/template/main/images/departments/poli\\_sci/Faculty/warren/Separation\\_of\\_Powers\\_and\\_Westminster\\_Systems\\_Draft\\_1.pdf](http://www.politics.ubc.ca/fileadmin/template/main/images/departments/poli_sci/Faculty/warren/Separation_of_Powers_and_Westminster_Systems_Draft_1.pdf)



Federal parliament has a lot of autonomy, as have the provincial parliaments in Canada and Australia.

The UNDP project intends to provide legal and policy expertise to the parliament of Trinidad & Tobago by offering a baseline study and conducting comparative research.<sup>11</sup> A senior legal consultant will provide regular advice to the multi-party Committee (to be established) accompanying the functional autonomy process with a view to outline a number of options for the Commission to choose from. A legal Consultant will also assist with the legal drafting of legislative proposals and provide guidance in relation to its implementation.) .A parliamentary and expert roundtable on parliament functional autonomy and separation of powers will be a key component in the reflections and knowledge sharing process. The output of this project component will be a final report and a concrete legislative proposal produced with the support of an experienced legal drafting specialist. It will also produce a comprehensive paper with options for legislation and transition framework, with impact assessment for each of the options. In this way, the multi-party committee for functional autonomy will be able to make an informed decision.

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<sup>11</sup> See two papers by the "Conflict Prevention and Peace Forum", published in January 2011: *Constitutional Reform in the English-Speaking Caribbean: Challenges and Prospects*, written by Zachary Elkins, Tom Ginsburg and Justin Blount; and: *Regional Trends in Constitutional Developments in the Commonwealth Caribbean*, by Cynthia Barrow-Giles. <http://www.ssrc.org/>