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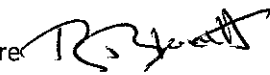
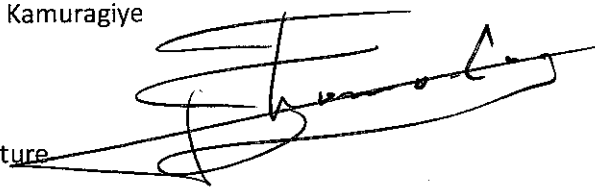
**UNDP AND UNICEF JOINT PROGRAMME DOCUMENT**  
**Trinidad and Tobago**  
**2017-2018**

# **Towards national measurements of multi-dimensional poverty in Trinidad and Tobago**

**DEVELOPMENT OF A NATIONAL POVERTY REDUCTION STRATEGY**

<b>Country:</b> Trinidad and Tobago	
<b>Programme Title:</b> Towards national measurements of multi-dimensional poverty and the Development of a National Poverty Reduction Strategy for Trinidad and Tobago	
<ol style="list-style-type: none"> <li>1. Joint Programme Outcome(s): National partners and stakeholders will develop and implement the National Poverty Reduction Strategy.</li> <li>2. Establishment of a national multi-dimensional poverty definition and measurement.</li> <li>3. Strengthened, coordinated and integrated delivery of social protection programmes specifically designed to address the needs of vulnerable families, women and children.</li> </ol>	
Programme Duration: Two (2) years	Total Estimated Budget*: USD 170,000 USD 100,000 (year 1) USD 70,000 (year 2)
Anticipated Start/End Dates: 2017-2018	Out of which: 1. Funded Budget 2. Unfunded Budget *Total Estimated Budget includes both programme costs and indirect support costs
Fund Management Option(s): (Parallel, pooled, pass-through, combination)	Sources of Funded Budget: <ul style="list-style-type: none"> <li>• UNDP</li> <li>• UNICEF</li> </ul>
Managing or Administrative Agent: N/A	
Relevance to SDGs and UN-MSDF	No Poverty (SDG 1), End Hunger (SDG 2), Quality of Education (SDG 4), Peace, Justice and Strong Institutions (SDG 16), Clean Water and Sanitation (SDG 6) Reduced Inequalities (SDG 10), Partnership (SDG 17) <b>UN-MSDF Outcome: An inclusive, equitable and prosperous Caribbean.</b>
Project Partners	<b>Implementing Partners:</b> United Nations Development Programme (UNDP) and United Nations Children's Fund (UNICEF)  <b>Collaborating Partners:</b> UNCT Trinidad and Tobago, ILO, UN Women, UN ECLAC, Ministry of Social Development and Family Services, Ministry of Planning and Development, Ministry of Finance, Ministry of Labor and Small Enterprise Development, UWI, NGOs.

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UN Organisations	National Coordinating Authorities
<p>Richard Blewitt</p> <p>Signature </p> <p><b>UNDP Resident Representative Trinidad and Tobago, Suriname, Aruba, Curacao and Sint Maarten</b></p> <p>Date &amp; Seal</p>	<p>Aloys Kamuragiye</p> <p>Signature </p> <p><b>Representative UNICEF Office for the Eastern Caribbean Area</b></p> <p>Date &amp; Seal <i>May 15, 2017</i></p>

## A. Executive Summary

In Trinidad and Tobago, poverty is a critical issue. The National Survey of Living Conditions (2005) found that the poverty rate was 16.7<sup>1</sup>%, while the Gini coefficient, which is a measure of inequality between the richest and poorest in society stood at 0.39<sup>2</sup>, with inequalities present along socio-economic, geographical and gender lines. Therefore, eradicating poverty in all its forms and dimensions is an indispensable requirement for sustainable development.

The multi-dimensional approach to poverty that is being adopted does not just speak to the Sustainable Development Goal (SDG) one (1) 'no poverty' but to SDG two (2) 'ending hunger', SDG four (4) 'quality education', SDG six (6) 'Clean water and sanitation', SDG ten (10) 'reduced inequalities', SDG sixteen (16) 'peace, justice and strong institutions' and SDG seventeen (17) 'partnership.'

This joint UNDP and UNICEF programme in partnership with the Government of Trinidad and Tobago (GORTT) through the Ministry of Social Development and Family Services will contribute to the formulation of the National Poverty Reduction Strategy (NPRS).

This programme aims to:

- Support national partners and stakeholders to develop and implement the National Poverty Reduction Strategy;
- Provide technical assistance to articulate and establish a national multi-dimensional poverty definition and measurement methodology including child poverty; and
- Strengthen the coordinated, evidence-based and integrated delivery of social protection programmes specifically to address the needs of vulnerable families, women and children.

As a collaborative partner, UNDP, will provide technical expertise as well as international best practice to support the Ministry of Social Development and Family Services (MSDFS). UNDP will commit to building institutional capacity in the Ministry and other critical line Ministries to effectively develop regional level strategies and to effectively monitor and report on progress towards the attainment of targets. Furthermore, as children are a key vulnerable population, good practices from other countries will be shared as part of a South-South exchange approach of UNICEF Eastern Caribbean Area office.

To ensure that the NPRS is evidence-based and focused on the rights of the vulnerable, the input to shape the national multi-dimensional measurements, policy and tools development, will be based on

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<sup>1</sup> Kairi Consultants, *Analysis of the Trinidad and Tobago Survey of Living Conditions*, 2005, p.12

<sup>2</sup> *Ibid*, p.18

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quantitative and qualitative data by UNICEF. In the case of the rights of children, this data will come from children, their families and caretakers. Advocacy on the creation of the demand for children's data will be part of the implementation strategy. The voices of children, adolescents and youth will to be captured in the process.

This joint programme 'Toward national measurements of multi-dimensional poverty in Trinidad and Tobago' aims to understand the multiple deprivations that citizens and particularly children in Trinidad and Tobago face in areas of material needs, health, education, safety and security. Addressing poverty in this way is important not only for achieving our development objectives, but also to ensure the rights of all children in Trinidad and Tobago are realised, as this is critical to breaking the intergenerational cycle of poverty. It is the intention that in this way, UNDP and UNICEF can contribute to meeting the needs of this generation, particularly its most vulnerable, while securing the needs and a more equal future for the generations to come.

## **B. The Context**

The Government of the Republic of Trinidad and Tobago (GORTT) is committed to the attainment of the Sustainable Development Goals (SDGs) and has acknowledged that challenges persist in achieving a nation that is equitable, inclusive and prosperous. This would include the need to establish national measurements on multi-dimensional poverty linked specifically to SDG one (1). The country's Survey of Living Condition (SLC) report for 2005 identified the prevalence of poverty at 16.7%. The SLC 2014 is pending Cabinet approval for release. The report includes a Multi-Dimensional Poverty Index (MPI) guided by nationally-driven dimensions and variables that reflect the reality of poverty in the country, utilising Census 2011 data.

In addition, GORTT is working towards the development of a National Poverty Reduction Strategy (NPRS) which complements the Vision 2030 planning document and meets the commitment to translate the SDGs to achieve local solutions. Specifically, SDG one (1) and its accompanying targets will be most relevant when developing the NPRS. Vision 2030 is being led by the Ministry of Planning and Development while the Ministry of Social Development and Family Services, the custodian to address social challenges of poverty, social inequality and social exclusion, is responsible for developing the NPRS. Other key social sector Ministries are being consulted throughout the process as they also have responsibility for developing and executing various poverty reduction programmes and services in Trinidad and Tobago. In undertaking the development of this strategy, the Ministry of Social Development and Family Services is liaising with development partners, UNDP and UNICEF.

This important national policy will be in-line with the Caribbean wide UN-Multi-Country Sustainable Development Framework (UN-MSDF) Priority area 1: An inclusive, equitable and prosperous Caribbean. Social and non-social Ministries will collaborate closely to deliver programmes that are most efficient and effective in achieving social inclusion in Trinidad and Tobago.

The development of the NPRS must consider the linkages between human development, human rights and the SDGs and the final strategy should focus on ensuring an enlargement of capabilities, protecting freedom of choices and ensuring a monitoring process that holds claimants and duty bearers accountable for the attainment of goals. Monitoring of the SDGs would require adherence to the principles of inclusivity, accountability and transparency. Therefore, consultations with various levels and groups of different stakeholders in the community to the policymakers are crucial to reflect a strategy that is collectively owned and utilized by all. The NPRS will ensure that the national measurement of poverty reflects one that is multi-dimensional, based on quantitative inputs such as, the SLC 2014 and the qualitative component based on the national consultations. Measurements of multi-dimensional poverty will also address understanding the deprivations of children through quantitative and qualitative inputs.

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The NPRS will inform the delivery of existing poverty reduction programmes and strengthen a coordinated and integrated social protection system towards realization of social and economic rights of human development. Furthermore, the NPRS, once implemented, will increase efficiency and effectiveness in resource allocation and expenditure in the social sector. Improved implementation of programmes, articulation of clear roles for all stakeholders, provision of time-bound targets necessary for transparent monitoring and evaluation (M&E) and the localization of the SDGs are additional objectives to be met with the development of the NPRS.

As part of delivering as ONE UN, identifying a common national strategic result on the reduction of poverty and addressing multi-dimensional poverty, UNICEF and UNDP recognize the value in ensuring an integrated response and enhanced support which contribute to the achievement of the national strategic result. Strategically addressing poverty strategically is central to socio-economic development in Trinidad and Tobago. This will ensure that addressing poverty is a priority that will lead to greater and sustainable investment in resources and social development which goes beyond health and education.

### **C. Problem Analysis**

#### Poverty and disparity situation in Trinidad and Tobago

Trinidad and Tobago is a twin island nation with an estimated population of 1.3 million and the 0-17-year population demographic accounts for approximately a third of the total population of 300,000. Despite positive economic indicators, people are living with poverty and inequality. The GNI per capita estimated at 18,600<sup>3</sup>, indicates the high-income status of the country. However, according to the Survey of Living Conditions 2005 the poverty rate was 16.7% with indigence of 3.7% (SLC 2005). The energy sector accounts for 43% of the government revenue through oil and gas production but less than 4% of employment (World Bank). The global decline in the price of oil in early 2015 has left the local economy with reduced growth rates, projected falls in GDP and an increase in unemployment. The non-energy sector of the economy includes agriculture, manufacturing, construction and financial services, which do not contribute to the growth of the economy to the extent that the energy sector does, but they are essential to the macro-economic development of the country.

The 2005 Survey of Living Condition (SLC) of Trinidad and Tobago indicated a Gini coefficient of 0.39. Disparities exist in socio-economic status, geographic divide and gender. In addition to income disparity, social indicators such as, under 5 mortality rates of 28 per 1,000 live births and infant mortality rate of 25 per 1,000 live births in Trinidad and Tobago are curtailing the country's rapid economic development. Improvements in the quality and accessibility of social services are needed to meet

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<sup>3</sup> World Bank 2015 estimate (current US\$) using Atlas Method Website: <http://data.worldbank.org/country/trinidad-and-tobago>

specific needs and demands of vulnerable population groups, such as single mothers, adolescents, disabled persons and school drop outs.

International literature presents evidence which indicates that children from disadvantaged backgrounds such as low-income or low levels of academic attainment will face long-term consequences and be trapped in the intergenerational cycle of poverty. Children who are exposed to poverty even before they are born will be faced with increased probability of being malnourished at birth, suffering ill-health, and completing less schooling; all of which will lead to the inability to thrive and gain high income levels in life.<sup>4</sup>

#### Designs of social assistance programmes are not always evidenced-based

Systematic, disaggregated collection of data, information and input from stakeholders are yet to be established to guide the national measurements of multi-dimensional poverty and well-being within the socio-economic context of Trinidad and Tobago. Consensus building on national measurements of multi-dimensional poverty have begun with a national Multi-Dimensional Poverty Index (MPI) measurement. The national MPI will allow for impactful implementation of the NPRS to ensure that inclusivity is achieved from all stakeholders affected by poverty and disparities. With the anticipated release of the findings in the SLC 2014 report, absolute poverty, including monetary measurements, will also need to be endorsed and utilized to design social protection programmes that are more integrated and based on evidence.

Challenges remain in ensuring a systematic approach to collecting data and information to shape the NPRS. For example, national measurements and definitions will need to ensure some element of global comparability, but specifically identify the meaning of “working poor”, “child poverty”, and “chronic” versus “temporal/transient poverty” and “vulnerability” in the national context of Trinidad and Tobago. It is important to identify the national definitions and measurements including multi-dimensional as they require different types of social protection interventions.

#### Fragmentation of social assistance programme (Poverty Reduction Programmes)

The GORTT’s Social Sector Investment Programme (SSIP) 2016 detailed a total of one hundred and eleven (111) social programmes and initiatives. It is important to note that not all of these programmes can be categorised as poverty reduction programmes due to lack of a national definition and measurement of poverty. A total of 44 programmes have been classified as social protection programmes from the SSIP 2016 based on UNICEF’s framework of social protection.<sup>5</sup> These programmes, for the most part, are implemented by the Ministry of Social Development and Family

<sup>4</sup> “Intergenerational Equity”, Onuzo, U et al, London School of Economics and Political Science, April 2013

<sup>5</sup> UNICEF’s Framework of Social protection include the following key components:

- 1) Social Transfers, such as cash transfers, public works, child and disability grants;
- 2) Programmes to ensure access to services, such as removal of user fees and health insurance;
- 3) Social support and care services, including family support counselling and referrals;
- 4) Legislation and Policy Reform to ensure equity and non-discrimination in access to services and economic opportunities.



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Services and the Ministry of Community Development, Culture and Arts, but are not guided by any national measurement to assess performance of the programme's impact on the rights holders receiving the intervention.

However, based on the percentage of allocation of funds directed towards social programming as identified in the SSIP 2016 as well as their mandate to achieve social and human development objectives the following Ministries have also been identified as some of the key social sector ministries in Trinidad and Tobago:

- Ministry of Social Development and Family Services (formerly Ministry of People and Social Development); Ministry of Community Development, Culture and Arts (formerly two separate Ministries – Community Development and Arts and Multiculturalism);
- Ministry of Education;
- Ministry of Health;
- Ministry of Housing and Urban Development (formerly Ministry of Housing, Land and Marine Affairs); and
- Ministry of Sport and Youth Affairs.

Fragmentation of poverty reduction/social assistance programmes as part of the social protection landscape contributes to inefficiency and ineffectiveness of resources which are available and allocated. This also presents challenges towards consideration of progressive implementation of a universal social protection programmes and realization of social and economic rights in Trinidad and Tobago.

#### **D. The Joint Programme**

##### The Purpose

The overall goals of the joint programme between UNDP and UNICEF on establishing national measurements of multi-dimensional poverty in Trinidad and Tobago are to eradicate poverty, address disparities, advocate for evidence-based programme design and implementation and convene stakeholders to strengthen coordination and establish an integrated social protection system across the life-cycle. The joint programme will seek to deliver:

1. Coordinated and synergised implementation towards the national strategic result to eradicate poverty and address disparities;
2. Enhance and complement the UN technical assistance through better articulation of roles and responsibilities, all of which will simplify the process of localising the reporting and implementation of the Sustainable Development Goals (SDGs); and
3. Engage effectively with the multi-sectoral stakeholders through a systematic approach to improve coordination and integrated response to support the needs of national partners and stakeholders.

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### Objectives

The outcome objectives of the joint programme are to achieve inclusive and equitable social protection programmes that seek to develop and implement the National Poverty Reduction Strategy (NPRS); to articulate national multi-dimensional poverty measurements methodology including child poverty; to strengthen evidenced-based, integrated delivery of social protection programme to impact the most vulnerable families, women and children. The programme aims to achieve the following specific objectives:

- Support national partners and stakeholders to develop and implement the National Poverty Reduction Strategy;
- Provide technical assistance to articulate and establish national multi-dimensional poverty definition and measurement; and
- Strengthen a coordinated and integrated delivery of social protection programmes specifically to address the needs of vulnerable families, women and children.

### Outcomes and Key Outputs

The expected outcomes of the joint programme are as follows:

- By June 2017, National Poverty Reduction Strategy for Trinidad And Tobago developed;
- By June 2017, national definition and measurement of multi-dimensional poverty adopted; and Government of the Republic of Trinidad and Tobago adopts an integrated approach to the delivery of social protection programmes by December 2017.

#### D1. Support national partners and stakeholders to develop and implement the National Poverty Reduction Strategy.

**D1.1** Conduct national, regional and targeted consultations to produce qualitative input towards the development of the NPRS:

- High level consultation with Ministers and Permanent Secretaries in Trinidad and in Tobago with Chief Secretary, Chief Administrator, Divisional Secretaries;
- Technical consultation with Directors and technical staff in Trinidad and Tobago; and
- Targeted groups of consultations in 14 districts of Trinidad and 2 districts in Tobago including children, adolescent and youth groups.

**D1.2** Develop a NPRS that will complement the Vision 2030 National Development Plan

**D1.3** Develop an action plan and M&E Framework for the NPRS

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**D2. Provide technical assistance to articulate and establish national multi-dimensional poverty definition and measurement based on the SLC 2014 dissemination.**

**D2.1** Technical support to operationalize the national MPI framework;

**D2.2** Technical support to articulate monetary and multi-dimensional definitions and measurement of poverty;

**D2.3** Build capacity of national counterparts to measure multi-dimensional poverty for SDG reporting including one specific for children and develop pro-poor policies; and

**D2.4** Develop poverty profiles and knowledge products to capture poverty realities on the ground in the different municipal regions/communities.

**D3. Strengthen an integrated delivery of social protection programmes specifically designed to address the needs of families, women and children.**

**D3.1** Map current social protection programmes across the life-cycle building on what has already been developed to align with sectoral ministries work on health, education and social protection;

**D3.2** Technical support to establish a registry of rights holders receiving social assistance;

**D3.3** Build capacity of national counterparts in monitoring and evaluation systems for human-rights based social protection programmes; and

**D3.4** Technical support to pilot an operationalizing and integrated social protection programme for families, women and children for national scale-up in-line with the ILO's social protection floor.

Implementation Strategy

**UNDP**

UNDP under its service line poverty eradication and social justice will provide requisite support to the Ministry of Social Development and Family Services (MSDFS) by tapping into its related knowledge networks and utilizing experience and expertise resident in its Bureaus. As a collaborative partner, UNDP will provide technical expertise as well as international best practice to support the MSDFS. UNDP will commit, under this project, to build institutional capacity in the MSDFS and other critical line Ministries to effectively develop regional level strategies and to effectively monitor and report on progress towards the attainment of targets. This will be done by making available in-house guidelines and tools developed for these purposes and consultants, when necessary.

The joint programme will build on previous support to the MSDFS which built institutional capacity for dealing with poverty. Some of the earlier initiatives included assistance in establishing the Change Management Unit, the first attempt to build institutional capacity to deal specifically with poverty, the articulation of a poverty measurement methodology; and assistance in the research and design of a

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decentralized system for the delivery of social services. More recently, UNDP has provided support in the development of a regional poverty profile for the Arima Borough Corporation. In addition, M&E capacity will be built within the MSDFS. It is intended that this will include capacity to develop an M&E framework for the NPRS.

## **UNICEF**

A mix of programme strategies will be used to achieve the planned results. To ensure that the NPRS is based on the realization of child rights and evidence based, the input required to shape the national multi-dimensional measurements, policy/strategy and tools development will be based on quantitative and qualitative data from children, their families and caretakers. **Advocacy** on the creation of the demand of children's data will be part of the implementation strategy. The **voices of children**, adolescents and youth are to be captured in the process, since it is recognized that children experience poverty differently from adults and are more severely affected as their survival and long-term development are impacted upon. Good practices from other countries will be shared as part of a **South-South exchange** approach of UNICEF ECA office.

These strategies will complement other national poverty reduction initiatives such as quantitative data from Survey of Living Conditions (SLC). In addition, the Centre of Health Economics (HEU) intends to develop an instrument to quantify the local multi-dimensional poverty and conduct interviews with key informants who have tacit knowledge of their communities as well as technical knowledge of multi-dimensional poverty.

This joint UNDP and UNICEF programme in partnership with the Government of Trinidad and Tobago through the Ministry of Social Development and Family Services plans to contribute to the formulation of the NPRS. The Ministry of Planning and Development has the responsibility for vision 2030 which aligns the National Development Goals with the Sustainable Development Goals (SDGs). Vision 2030 aims to achieve SDG one (1) through the development of the NPRS, the design and implementation of which falls under the purview of the Ministry of Social Development and Family Services. This also aligns with MSDF outcome one (1) an Inclusive, Equitable and Prosperous Caribbean. HEU at UWI St. Augustine has been contracted to conduct the first stage of this joint programme. Therefore, in accessing participants to engage in sessions at the first stage the HEU involved the pre-selected local NGO's to sensitize potential participants and gain consent.

### E. Results Framework

The Results framework below outlines the joint programme outcomes and outputs. The results will be articulated in more detail in the workplans and budgets.

1.1 By May 2017, Stakeholder Consultations Conducted in Trinidad and Tobago.	UNDP; UNICEF	<ol style="list-style-type: none"> <li>1. High-level Government stakeholder consultations</li> <li>2. Technical-level Government Stakeholder consultations</li> <li>3. Regional consultations with public</li> <li>4. Focus Group Consultations</li> <li>5. Production and dissemination of Children Report on Voices of Poverty</li> </ol>	100,000	TBC	100,000
1.2 By June 2017, NPRS Developed to Complement Vision 2030.	UNDP; UNICEF	<ol style="list-style-type: none"> <li>1. Draft, Review and Finalise NPRS Document</li> </ol>			
1.3 By August 2017, Action Plan and M&E Framework for the NPRS Developed.	UNDP	<ol style="list-style-type: none"> <li>1. Development and Approval of NPRS Action Plan and M&amp;E Framework</li> </ol>			
2.1 Technical support to operationalize the national MPI framework	UNICEF	<ol style="list-style-type: none"> <li>1. Finalise and disseminate analysis of MPI at household and child level</li> </ol>		50,000	50,000
2.2 By June 2017, Technical Support Provided for Monetary and Multi-Dimensional Measurement and Definition of Poverty.	UNIDP; UNICEF	<ol style="list-style-type: none"> <li>1. Adoption of Monetary Measure and Multidimensional definitions of Poverty including child poverty</li> </ol>			
2.3 By August 2017, Technical Capacity of Government Officials Built for Measurement of Multi-Dimensional Poverty for SDG Reporting Including Reporting on Multi-Dimensional Child Poverty.	UNDP	<ol style="list-style-type: none"> <li>1. Conduct technical capacity building workshop with Government partners</li> </ol>			

2.4 By first quarter of 2017, Geographic Poverty Profiles revised, updated for Trinidad And Tobago utilising Poverty Report from SLC2014.	UNDP; UNICEF	1. Develop and disseminate regional poverty profiles and knowledge products		
3.1 By Nov 2017, Detailed Map/Database of All Social Protection Programmes In Trinidad And Tobago Developed.	UNDP	1. Develop social protection programmes mapped database	20,000	20,000
3.2 By December 2017, Central Registry of Social Assistance Beneficiaries Developed.	UNICEF	1. Identification and approval of Central registry variables		
3.3 January 2018, capacities of national counterparts built in monitoring and evaluation systems for human-rights based social protection programmes. Building on the NPRS M&E Framework.	UNICEF	1. Deliver training to relevant ministries on social protection floor and its operationalisation		
3.4 Technical support to pilot an operationalizing and integrated social protection programme for families, women and children for national scale-up in-line with the ILO's social protection floor.	UNICEF	TBC		









<p>3. By 2018 GoRTT Adopts an Integrated Approach to The Delivery of Social Protection Programmes</p>	<p>3.1 By November 2017, Detailed Map/Database of All Social Protection Programmes In Trinidad And Tobago Developed</p>	<p>3.1.1 Social Protection programmes Mapped/Database Developed (UNICEF lead) and to include across life cycle.</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>
<p>3.2 By December 2018, Central Registry of Social Assistance Beneficiaries Developed</p>	<p>3.2.1 Variables to be captured in the central Registry identified and approved to shape the M&amp;E (UNICEF Lead)</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	
<p>3.3 By October 2018, capacities of national counterparts built in monitoring and evaluation systems for human-rights based social protection programmes. Building on the NPRS M&amp;E Framework.</p>	<p>3.3.1 Ministry of Social Development and Family Services, Ministry of Labor, Ministry of Health, Ministry of Education, Ministry of Finance trained on social protection floor and operationalizing it in Trinidad and Tobago context. (UNICEF Lead)</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	<p>[Redacted]</p>	

## G. Implementation, Monitoring, Evaluation and Reporting

Under UN-MSDF for Trinidad and Tobago, UNDP and UNICEF will serve as a connector and generator of knowledge about development solutions and share the responsibility on the implementation of the joint programme on poverty and multi-dimensional deprivations. UNDP will be the lead agency in the implementation and monitoring of the joint programme. However, each results area in the work plan has a lead agency to achieve the expected targets and implement the activities along with collaborative partners. This agency will be held accountable for the achievement of these targets and results. UNDP and UNICEF will continue to forge strategic and collaborative partnerships with non-UNCT partners such as: The World Bank (WB), CARICOM, Caribbean Development Bank (CDB), Organisation of the American States (OAS) in the respective platforms that each agency is currently involved through their programmatic and partnership building.

The work plan and budgetary framework form part of a Joint Programme Document, which details roles and responsibilities of partners in coordinating and managing the joint activities.<sup>6</sup> It contributes to making the UN support to reaching the national goals more coherent, effective, and efficient. It is meant to avoid duplication, reduce transaction costs and maximise synergies among the national partners and the differing contributions of UN system organisations.

Under the UN-MSDF, UNDP TT and UNICEF ECA would be responsible for the implementation of the joint programme on poverty reduction in Trinidad and Tobago contributing to the outcome on an Inclusive, Equitable and Prosperous Caribbean.

- UNDP will lead the implementation and monitoring of the joint programme with technical and financial inputs from UNICEF for the child specific areas of the programme, including focus group consultations with children and youth and multi-dimensional poverty measurement and definition of multi-dimensional child poverty in Trinidad and Tobago.
- UNICEF will lead outputs that have been identified under the specific indicators where they are accountable to report on progress on the development of the work plan.
- The planned results will be reviewed quarterly.
- No financial resources are expected to be pooled into one fund and the execution of the programme will be based on a parallel funding arrangement whereby UN agencies could bilaterally agree on joint funding arrangements to achieve certain specified results.
- UNDP, with technical and financial inputs from UNICEF, will administratively manage the contracting for the programme implementation of the outcomes on: a) National Poverty

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<sup>6</sup> UNDG Guidance Note on Joint Programmes <https://undg.org/wp-content/uploads/2015/02/Guidance-Note-on-Joint-Programmes.pdf>

Reduction Strategy; b) Multi-Dimensional Poverty Measurement and Definition; c) Integrated Social Protection Delivery.

- An inter-agency agreement will be made on administrative processes to achieve implementation of the activities for UNDP to issue contracts and UNICEF will directly provide payments to the selected vendor/contractor for relevant deliverables according to the joint work plan.

#### H. Budget and Management of Funds

The total budget proposed for the joint programme for 2017 and 2018 (two years) with a possibility to extend and renew for an additional year is estimated at USD 170,000. The budget is prepared on a yearly basis. Security to fund the first year will be priority for the total amount of US\$100,000 with cost and matching funds from both UNDP and UNICEF. UNDP and UNICEF will undertake formal arrangements and preparations when administration of a contract is needed for an activity that involves sourcing a consultant. UNDP will enter the contract and each agency will pay the vendor/contractor accordingly based on the agreed deliverables described in the TOR. **The Deliverables will be assigned for each agency and agency specific funding will relate to those identified deliverables.** The breakdown of the costs as per the 3 main result areas with the said activities reflected in the workplan is as follows:

Activity	Agency	2017	2018	Total
National Poverty Reduction Strategy	UNDP	50,000	0	50,000
	UNICEF	50,000	0	50,000
<b>Outcome 1 Sub-Total</b>				<b>100,000</b>
Multi-Dimensional Poverty measurement and definition	UNDP		25,000	25,000
	UNICEF		25,000	25,000
<b>Outcome 2 Sub-Total</b>				<b>50,000</b>
Integrated Social Protection Delivery	UNDP		10,000	10,000
	UNICEF		10,000	10,000
<b>Outcome 3 Sub-Total</b>		<b>100,000</b>	<b>70,000</b>	<b>170,000</b>
<b>TOTAL</b>				<b>170,000</b>

# MEMORANDUM OF UNDERSTANDING BETWEEN UNDP AND UNICEF

**WHEREAS**, UNICEF and UNDP (hereinafter referred to collectively as the “Participating UN Organizations”) have developed a joint programme (hereinafter referred to as the “Joint Programme”) as part of their respective development cooperation with the **Government of Trinidad and Tobago**, as more fully described in the detailed Joint Programme document dated [October 20, 2017], document no. [00101345] (hereinafter referred to as the “Joint Programme Document”)¹, and have agreed to establish a coordination mechanism² (hereinafter referred to as the “Joint Programme Steering Committee”)³ to facilitate the effective and efficient collaboration between the Participating UN Organizations and the host Government for the implementation of the Joint Programme;

**WHEREAS**, the Participating UN Organizations have agreed that they will fully participate in the preparation, planning, and evaluation of the Joint Programme in cooperation with the host Government, and that they will appoint one of the Participating UN Organizations to be responsible for supporting the national partner in the management of the Joint Programme funds and activities, (hereinafter referred to as “Managing Agent”) in order to achieve the objectives of the Joint Programme more effectively and efficiently; and

**WHEREAS**, the Participating UN Organizations have further agreed that they will pool their existing or otherwise mobilized Regular and/or Other Resources for the Joint Programme and put such resources under management and administration by the Managing Agent for supporting the national partner in the implementation of the Joint Programme;

**WHEREAS**, the Participating UN Organizations and the Government/national partner have further agreed that UNDP (which is also a Participating UN Organization)⁴ will be so appointed and will serve as the administrative interface with the national partner, and be responsible for supporting the national partner in the management of the Joint

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¹ The Joint Programme Document contains at a minimum a common work plan, a budget, the coordination and management mechanism and signature of all parties to the Document.

² Parties to the Joint Programme Document will decide on the most appropriate coordination mechanism is – as for example, a Theme group, a Steering Committee, a management committee. For ease of reference, this mechanism is referred to as the “Joint Programming Steering Committee” in this document.

³ The Composition of the Joint Programme Steering Committee or other body shall include all of the signatories to the Joint Programme Document. The Steering Committee may also have other members in an observer capacity, such as donors and other stakeholders.

⁴ In most cases the MA will also be a Participating UN Organization. However, where the MA is not a Participating UN Organization, this provision can be deleted.

Programme, and the Participating UN Organization UNDP has agreed to do so in accordance with this Memorandum of Understanding.

NOW, THEREFORE, the [UNDP] and the Participating UN Organizations (hereinafter referred to collectively as the "Parties") hereby agree as follows:

#### Article I

#### Appointment of Managing Agent, its Status and Duties

1. The Participating UN Organizations hereby appoint **United Nations Development Programme (UNDP) Trinidad and Tobago** as the "Managing Agent" or the "MA" to be responsible for the administration of the funds and for supporting the national partner in the management of the Joint Programme activities set out in the Joint Programme Document. The Managing Agent accepts this appointment and assumes full programmatic responsibility and financial accountability for the funds transferred to it by the Participating UN Organizations. This appointment shall continue until it terminates, or is terminated, in accordance with Article VIII below.
2. The Managing Agent shall perform the following duties:
  - (a) disburse funds and supplies in a timely fashion;
  - (b) coordinate technical inputs by all Participating UN Organizations;
  - (c) follow-up with the (sub-)national partner on implementation;
  - (d) be accountable for narrative and financial reporting to the joint programme coordination mechanism;
  - (e) perform such other activities as the Participating UN Organizations and the Managing Agent may agree in writing.
3. In discharging its obligations under this Memorandum of Understanding, the Managing Agent shall have the status of an independent contractor and shall not be considered as an agent of the Participating UN Organizations or any of them and, thus, its personnel shall not be considered as staff members or personnel of any of them. Without restricting the generality of the preceding sentence, none of the Participating UN Organizations shall be liable for the acts or omissions of the Managing Agent or its personnel, or of persons performing services on its behalf, to the extent that the Participating UN Organizations or any one of them have not contributed to such acts or omissions of the Managing Agent resulting in such liability. In the case of any contributory acts or omissions of the Participating UN Organizations, the resulting liability shall be apportioned among them or any one of them.

Article II  
Financial Matters

1. The Participating UN Organizations shall contribute to the costs of the Joint Programme activities in accordance with the budget contained in the Joint Programme Document attached as ANNEX A. A schedule of payments is attached as ANNEX B.
2. The Managing Agent shall establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received by it pursuant to this Memorandum of Understanding (hereinafter, the “Joint Programme Account”). The Joint Programme Account shall be administered by the Managing Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest. The Joint Programme Account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the Managing Agent. The audit conducted by the Managing Agent’s internal and/or external auditors shall be considered acceptable to the Participating UN Organizations.
3. The Participating UN Organizations shall transfer funds to the Managing Agent through wire transfer. When making a transfer to the Managing Agent, each Participating UN Organization will notify the Managing Agent’s Treasury Operations of the following: (a) the amount transferred, (b) the value date of the transfer; and (c) that the transfer is from that Participating UN Organization in respect of the joint programme in **Trinidad and Tobago** pursuant to this Memorandum of Understanding, for deposit to the Joint Programme Account.
4. The Managing Agent shall not be required to commence or continue activities in connection with the Joint Programme if a scheduled contribution from a Participating UN Organization has not been paid.
5. The funds in the Joint Programme Account shall be accounted as income to the Managing Agent. In accordance with **its policies and procedures for cost recovery in line with decisions of its Executive Board**, the Managing Agent will apply seven percent (7%) of the contribution of each Participating UN Organization towards the Managing Agent’s indirect costs.

Article III  
Activities of the Managing Agent

1. The Managing Agent shall support the national partner in the management of the Joint Programme activities contemplated in the Joint Programme Document in accordance with its regulations, rules, directives and procedures. Accordingly, personnel shall be engaged and administered, equipment, supplies and services purchased, and contracts entered into in accordance with the provisions of such regulations, rules, directives and procedures.

2. Any modifications to the Joint Programme activities set out in the Joint Programme Document, including as to their nature, content, sequencing or the duration thereof, shall be subject to mutual agreement in writing between the Participating UN Organizations and the Managing Agent, following approval of the Joint Programme Steering Committee. Any change in the budget for the Joint Programme set out in the Joint Programme Document shall be subject to mutual agreement in writing between all parties to the Joint Programme Document.

3. Where the Managing Agent wishes to support the implementation of the Joint Programme activities through or in collaboration with a third party, it shall be responsible for discharging all commitments and obligations with such third parties, and no Participating UN Organization shall be responsible for doing so.

#### Article IV Reporting

1. The Managing Agent shall provide the Joint Programme Steering Committee with the following statements and reports prepared in accordance with the regulations, rules and procedures applicable to it and as reflected in the joint programme document. In line with the principle that there should be only one annual report, the reporting arrangements are recommended to be:

(a) Narrative progress reports for each twelve-month period, to be provided no later than one month after the end of the applicable reporting period;<sup>5</sup>

(b) Interim, locally-produced, annual financial reports as of 31 December each year with respect to the Joint Programme Account, to be provided no later than one month after the end of the applicable reporting period;<sup>6</sup>

(c) A final narrative report and uncertified financial report, to be provided no later than three months after the completion of the Joint Programme (in the case of the final report) and three months after the last 31 December during which funds disbursed from the Joint Programme Account;

(d) A final certified financial statement, to be provided in line with UNDP's financial reporting procedures.

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<sup>5</sup> The MA should insert the periods for issuance of the reports set forth in this Article IV, consistent with its usual reporting requirements.

<sup>6</sup> The reports specified in Article IV (1)(b) and (c) are interim reports and are not certified. They are to be completed by the country or regional office, as appropriate.



2. Apart from the reports set further above, no other reports will be provided by the Managing Agent to the Participating UN Organizations or to the other contributors (if any) to the Joint Programme Account.

#### Article V

#### Other Contributors to Support the Joint Programme

1. Where a funding gap exists over and above the commitments made by Participating UN Organizations, the Managing Agent can engage in resource mobilization for the additional necessary funds. Donors would normally be expected to contribute to the Joint Programme through the Managing Agent. The Managing Agent would inform the Participating UN Organizations of any such contributions through the Joint Programme Steering Committee
2. In cases where a Participating UN Organization commits existing or otherwise mobilized other resources to the Joint Programme, the agreement between the participating UN organization concerned, and the donor would govern the said contribution.

#### Article VI

#### Monitoring and Evaluation

Monitoring and evaluation of the Joint Programme shall be undertaken exclusively in accordance with the Managing Agent's procedures and policy guidance and as reflected in the Joint Programme Document.

#### Article VII

#### Communication

Upon consultation with the Participating UN Organizations, the Managing Agent shall take appropriate measures to publicize the Joint Programme as a joint programme of all the Participating UN Organizations. Information given to the press, to the beneficiaries of the Joint Programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of the host Government, the Managing Agent, all Participating UN Organizations and the other contributors (if any) to the Joint Programme Account.

#### Article VIII

#### Expiration, modification and termination of the Agreement

1. This Memorandum of Understanding shall expire upon completion of the Joint Programme, subject to the continuance in force of paragraph 5 below for the

purposes therein stated.

2. This Memorandum of Understanding may be modified only by written agreement between the Parties.

3. Any of the Participating UN Organizations may withdraw from this Memorandum of Understanding upon giving thirty (30) days' written notice to all other parties to this Memorandum of Understanding that it has given notice, in accordance with the Joint Programme Document, of its withdrawal from the Joint Programme. In the event of any such withdrawal, the withdrawing Participating UN Organization shall only be eligible for a refund on contributions provided hereunder which have not yet been committed and/or disbursed.

4. The Managing Agent's appointment may be terminated by the Managing Agent (on the one hand) or by the mutual agreement of all Participating UN Organizations and the host Government (on the other) on thirty (30) days' written notice to the other party, subject to the continuance in force of paragraph 5 below for the purpose therein stated. In the event of such termination, the Parties shall agree on measures to bring all activities to an orderly and prompt conclusion so as to minimize costs and expense.

5. Obligations assumed by the Parties under this Memorandum of Understanding shall survive the expiration or termination of this Memorandum of Understanding to the extent necessary to permit the orderly conclusion of the Joint Programme and the completion of final reports, the withdrawal of personnel, funds and property, the settlement of accounts between the Parties hereto and the settlement of contractual liabilities that are required in respect of any subcontractors, consultants or suppliers. Any balance remaining in the Joint Programme Account shall be used for a purpose mutually agreed upon by the Parties to this Memorandum of Understanding.

#### Article IX Notices

1. Any action required or permitted to be taken under this Memorandum of Understanding may be taken on behalf of the Managing Agent by Richard Blewitt, UNDP Resident Representative, or his or her designated representative and on behalf of a Participating UN Organization by the head of office in Trinidad and Tobago, or his or her designated representative.

2. Any notice or request required or permitted to be given or made in this Memorandum of Understanding shall be in writing. Such notice or request shall be deemed to be duly given or made when it shall have been delivered by hand, mail, cable or telex to the party to which it is required to be given or made, at such party's address specified in ANNEX C to this Memorandum of Understanding or at such other address

as the party shall have specified in writing to the party giving such notice or making such request.

Article X  
Entry into force


This Memorandum of Understanding shall enter into force upon signature by authorized officials of the Parties and shall continue in full force and effect until it is expired or terminated.

Article XI  
Settlement of disputes

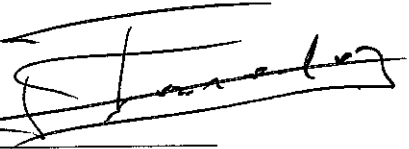
The Parties shall use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Memorandum of Understanding or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, shall be resolved through consultation between the Executive Heads of each of the Participating UN Organizations and of the Managing Agent.

**IN WITNESS WHEREOF**, the undersigned, duly authorized representatives of the respective Parties, have signed this Memorandum of Understanding in the English in 2 copies.

For the Managing Agent – UNDP

Signature:   
Name: Richard Blewitt  
Title: UNDP Resident Representative  
Trinidad and Tobago, Suriname, Aruba,  
Curacao and Sint Maarten  
Place: \_\_\_\_\_  
Date: \_\_\_\_\_

For UNICEF

Signature:   
Name: Aloys Kamuragiye  
Title: Representative UNICEF Office for the  
Eastern Caribbean Area  
Place: \_\_\_\_\_  
Date: May 15, 2017

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**ANNEX A: Joint Programme Document Extract – Budget [and Disbursement Plan]**

National Poverty Reduction Strategy	UNDP	51,710	0	51,710
	UNICEF	51,710	0	51,710
<b>Outcome 1 Sub-Total</b>				<b>100,000</b>
Multi-Dimensional Poverty measurement and definition	UNDP		25,000	25,000
	UNICEF		25,000	25,000
<b>Outcome 2 Sub-Total</b>				<b>50,000</b>
Integrated Social Protection Delivery	UNDP		10,000	10,000
	UNICEF		10,000	10,000
<b>Outcome 3 Sub-Total</b>				<b>20,000</b>
<b>Overall Sub-Total</b>		<b>103,420</b>	<b>70,000</b>	<b>173,420</b>
<b>Cost Recovery fee 7%<sup>7</sup></b>		<b>7,240</b>	<b>4,900</b>	<b>12,140</b>
<b>TOTAL</b>				<b>185,560</b>

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**ANNEX B: Schedule of payments**

Agency	Amount	Due Date
Year 1		
UNICEF	51,710.00	February 15, 2018
Year 2		
UNICEF	35,000.00	December 15, 2018

<sup>7</sup> The cost recovery fee of 7% would be applied at each stage of the project and on each payment.

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ANNEX C

NOTICES

For the Managing Agent-UNDP:

Name: Richard Blewitt  
Title: UNDP Resident Representative Trinidad and Tobago, Suriname, Aruba, Curacao  
and Sint Maarten  
Address: 3 A Chancery Lane, Port of Spain, Trinidad and Tobago  
Telephone: (868) 623-1826/7056 ext 248  
Facsimile: (868) 623-1658  
Electronic mail: [richard.blewitt@one.un.org](mailto:richard.blewitt@one.un.org)

For the UNICEF:

Name: Aloys Kamuragiye  
Title: Representative UNICEF Office for the Eastern Caribbean Area,  
Address: UN House, Marine Gardens, Christ Church, Bridgetown, Barbados  
Telephone: (246) 467-6172  
Facsimile: (246) 436-2812  
Electronic mail: [akamuragiye@unicef.org](mailto:akamuragiye@unicef.org)

