# PROJECT DOCUMENT

PROJECT TITLE: TRINIDAD AND TOBAGO RESILIENCE AND INCLUSIVE PEACE (TRIP) PROJECT

Project Number: TBD Implementing Partner:

Start Date: June 1, 2019

End Date: May 31, 2020



PAC Meeting Date: May 13, 2019

# Brief Description of Project

The project aims to strengthen the capacity of the national stakeholders in Trinidad and Tobago to strengthen community resilience through the promotion of inclusive approaches to peacebuilding for the populations most affected by and vulnerable to the twin challenges of violent crime and extremism, specifically women and youth. At the national level, the Project will focus on supporting government's legislative and policy agenda, including the conduct of a gap analysis exercise and research that will provide empirical evidence in combating violence, and in enhancing national responses to same. For 'at risk' youth trapped in the vicious cycle of poverty and violence within communities, the project shall employ a peer mentorship methodology to redirect them to a civic pathway, enhance their leadership capacity, improve their livelihoods and train them to become peace ambassadors in their communities. The Project will also build the capacity of the newly established Children Court to enhance the service delivery of this critical institution and key auxiliary programmes in an effort to reduce recidivism and reduce violence.

# **Contributing Outcome (MSDF):**

UN MSDF Priority Area 2: A cohesive, safe and just Caribbean.

Sustainable Development Goals (SDGs): 1, 5, 10, 16, 17

**CPD Indicative Output:** Capacities of the security sector for governance and oversight are improved through the development of a citizen security approach to address crime and violence.

Gender marker: 2

Total resources required (in USD):		360,000
Total resources		360,000
allocated (in USD):	UNDP Funding Window:	300,000
	UNICEF:	60,000
	Government:	, s
	Donor:	
Unfunded:		

UNICEF Office for the Eastern Caribbean Area	UNDP Trinidad and Tobago
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Aloys Kamuragiye, Representative	Sharifa Ali-Abdullah, Officer in Charge
Date: 15/05/19	Date: 15/07/19

# I. DEVELOPMENT CHALLENGES

The proliferation of violent crime in Trinidad and Tobago is a development challenge which negatively impacts social cohesion, economic growth and quality of life. The culture of violence, which has perpetuated over several decades, often manifests as school-based violence, organized crime, fragmentation of communities through allegiances to criminal gangs, human and drug trafficking, sexual and gender-based violence, (targeted primarily at women and children), radicalization and recruitment of young persons into violent extremist groups and gangs. Cyclical violence has transformed certain communities into 'ungoverned spaces' where gang leaders maintain their strongholds and promote the socialization of children and youth into violence, while utilizing toxic masculinity to undermine women's rights. This has had the overarching impact of severely weakening the resilience of communities to promote a peaceful existence. Further, per capita, the country has one of the highest homicide rates and accounts for the largest number of radicalized persons that have travelled to the ISIS region from the Western Hemisphere.

While the root causes of violent crime are multifarious, analysts point to unresolved social and behavioural challenges, absence of a culture of peace in families and communities, and perceived deprivation as important factors in the emergence of a culture of violence in most "at risk" communities. This usually manifests in particularly dysfunctional family structures, psychological depression, drug abuse and other social ills which are compounded by a popular culture that glamorizes violence. The sense of community has over the years become weakened and young persons have become socialized into surviving by using aggression as weapons to defend themselves from the risks inherent in their mostly criminogenic communities.

Despite the challenging situation, there are agents of peace working within communities to compel the youth away from violence who have benefitted from collaborative programmes with the government and international development agencies. Through endeavors aimed at harnessing the local resources available within communities, these non-state actors have made tremendous contributions through:

- i. the promotion of family harmony;
- ii. safe spaces for children and women who were victims of sexual violence and other forms of violence;
- iii. empowerment of youth; and
- iv. inclusive dialogues with the government to reclaim such spaces from rogue elements.

Indeed, the 'at risk' young persons within communities are particularly vulnerable. They are usually persons whose lives have been defined by the criminogenic character of the community, together with the experience of hunger, alienation, hopelessness, dire poverty, and poor performance in the academic domain. These disadvantages have combined to reduce their life chances, as a result of the multi-layered challenges related to their socialization, family, community, schools and in some instances, workplace circumstances<sup>1</sup>. The environmental, social and family conditions that they face hinder their personal development and successful integration into society as productive citizens.

<sup>&</sup>lt;sup>1</sup> Paraphrased from "No Time to Quit: Engaging Youth at Risk", 2013, GORTT.

A myriad of negative behaviors among youths are increasing acts of sexual deviance (including teenage pregnancy), substance use and abuse (use of illegal drugs, smoking, drinking alcohol), students going to school armed with weapons (guns, knives, cutlasses) wounding/ physical assaults/ stabbing with intent to cause death, etc. Some of these youths are also implicated in criminal gangster activities. Though the "Rasta City" and the "Muslim" gangs are the most easily identifiable in the country, there are hundreds of gangs in operation. Statistics from the TTPS reveal that in 2006, there were 95 gangs with 1,269 members in Trinidad and Tobago but that this rose to 172 gangs with 2,358 members ten years later (2016) and by 2018 to 211 gangs with estimated 2,458 members<sup>2</sup>. The majority of gang members, according to statistics, are between 18 and 45 years old and only 8% were between ages 36 and 45, and 1.5% between 46 and 55 years old. By the end of 2018, police estimate that about 75% of the homicides committed during the year were traceable to gang-related activities

On the economic front, criminologists have also revealed that the flexibility provided by gangs for young persons (mainly school drop outs) is an additional attraction and economic displacement often provides the human resources gangs require. Previous studies have concluded that a preventative, as opposed to a reactive approach to reducing youth violence may be the most cost-effective and appropriate approach, given the fact that criminological and psychological evidence indicate that many youths are more amenable to rehabilitation than adult offenders<sup>3</sup>.

The phenomenon of violent extremism has also been on public discourse in Trinidad and Tobago in the last few years. The Government has enacted laws and a policy framework to fight terrorism, including the adoption of a 'whole of society' approach to the Prevention of Violent Extremism (PVE). It has also halted the travel of persons to ISIS regions and empaneled a technical multi-agency team to facilitate the return of ex-fighters from the ISIS region. The Government also established an Inter-Ministerial Committee to coordinate the activities of government ministries, departments and agencies on counter-terrorism. In acknowledgment that there are similarities between those who join criminal gangs and those who sometimes find themselves in violent extremist groups<sup>4</sup>, the government expressed the need for research to identify the drivers, structural and proximate causes of youth radicalization.

The Government of Trinidad and Tobago (GORTT) in recognition of the importance of preventative mechanisms to combat crime, violence and terrorist threats have also put in place laws and policies to combat these issues. The government also implemented community-based initiatives through the Citizens Security Programme (CSP) and recently through the National Crime Prevention Programme (NCPP) to enhance prevention. Complementing the government initiatives are a plethora of programmes executed by international development partners aimed at promoting peace at the community level. However, interventions will benefit more from further analysis of the localized structural and proximate causes of violence and or radicalization in parts of the country. Such analysis is critical to be able to also understand the crime maps, issues, actors and entry points for successful interventions.

<sup>&</sup>lt;sup>2</sup> T&T Guardia, "Tracing T&T's Gang Culture, <a href="http://www.guardian.co.tt/news/2458-members-now-terrorising-citizens-6.2.777021.7308ecce87">http://www.guardian.co.tt/news/2458-members-now-terrorising-citizens-6.2.777021.7308ecce87</a>

<sup>&</sup>lt;sup>3</sup> Inter-American Development Bank (2016) Crime and Violence In Trinidad and Tobago, IDB Series on Crime and Violence in the Caribbean, file:///C:/Users/kehinde/AppData/Local/Packages/Microsoft.MicrosoftEdge\_8wekyb3d8bbwe/TempState/Downloads/Crime-and-Violence-in-Trinidad-and-Tobago-IDB-Series-on-Crime-and-Violence-in-the-Caribbean.pdf.

<sup>&</sup>lt;sup>4</sup> "Young: Connection in Trinidad between gangs, violent extremism" Loop Online, http://www.looptt.com/content/young-connection-trinidad-between-gangs-violent-extremism

UNDP has previously implemented initiatives which have added value to crime prevention in the country. The Juvenile Court Project (JCP) contributed to the strengthening of the case management information system that provided robust and economical support to the operation of the country's Children Court, promoted workflow and performance monitoring and management systems for the Children Court, strengthened inter-agency and multi-agency protocols and enhanced criminal statistical reporting for effective record keeping.

In addition, the Agency is currently implementing a "Youth Peer Mentorship Project to Promote Civic Engagement" in the Mon Repos Community in East Port of Spain. The pilot project identified young men and women with the potential to demonstrate positive attitudes, behaviours and practices, and seeks to guide them through a process of training and growth, eventually providing them with the necessary tools to serve as peace ambassadors and youth mentors, not only improving their own lives, but also those of their peers and the wider community<sup>5</sup>. This project is in line with extant reforms in the UN system, including the 2016 PVE Plan of Action of the UN Secretary General, Pathway for Peace Document which promotes inclusive approaches to the prevention of violent conflict and the sustaining peace agenda of the UN Secretary General, which aligns with the UN Security Council Resolutions A/RES/70/262 and S/RES/2282 which sought to forge a more coherent vision and to offer new tools and approaches to help the UN system better support member states and civil society in building more just and peaceful societies and in particular promoting the agencies of women and youth in peacebuilding.

# II. INTERVENTION STRATEGY

Socio-economic issues are at the root of the culture of violence and violent extremism in Trinidad and Tobago. Addressing the root and proximate causes of these challenges entail investment in initiatives capable of building social cohesion and economic sustenance of stakeholders, while working with critical institutions of state to address their manifestations. This will strengthen the resilience of 'whole of communities' against criminogenic forces.

The successful implementation of such measures will entail support to government and community stakeholders to conduct localised and targeted analysis of the root causes, manifestations and dynamics involved in violence. The research will also focus on defining the developmental aspirations of specific communities and the types of resources that they believe can equip them to achieve such. From this, it will be essential to sensitize community stakeholders to the benefits of initiatives capable of enabling them to achieve their developmental aspirations. Through the promotion of learning, leadership, research and empowerment for community stakeholders, the project will have promoted a developmental pathway to build community resilience against violence and violent extremism.

In order to be as effective and efficient in promoting the aforementioned, the project shall mainstream the following critical issues:

Evidence-Based and Conflict Sensitive Approach: A major strategic imperative that defines the
project is to ensure that programming is based on a robust analysis of the reality of the
beneficiaries and the prioritization of their needs. This is chiefly because implementation takes

<sup>&</sup>lt;sup>5</sup> UNDP (2019) www.tt.undp.org/content/trinidad\_tobago/en/home/presscenter/articles/youthpeermentorshipproject.html

place in fragile communities, which are highly sensitive to interventions from 'external' bodies. The analysis will enable UNDP to mine information which will determine the types of activities to be implemented in preferring developmental solutions to violence and violent extremism. Such information will then be used to inform programming design to ensure that interventions 'do no harm' and support mechanisms that prevent additional tension, distrust and conflict between UNDP and beneficiaries. The essence is to ensure that interventions does not exacerbate root and proximate factors or re-ignite pre-existing triggers of tension among and between communities.

- Understanding and Planning for Risk: Risk is an inevitable part of programmes operating in violence-affected settings. Violence prevention and PVE work are often perceived as risky and many of the intended beneficiary communities are classified as 'red zones', 'high risk' and 'inaccessible' by different interlocutors. Indeed, different levels of security clearance are often required to access these areas. Some of the beneficiaries have had, or potentially have criminal charges against them. In addition, there are extant laws and policies that criminalize contact with persons associated with gangs and violent extremist groups. Given these contextual challenges, the project shall assign resources to the undertaking of risk assessments and use the information and evidence gathered to inform decision-making on the resourcing and delivery of programme and activities as well as for accountability and reporting.
- Piloting in East Port of Spain: The GORTT has variously expressed commitment to a 'whole of society approach' to violent crime prevention and PVE. This entails galvanising resources across the different arms and levels of government, the media, civil society and other stakeholders, to take collective action in tackling these challenges. While, many interventions have embraced this approach, lack of detailed and intense focus on specific criminogenic communities have robbed them of verifiable impacts and results. The nature of the challenges in Trinidad is also that given the criminogenic character of targeted communities, support to only a section of the population is incapable of achieving transformation. Moreover, it has been proven that these challenges are often confined to specific communities. In this regard, this project shall focus on piloting in specific communities, starting from the East Port of Spain region. Based on the success in the initial pilot, the project will be extended to other regions in Trinidad. However, the project shall also be flexible enough to respond to specific priority request of the government, donors and/or other stakeholders to implement initiatives in any other community, provided the objectives of such requested interventions are complimentary to that of this project.

# **Target Population**

Key stakeholders will benefit from training opportunities which will assist in better service provision to at-risk populations of youth. Further, at least 75 youths shall be directly supported in youth peer mentorship and psychosocial programmes, aimed at promoting pipelines of youth vanguards taking action locally to propel communities out of violence. It is expected that each of the beneficiaries will win over two persons through the call to civic action.

# III. RESULTS AND PARTNERSHIPS

# Expected Results

The objective of the project is to promote an integrated and resilient approach to prevention of violence and violent extremism in communities, through empowerment, leadership, learning and research. Torachieve the overall objective, the project is structured around three complementary and mutually reinforcing Outcomes.

# Outcome 1: Support to Government's Violence Prevention Policy, Legislative Agenda and Key Projects

Within the past five years, the Government, specifically led by the Ministry of the Attorney General and Legal Affairs has made significant strides in advancing a legislative agenda steeped in global best practice tailored for the local context, and in adherence to requisite international conventions and frameworks. Violence Prevention has featured at the top of the list with newly introduced and amended legislation including but not limited to the following:

- Children's Act 2012 outlining crimes against children (including the introduction of new crimes and their related penalties; and outlining the new mode of treatment for children found to be in conflict with the law (this Act replaces the Sexual Offences Act is respect of children)
- Child Rehabilitation Centre Regulations- governing the operations of Rehabilitation Centres
   which are mandated to house children in conflict with the law
- Young Offenders Detention Act (amended by the Miscellaneous Provisions Act) and outlining new rules governing the treatment of children in conflict with the law
- Family and Children Division Act (establishing the Children Court and formalizing the Family Court)
- Package of Children's Legislation including the Children Act, Children's Authority Act, Children's Community Centres, Foster Care and Nurseries Act and related regulations.
- Anti-Gang Act making it an offence to be a member of a gang, to participate in or contribute
  to the activities of a gang, to support or invite support for a gang, to harbour or conceal gang
  members, or recruit persons to a gang.

Globally, violence prevention and prevention of violent extremism (PVE) have been at the forefront of policy making, both at international and local levels. In Trinidad and Tobago, the government has signalled its intention to ramp up efforts to address both in a cohesive and wide-reaching manner. In this regard, attention is now being placed on legislation that will propel much needed transformation in other areas of violence prevention including domestic violence and intimate partner violence, sexual offences and terrorism. While this legislative agenda is wide and far-reaching, it requires focused inputs drilled-down to maximize national reach and impact.

UNDP has supported national efforts to prevent violence prevention and extremism through evidence-based research, policy support and programme delivery. As a result, there is a growing repository of cutting-edge research findings, and lessons learned on the implementation of a range of violence prevention and PVE interventions. This has helped to accumulate knowledge

and garner the interest of more partners to join hands with UNDP to tackle the root causes behind violence and violent extremism<sup>6</sup>.

Under this Outcome UNDP will provide strategic support to the government's policy and legislative agenda through the conduct of a gap analysis exercise on gender based violence, which will be supported by a series of national consultations. The results of the gap analysis will be used to develop an advocacy tool which will be used to train first responders and trained professionals in the provision of more impactful support to victims of domestic and gender based violence.

# Output 1.1. Gap Analysis Report (with NGO consultation)

Data from the Crime and Problem Analysis (CAPA) Branch of the Trinidad and Tobago Police Service (TTPS) revealed that between 2010 and 2015 there were approximately 11,441 reports relating to domestic violence with the overwhelming majority of reports, 75%, related to female victims. During the same period there were 131 domestic violence related deaths of which 56% were female. Data from the TTPS and the National Domestic Violence Hotline reveal that approximately 80% of the reports relate to female victims. Research has shown that children are adversely affected when Domestic Violence occurs in the home. Effects include long-term physical and mental health problems and risk of being violent to in their future relationships.

The 2017 Trinidad and Tobago Women's Health Survey revealed that one in every three women has suffered from violence at the hands of their partner. This survey, the first of its kind in the country, analysed the prevalence of Intimate Partner Violence (IPV) in a survey involving 1,079 women from across Trinidad and Tobago. It looked at incidents of sexual, physical and emotional abuse and their effects on women, including their health and ability to work<sup>8</sup>. Despite increased advocacy and support to victims of gender based violence, the numbers are not decreasing. In fact, between January and October 2018, the police recorded 845 incidents of domestic violence.

The government is gravely concerned about this trend and is in the process of reviewing and amending the Domestic Violence Act, 2012 and the Sexual Offences Act in order to bring them into alignment with international best practice, to afford victims increased protection and safeguarding.

UNDP will support government's initiative through the conduct of a gap analysis exercise which will focus on identifying the gaps in the current system which stymie reporting, treatment, support and judicial follow-through. The results of the gap analysis will support government's thrust through identifying those areas which require urgent legislative amendment and policy direction. The gap analysis will be informed mainly through the conduct of national consultations with women led NGO's

<sup>&</sup>lt;sup>6</sup> http://www.undp.org/content/oslo-governance-centre/en/home/our-focus/preventing-violent-extremism.html

<sup>&</sup>lt;sup>7</sup> http://www.opm-gca.gov.tt/Gender/Gender-Initiatives/Domestic-Violence-Report-s

<sup>&</sup>lt;sup>8</sup> http://www.looptt.com/content/idb-study-1-3-women-victims-intimate-partner-violence-tt

and groups. Consultations will also be held with first responders and key stakeholders including but not limited to the police, medical professionals, judiciary and so on.

This will be bolstered through the administration of a survey meant to triangulate feedback and to ensure robust support to the evidence-based agenda.

# Output 1.2. Work with policy makers and trained professionals to improve responses to Domestic Violence and violence against women and girls (VAWG)

Emanating from the Gap Analysis, an advocacy tool will be developed that will feature those areas identified as urgently in need of being addressed, specific to each first responder and trained professional grouping (police, medical professional). The tool will be used to train various professionals to improve responses in those areas identified as in need of alignment to best practice.

# Outcome 2: Strengthened Evidence to Inform Government Violence Prevention Programming

Trinidad and Tobago traditionally has a culture of peaceful co-existence among its various ethnic and religious groups. Its small Muslim population is well integrated into society and its members are allowed to peacefully practice their religion. The country therefore does not proffer the environment in which violent extremism has traditionally taken root among young persons. Trinidad and Tobago is also a fairly strong welfare state, whose political and economic systems are largely open and equitable. Human rights and rule of law institutions function fairly well, and the literacy rate hovers around 99%.

Despite some challenges in the promotion of inclusive growth, economic opportunities including social security schemes, are modestly available to the majority of citizens. The country is also located in the western hemisphere and is thus not contiguous to the 'hotspots' of violent extremism in the Middle East, so-called ISIS territories and the African region. Further, an isolated incident of alleged terrorist attack led by the Jamaat-al-Muslimeen (JAM) in 1990 was popularly resisted and defeated.

Paradoxically, violent extremism has been a recent recurring issue in discourse on security in Trinidad and Tobago. The country has experienced attempts by some Islamic clerics, at radicalizing young persons within the country. Per capita, it has the greatest number of foreign fighters from the Western Hemisphere who have joined the Islamic State, and ISIS has used them for propaganda to spread their message throughout the Caribbean<sup>9</sup>.

Many scholars have attempted to resolve this paradox by attempting to identify the motivation for, and drivers of violent extremism in the country. Some have argued that violent extremist groups' recruitment and activities could be mapped to mosques in economically disadvantaged urban

New York Times (2017) Trying to Stanch Trinidad's Flow of Young Recruits to ISIS, https://www.nytimes.com/2017/02/21/world/americas/trying-to-stanch-trinidads-flow-of-young-recruits-to-isis.html;

neighbourhoods<sup>10</sup>, while others have pointed out that religion was more of an excuse, rather than driving motivation. There is anecdotal evidence that drivers such as perceived societal inequalities, increasing levels of unemployment and underemployment, significant poverty rates, high levels of criminality, an underperforming criminal justice system and the overall global political situation, all which are drivers of gang involvement and criminality, also create conditions for the spread of extremist ideologies.

Other authors have stated that young converts to Islam have been drawn by the promise of money and sense of community- an appeal similar to that of gang leaders, who are seen as providers, role models, respectable, and preservers of a certain social order<sup>11</sup>. There are also suggestions that root causes are linked to structural issues such as institutional weakness and systemic governance deficits, corruption, rising inequality, and lack of inclusive development.

Despite the various writings on the issue, there is no local empirical and authoritative research on the attraction toward violent extremism from the perspective of recruits and recruiters. Further, no body of knowledge exists which entails a comprehensive analysis of the vulnerability of Trinidad and Tobago to the phenomenon.

UNDP has underscored the importance of understanding and addressing the range of causes and drivers at work on PVE. The 2015 UN Plan of Action on PVE requests the global community to pay closer attention to this area. It states the need to acknowledge that violent extremism does not arise in a vacuum and that narratives of grievance, actual or perceived injustice, and issues of governance are critical to enriching understanding on this issue. It echoes the perspective of scholars, policy makers and practitioners that further granularity is needed if governments, as well as non-state and international partners, are to achieve effective responses to this complex and multifaceted threat.

This component therefore will empirically explore the profile and perspective of citizens of Trinidad and Tobago who have been radicalized and recruited by violent extremist groups either locally or abroad, in order to explain the motivation for their involvement. Research will also be undertaken to determine the **common factors** that draw young people to gangs and violent extremism. The overall objective is to enable the research findings to determine more relevant and targeted laws, policies and intervention programmes that speak to the context and realities of Trinidad and Tobago. Based on this, a series of interventions (including training) will be implemented.

<sup>&</sup>lt;sup>10</sup> Sanjay Badri-Maharaj (2017) Globalization of the Jihadist Threat: Case Study of Trinidad and Tobago, Strategic Analysis, 41: 2;

<sup>&</sup>lt;sup>11</sup> Graham-Harrison, Emma and Surtee, Joshua (2017) Trinidad's Jihadis: How Tiny Nation Became ISIS Recruiting Ground, <a href="https://www.theguardian.com/world/2018/feb/02/trinidad-jihadis-isis-tobago-tariq-abdul-haqq">https://www.theguardian.com/world/2018/feb/02/trinidad-jihadis-isis-tobago-tariq-abdul-haqq</a>;

# **Outcome 3- Youth Violence Prevention**

Youth engagement under this Outcome is predicated on the fact that they have been the population most impacted by crime and violence in at-risk communities. This intervention seeks to reduce the incidents of violence in communities and re-direct young persons at the risk of joining gangs or engaging in criminality, by engaging them in capacity building, promoting peer mentorship and learning, and investing in youth livelihoods and empowerment schemes.

Criminogenic socialization of many young person's intensify pressure on them to associate with violent gangs. As such, this component intends to transform the transition culture from youth to adulthood from that of violent gangsterism to one predominantly driven by 'civic pride' based on the values of tolerance and peaceful co-existence in hitherto high-risk communities within Trinidad and Tobago. It intends to contribute to reduced gang violence, reduction in recidivism rates, and raising young champions of behavioural change through a combination of capacity building, rehabilitation, and empowerment initiatives. This outcome will be actualised through scalling up the Youth Peer Mentorship Project in East Port of Spain.

# Output 3.1 Positive Deviance (East POS Scale Up)- (to focus on youth 18-25)

The Youth Peer Mentorship Pilot Project in Mon Repos, Morvant has experienced good results in a short space of time. This outcome will include a scale-up of the Pilot where Phase Two will include mentorship training for the first batch of 15 participants to be able to effectively mentor and model good behaviours for the second batch of 30 participants (who would have been recruited by the first batch at the end of the Pilot Phase). A 'Peace Project' will also be introduced at this stage, where the first and second batch of recruits will work together to develop strategies and initiatives to promote peace in their community. The process will include a determination of why and how violent gangs affect the youth in their own lives personally, and the community as a whole. The best idea will be chosen by the youth themselves, with assistance from the Project Team, and will be implemented in the community. The Project Team will link the young people with key stakeholders and decision makers whose cooperation will be required for the chosen initiative to be actualized with success. UNDP intends to partner with the East POS Development Company on this initiative as well as non-state actors working on peace and violence prevention initiatives.

Globally, the leadership of women, including women's groups, networks and NGO's, has proven critical in the transformation of cultures of violence and creeping violent extremism. In this regard, organised women's groups, networks and NGO's are major resources for effective violence prevention engagements at the community level. The youth will therefore be encouraged to collaborate with these networks in the conceptualisation and implementation of the Peace Project.

Once Phase Two is met with success, consideration can be given to project scale up with the Phase One Pilot being replicated in another community is East POS. Again, the East POS Development Company will be key to advise at this stage.

# Output 3.2 Youth Training Rehabilitation Centre Pilot – to focus on children (under 18-21)

UNICEF with its strong focus on vulnerable and disadvantaged children is well positioned to bring technical expertise to this pilot. It fits squarely under one of its key programme pillars, 'Safety and Justice for Children' which focuses on preventing and mitigating against childhood violence and abuses.

UNDP Trinidad and Tobago is a pioneer in the area of child justice. Between 2014 and 2018, it implemented the Juvenile Court Project (JCP) which focused on strengthening the capacity of the judiciary of Trinidad and Tobago to deal with children's matters using a more rehabilitative and less retributive approach. Under the JCP, two Children Courts were established which included policies, procedures and processes for dealing with children coming into contact with the criminal justice system.

The Children Court is mandated to deal with two sets of children:

- i. those in conflict with the law (having been accused of committing a criminal offence), and
- ii. children in need of supervision (CHINS) (exhibiting severe challenging behaviours).

Children in conflict with the law can only be brought before the Court after being charged by the police. Further, most children who end up in conflict with the law, come from at-risk communities where their association with gangs and criminality, have largely influenced their choices, and have propelled them toward similar engagement.

The Children Act 2012 mandates that a child in conflict with the law, who is over 10, must be held at a Rehabilitation Centre. At present, there is only one such Centre in Trinidad and Tobago, namely the Youth Training and Rehabilitation Centre- YTRC (formerly Youth Training Centre- YTC). Subsequent to the passing of the Children Act, the Child Rehabilitation Centre Regulations were passed and brought with it a series of important changes to the operations of the YTRC. Some of the new requirements include one assigned prison officer to each dorm, whereas before, four to five officers were responsible for at least ten cell blocks. The cell blocks themselves have been converted to dormitories which include amenities such as a television, living room area, proper ventilation and adequate space. Further, the residents are no longer referred to as "lads", but are called clients.

It is against this backdrop of rehabilitation that a Pilot Project will be conducted with a cohort of 20 male and female children and youth recruited through the YTRC. The purpose of the engagement will be to affect behavioural change that will divert young people from becoming re-attracted to criminality, gangs and violence once they leave YTRC, and place them on a pathway to becoming civic-minded, contributing members of society.

This Pilot will utilize psychosocial interventions, capacity building sessions, workshops and field trips (within established parameters), in an aim to motivate a shift in participants' thinking about their communities and themselves. The group of 20 will comprise a mix of participants including the following:

- Youth offenders who are in the male and female YTRC and whose sentences are close to completion (within one year). These young people will need the skills, tools and capacity to empower them to refrain from going back to the life of crime and gang involvement that landed them in YTRC initially.
- Youth offenders whose sentences may not be close to completion but who have been identified by YTRC officials for enrolment due to their potential to benefit from the programme.

The overarching aim will be to see a reduction in gang involvement, criminality and risky and challenging behaviours, as these young people become more civic-minded and community focused.

# Output 3.3 Support to the Children Court of Trinidad and Tobago

As mentioned, UNDP has closely supported the establishment of The Children Court of Trinidad and Tobago which was set up to strengthen the capacity of the Judiciary of Trinidad and Tobago to deal with children's matters in a manner that is more consistent with the international rules and guidelines for the administration of juvenile justice and a fair and rights-based approach to the treatment of children in conflict with the law.

A key feature of the Court is the application of risk assessments for child offenders and Children in Need of Supervision to assist in judicial decision making and the development of appropriate Treatment Plans that provide the pathway toward rehabilitation. Child Probation Officers conduct assessments and monitor the compliance of children with the sentence and sanction, and provide periodic updates to the Court in this regard.

Another key feature of the Court is a Children Drug Treatment Court Process to which children with histories of drug abuse may be referred for treatment.

UNDP will continue to work with the Court to strengthen its capacity to provide much needed restorative justice approaches to the children of Trinidad and Tobago. Support will therefore be provided through training of Child Probation Officers and Drug Treatment Officers to deal with children in a manner that is consistent with child-friendly and child-focused approaches, and through the provision of Assessment Tools for the conduct of critical risk assessments.

Support will also be provided to two referral programs utilized by the Children Court, including the 'Boys to Men Programme' and Police Youth Clubs, which both focus on the rehabilitation and capacity building of at-risk youth. The 'Boys to Men' Programme is conducted in 8-week stages during which

young men of selected communities, usually between the ages of 14-21 meet in a common place at a common time. Meetings are facilitated through developmental conversation — the principal tool in creating positive dialogue among participants — to bring about an improved understanding of particular areas of discussion such as relationships, career development and education, family, fatherhood, self-esteem and spirituality.

Police Youth Clubs focus on exposing young people to productive activities in education, sports, culture, spirituality and community service, as an alternative to a life of drugs, crime and juvenile delinquency.

# II) Stakeholders' Engagement

The main partner on this project will be UNICEF, Office of the Eastern Caribbean Area. An important prerequisite to guarantee the success of any project is to engage stakeholders and final beneficiaries, including in this case the government Ministries and Departments, and women and youths in communities. The main beneficiaries would be agencies involved in violence prevention, including but not limited to the Ministry of National Security, the Trinidad and Tobago Police Service (TTPS), the Office of the Attorney General, the Children Courts, the Youth Training and Rehabilitation Centre, and various women and youth groups.

Table 2 contains the details of the role of each partner in project implementation:

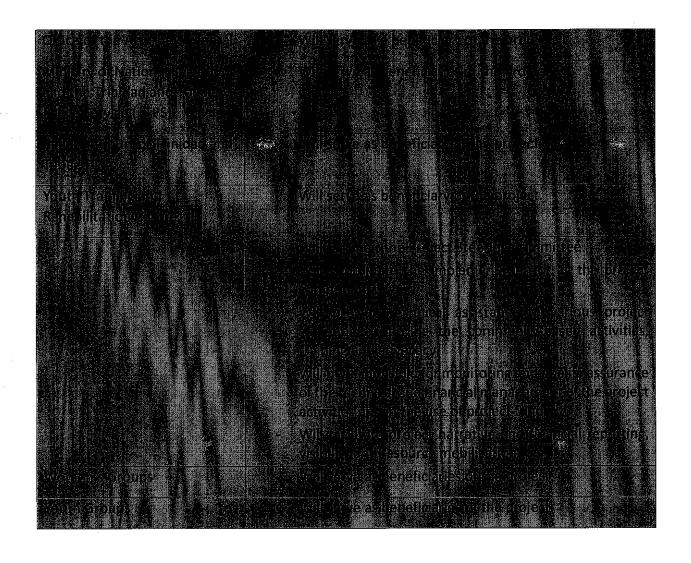
Ministry/ Department/
Organizations

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Table 2: Matrix of National Stakeholders' Participation



# **Mainstreaming Gender**

This Project will consider gender as a frame of analysis that incorporates all people: women, girls, men and boys, and will take into consideration how differently they experience life. In other words, the project shall seek to first understand the gender dynamics and how they intersect with other identity markers such as age, class, geographic location, sexual orientation, marital status, disability, and ethnoreligious background to determine people's position of relative power or vulnerability and determine how this is implicated in violence and violent extremism. Gaining an understanding of how diverse groups are affected will support violence prevention and PVE efforts. Through the data collection methods, the project will guard against gender insensitivity and/or doing harm to potential female beneficiaries of the project. It will avoid focusing only on hard security approaches which often disproportionately target men based on age, class, ethno-racial, political and religious profiling. The project strategy shall seek out women who are also either perpetrators and/or vulnerable to violence and violent extremism. Further, the project will recognize that people face different layers of vulnerabilities based on their gender and age and may be exposed to address heightened risk of

physical, and sexual and gender-based violence, including sexualized torture, sexual exploitation and abuse, as well as early and forced marriages (EFM).

# III) South-South and Triangular Cooperation (SSTC)

The project is largely country specific but borrows from global principles of violence prevention and PVE programming. The project's learning and knowledge aspect includes an exchange of lessons and best practices in adaptation with other countries across the world facing similar violent extremism impacts, and similar barriers to implementation, such as Colombia, Guatemala, Mali and Nigeria. While collaboration with these countries, for the purpose of project implementation is not planned, knowledge platforms within UNDP and between country offices and regional offices can be utilized to share experiences at a regional level.

# IV) SDGs Linkages

The project promotes the ideals and objectives of the SDGs and is linked as follows:

Goal 16: Promote peaceful and inclusive society for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Specifically, indicator:

- 16.3: promote the rule of law at the national and international levels and ensure equal access to justice for all.

Goal 5: Achieve gender equality and empower all women and girls. Specific targets include:

Target 5.1. End all forms of discrimination against women and girls everywhere.

# **Risks and Assumptions**

				TOTAL CONTRACTOR	
1.	High Risk	Political/	P=3, l=4. High	This will be mitigated through the	Project
	communities are	Operational		combination of crime mapping,	Coordinator
	inaccessible due			community outreach and	
:	to deterioration		10 mg - 10 mg		
	in security			measures between communities	· · · · · ·
	situation.			and TTPS.	
2.	Potential project	Political/	P=3, l=4. High	Careful design of customised	Project
	beneficiaries	Operational		intervention strategies based on	Coordinator
	refuse to			the reality and peculiarity of each	
İ	participate due			beneficiary community. Also,	
	to threat			trusted local interlocutors shall also	
	perception.			be empowered to act as	·
				implementers in situations where	
				necessary. They will reach out to all	

				stakeholders in planning and executing project activities.	
3.	Implementation of community empowerment programmes result in division within communities	Operational	P=2, I=2. Low	Criteria shall be developed and deployed in a transparent and predictable manner, to reinforce equity.	Project Manager
4.	Concerns over the involvement of the TTPS in crime prevention work by some community beneficiaries	Operational	P=4, I=2. High	Regular consultations before and during the project implementation to enhance understanding and trust.  Pre-implementation consultation with the TTPS hierarchy on the objectives of the project and its alignment to crime prevention.	Project Coordinator
5.	Duplicity of Initiatives by several international donors	Operational	P=2, I=2. Low.	Series of consultations will be concluded before project finalization and will be on-going during project implementation	Assistant Resident Representative
6.	Limited capacity within relevant Ministries/ insufficient human resources within government agencies benefiting from the project	Operational	P=2, I=2. Low.	The project will strengthen the institutional and technical capacity for planning, designing and implementing violence prevention and PVE engagements.	Assistant Resident Representative

# IV. PROJECT MANAGEMENT

# **Cost Efficiency and Effectiveness**

The proposed project builds on, among other things, the success of the 'Positive Deviance' project in Morvant, East Port of Spain, which was focused on using peer mediation and leadership to divert youths away from a violent pathway. Through replicating the evidence-based approach piloted in Morvant which resulted in harnessing community resources to transform youths, this project will seek to reach more beneficiaries within the Morvant area and other parts of Trinidad and Tobago.

As this Project is scaled up, localised research will be conducted in proposed beneficiary communities and evidence gathered from such shall be utilised to build customised, cost-effective interventions, while utilizing lessons learned from the pilot.

The project will also:

- i. Adopt an integrated approach with three complementary and mutually reinforcing components (targeting youth, women and government partnership), as explained in the 'Strategy' Section;
- ii. Align with national priorities on crime prevention and answer local needs as identified in the background section of the project document;
- iii. Build on and reinforce national structures and capacities;
- iv. Mainstream gender across its activities, outputs and outcomes; and
- v. Ensure equitable access to all targeted project beneficiaries.

The measures that this project proposes to implement were identified as tangible and cost-effective, as they:

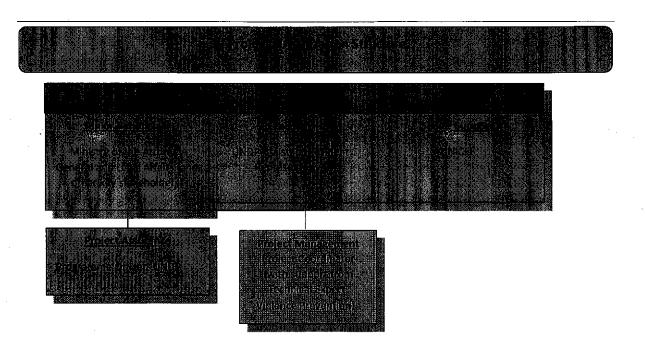
- i. prioritize the needs of the local community youths at the design stage;
- ii. optimize spending of the funds to meet the needs that are not currently being provided for by other stakeholders; and
- iii. ensure that the project is well understood by all the beneficiaries and facilitates efficient use of financial resources.

# V. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The management arrangements of the project are governed by the UNDP rules and regulations. These are specifically designed to take into account the requirements of this project and have been successfully applied by the UNDP Trinidad and Tobago Country Office in all of its partnership projects thus far.

A coordinating mechanism will be established which will comprise a Project Board composed of the Ministry of the Attorney General and Legal Affairs, key stakeholders, UNICEF and UNDP. The role of the Project Board is to provide strategic guidance to the project to ensure completion of project goals and to co-ordinate with the project coordinator to ensure tasks are completed in an appropriate sequence. They will also provide advisory services to the project.

The proposed project management arrangements are illustrated below:



Service Control

# RESULTS FRAMEWORK/ANNUAL WORK PLAN ż

INTENDED OUTCOME AS STATED IN THE MSDF: PRIORITY AREA 2: A COHESIVE, SAFE AND JUST CARIBBEAN
National Goal or Priority: Theme One: Putting People First, Nurturing Our Greatest Asset
Theme Two: Good Governance and Service Excellence
UNDP CPD Indicative Ouput: Capacities of the security sector for governance and oversight are improved through the development of a citizen security
approach to address crime and violence.

approach to addres	approach to address crime and violence.	Ca									
Project IIIIe and At	Project Illie and Atlas Project Number: IBD	BU		•	•						
OUTCOMES	EXPECTED	OUTPUTINDICATORS	DATA	BUDGET	BUDGET	TARGETS (by frequency of data collection)	y freque	ncy of da	ata collec	tion)	DATA
	3						8		NAME OF STREET	ja	ON METHODS & RISKS
Outcome 1 Support to Government's Violence	Output 1.1: Gap Analysis Report (with close NGO consultation)	Number of NGO consultations held	Project Status Report	35,000		0	10	10			
Prevention Policy, Legislative Agenda and Key Projects		Gap Analysis Report produced and submitted	Project Status Report		***			<del>-</del> -1		ı	
	Output 1.2: Work			45,000		0		,	₩		
	with policy makers	Advocacy tool	Project							•	-
	and trained	developed (based on	Status Report					<u>-</u>	:		
	professionals to	recommendations from		- · <del>-</del>							
	improve responses	Gap Analysis)				•					-
	to Domestic		Project				1	1	40	5	
	Violence and	Number of trainings	Status Report								
	violence against	conducted for									
	women and girls	professionals (police,									
	(VAWG)	medical professionals,			•					4	
		judiciary, etc.).									
Outcome 2:	Output 2.1:	Number of reports	Project	40,000		0		ı	1	,	
Strengthened	Research on	completed on drivers of	Status Report								
Evidence to	Drivers of Violent	violent extremism							•		
Inform	Extremism										_
Government											

	52	100			r.				* -		
	n (raso)	50	2	Т	5	न्द्रहरू.					
	ı	25	2	Н	'n						
	26										
	13	0	1	1	1						
		15,000	15,000		30,000						
	30,200	35,000	10,000	15,000	30,000	22,000	322,200	000′6	331,200	28,800	360,000
¥	Project Status Report	Project Status Report	Project Status Report	Project Status Report	Project Status Report		Sub-Total		Budget Sub- Total		TOTAL BUDGET
	Number of additional recruits enrolled in programme	Percentage of pilot executed (for 20 youth)	Number of Child Probation Officers trained	Number of Drug Treatment Court Officers trained	Number of Capacity Building sessions for Court Annexed Auxiliary Programmes including Police Youth Clubs	Develop ToR and hire project coordinator					
	Output 3.1 Peer Mentorship Scale Up	Output 3.2 Youth Training Rehabilitation Centre Pilot	Output 3.3 Support to Children Court of Trinidad	and Tobago	,	Output 4.1 Hire Project Coordinator		(1884) (1884) (1884)			
Violence Prevention Programming	Outcome 3: Youth Violence Prevention					Outcome 4: Establish Project Implementation Team		Audit		GMS @ 8%	

# ANNUAL WORK PLAN

EXPECTED OUTPUTS and RESULT	PLANNED ACTIVITIES:	<b>a</b>	Planned Budget by Year	get by Yea			d section	PLANNED BUDGET	
INDICATORS		2019	2019	2020 Q1	2020	RESPONSIBLE PARITY	Funding Source	Budget Descripti on	Amount
Output 1.1 Gap Analysis Report (with close NGO	1.1.1 Select and hire consultant for project execution	>				UNDP	UNDP		1
consultation)	1.1.2 Conduct national consultations to inform Gap Analysis Report	>	>			UNDP/ Consultant	UNDP		25,000
	1.1.3 Develop and finalise Gap Analysis Report		<b>&gt;</b>			Consultant	UNDP		10,000
	Sub-lotal for output Int				i i				gogice
Output 1.2 Work with policy makers and trained	1.2.1 Develop advocacy tool based on recommendations in Gap Analysis Report		>		·	UNDP/ Consultant	UNDP	÷	20,000
professionals to improve responses to Domestic Violence and violence against women and girls (VAWG)	1.2.2 Develop training series based on advocacy tool			>		UNDP/ Consultant	UNDP	গুর্গন্তুনে '	5,000
	1.2.3 Conduct trainings with trained professionals to improve responses to victims of domestic violence and violence against women and girls			>	<b>&gt;</b>	UNDP/ Consultant	dono		20,000
	Sub-Total for Output 1.2						TOLES		45,000
Output 2.1 Research on Drivers of Violent	2.1.1 Select and hire consultant for execution of research project (develop	>				UNDP	UNDP		
Extremism	ToR; RFP etc.)								

	2.1.2 Execute study	>	>			Consultant	UNDP	es pare	30,000
	2.1.3 Finalise Report on Drivers of Violent Extremism			>		UNDP/ Consultant	UNDP		10,000
Page 1	Sub-rotal for Output 2.1								40,900
Output 3.1	3.1.1 Select and hire consultant								ı
reer wentorship scare up	3.1.2 Collate assessments of new recruits (executed at the end of Pilot Phase)	>				UNDP/ Consultant	UNDP		5,000
	3.1.3 Execute project (workshops, field trips, capacity building sessions etc.).		>	>		UNDP/ Consultant	UNDP		15,000
	3.1.4 Establish logistical support for project (refreshments, venues, transportation etc.)		>	>		UNDP (Project Coordinator)			5,000
Section of Section 1989	3.1.5 Execute Peace Project in beneficiary community			>	>	UNDP/ East POS Development Company/ Consultant	UNDP	15 Ben'	10,000
Output 3.2 Youth Training Rehabilitation Centre	Sub-Total for Output 3:1 3.2.1 Select and hire	<b>*</b> * * * * * * * * * * * * * * * * * *							30,206
Pilot	3.2.1 Identify YTRC youth for inclusion in project	>				UNDP/YTRC/ Consultant	UNDP		1

	3.2.2 Conduct psychosocial assessments of youth	>				UNDP/ Consultant	UNDP	,	15,000
	3.2.3 Review project design based on results of assessment	>				UNDP (Project Coordinator)/ YTRC/ Consultant	UNDP		5,000
	3.2.4 Execute pilot (workshops, field trips, capacity building sessions etc.).		>	`	<b>&gt;</b> .	UNDP/ Consultant/ YTRC	UNDP	:	25,000
	3.2.5 Establish logistical support for project (refreshments, venues, transportation etc.)		>	`	<b>&gt;</b>	UNDP (Project Coordinator)			5,000
	Sub-Total for Output 3.2:								50,000
Output 3.3 Support to the Children Court of	3.3.1 Facilitate training for Child Probation Officers		>	>	>	UNDP	UNDP/ UNICEF	<b>V</b> A-\$170	25,000
of portion of the control of the con	3.3.2 Facilitate training for Drug Treatment Court Officers		>	`	*	UNDP	UNDP		15,000
aug.	3.3.3 Identify Court annexed auxiliary programmes for support and capacity building	· •				UNDP/ Children Court	1		1
	3.3.4 Select and hire relevant consultants/facilitators to conduct capacity building sessions for Court annexed	>				UNDP/ Children Court	1	ı	
	anuxilliary programmes								

	3 3 5 Conduct capacity					60,000
	building sessions for Court	>	<b>&gt;</b>	UNDP/ UNDP/ Children Court LINICEE	UNDP/	
	programmes including Police	_				
	Youth Clubs					
	Sub-Total for Output 3.3					100,000
Output 4.1	4.1.1 Hire Project					22,000
Establish Project Implementation	Coordinator	<b>&gt;</b>				
Теат						
	Sub-Total for Output 4:1					22,000
Audit						9,000
General Management Support						28,800
TOTAL STATE OF THE PARTY OF THE						

1

# VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

# Monitoring Plan

Frogress  Track results analyse progress project Identify achieve and m using:a	se data against the results				
		Quarterly		UNDP,	1
	ors in the RRF will be collected and		ssed by project	Office of	
pue	analysed to assess the progress of the		management.	the	
	project in achieving the agreed outputs.			Attorney	
				General	
	Identify specific risks that may threaten		Risks are identified by project	UNDP,	ı
	achievement of intended results. Identify		management and actions are	Office of	
	and monitor risk management actions		taken to manage risk. The risk	the	
	using a risk log. This includes monitoring		log is actively maintained to	Attorney	
	measures and plans that may have been	Quarterly	keep track of identified risks	General .	
ividitage hish require	required as per UNDP's Social and		and actions taken.		
Enviror	Environmental Standards. Audits will be				
conduc	conducted in accordance with UNDP's				
audit p	audit policy to manage financial risk.				
Knowle	Knowledge, good practices and lessons		Relevant lecone are centured	UNDP,	ı
will be	will be captured regularly, as well as		hy the project team and used	Office of	
Learn actively	actively sourced from other projects and	At least annually	by the project team and used	the	
partne	partners and integrated back into the		docisions	Attorney	
project.	1		decisions.	General	
The qui	The quality of the project will be assessed		Areas of strength and	UNDP,	,
against against	against UNDP's quality standards to		weakness will be reviewed by	Office of	
9	identify project strengths and weaknesses	Annually	project management and used	the	
	and to inform management decision		to inform decisions to improve	Attorney	
making	making to improve the project.		project performance.	General	

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP	1
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP, Office of the Attorney General	1
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Steering Committee	1
TOTAL					0

## **ANNEXES**

### ANNEX ONE: PROJECT BOARD TERMS OF REFERENCE

3.46

### DRAFT TERMS OF REFERENCE FOR THE PROJECT BOARD

### 1. CONTEXT

The TRIP Project makes a provision for creation of a Project Board (PB). The PB is a structure designed to facilitate the management of the project from its inception to its conclusion. The roles and responsibilities of the structure bring together the various interests and technical skills involved in, and required by, the project, to represent the interest of the project.

### 2. OBJECTIVES

The PB is the group of key individuals responsible for making management decisions by consensus for the project and when guidance is required by the Project Manager (PM). To ensure full accountability, the PB is in place to make decisions in accordance to standards that shall ensure best value for money, fairness, integrity, transparency and effective international competition.

It provides overall guidance for effective implementation of the project through approval or revision of annual workplans (AWP) and budgets, as well as through monitoring and evaluation of progress made and assumes the overall ownership of the project, therefore becomes the highest body for decision-making. The objectives of the TOR for the PB are:

- a) To provide overall guidelines and operational procedures of the PB;
- b) To stipulate the overall responsibilities of the individual members of the PB; and
- c) To provide criteria for representation of members in the project.

# 3. ROLES

Several key roles have been identified in the PB as follows:

- a. **Project director** (also called executive): Represents project interests and chairs the group. In this case, it is the representative of the UNDP.
- b. **Development partners** (also called supplier): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. In this case, UNICEF.
- c. **Beneficiary representatives**: Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. In this case, several national agencies will benefit.

d. **Project assurance:** Project assurance is the responsibility of each PB member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. Project assurance has to be independent of the project manager. In this case, a UNDP Programme Officer.

All members must designate alternates to attend if they are not available. Additional representatives may be invited to meetings as temporary participants, advisors or observers as required. Additional members can be added to the PB as appropriate and following invitation from the Chair.

### 4. OPERATIONS

Meetings should be held at least once a quarter. (It should be noted that the PB can meet as often as required to advance project implementation). Specific meeting dates for subsequent meetings, as well as additional meetings, will be decided at each PB meeting with confirmation of dates being provided at least two weeks in advance of meetings, except for extraordinary circumstances that require an emergency meeting. All meeting documents will be circulated at least one week in advance of the meeting to facilitate review and feedback.

The PB members who contribute to decision making shall decide for each subsequent meeting the participation of members with an advisory role.

The PB may approve the establishment of technical sub committees, which can provide support to the project manager in achieving specific outcomes of the project.

PB meetings will be made based on the quorum (50%+1). Minutes of PB meetings will recorded by the Project Manager or Project Support.

# **5. RESPONSIBILITIES**

The PB members are required to:

- Provide overall guidance and direction to the project
- Make decisions on major project changes
- Address project issues as raised by the Project Manager and any Technical Sub Committee created
- Review and appraise detailed Project Plan and Annual Work Plans
- Provide approval to move to different phases of the project
- Provide guidance and agree on possible counter measures/management actions to address specific risks
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
- Oversee project implementation and suggest course corrections if necessary
- Provide comments to project team on progress of the implementation
- Provide guidance on conflict resolution related to any conflict occurring within implementation

## ANNEX TWO: PROJECT COORDINATOR TERMS OF REFERENCE



UNITED NATIONS DEVELOPMENT PROGRAMME
TERMS OF REFERENCE
PROJECT SUPPORT: TRINIDAD AND TOBAGO RESILIENCE AND
INCLUSIVE PEACE PROJECT

# I. Position Information

**Post Title:** 

**Project Coordinator** 

Agency:

**UNDP** 

**Duty Station:** 

**Trinidad and Tobago** 

# II. Organizational Context/ Background

A Project Coordinator is being recruited to provide day-to-day management of the **Trinidad and Tobago Resilience and Inclusive Peace (TRIP) Project**. The Project Coordinator will be hired as a full-time team member for the duration of the year project.

# III. Functions / Key Results Expected

Key Responsibilities:

# **Technical/Administrative**

- Coordinate the daily activities in support of the effective roll out of the project;
- Identify and/or prepare analytical research and background materials, as required to assist the project manager in regular monitoring of the progress of the project;
- Participate in the preparation of TORs and organize interviews for selection of candidates for consultants and team members;
- Maintain good communication and coordination with Government counterparts, donor agencies, private sector, NGOs and other stakeholders as required;
- Support the formation of linkages and flows of information between the Project and other relevant national, regional and international initiatives;

- Organize and provide technical inputs to meetings with Government counterparts, donor agencies, private sector, NGOs and other stakeholders, as required;
- Assist with consultation, communication and promotion in respect of the project activities;
- Certify and monitor the delivery of financial and non-financial resources, as required;
- Monitor and report on the project outcomes including the preparation of progress updates and quarterly and annual reports to the government and UNDP;
- Perform any other functions as required by the Project.

# **Financial**

- Process financial transactions such as payments to consultants, supplies and logistical requirements as well as monitor project expenditure;
- Prepare and update financial reports;
- Ensure that project assets are properly recorded and used for implementation of the Project;
- Track overall project work plan and budget allocation to ensure the project remains within budget;
- Ensure adequate documentation of expenses so that funds can be verified in case of audit.

# Qualifications:

- Bachelor's Degree in any of the Social Sciences, Management, Law or International Relations;
- Minimum of 2 years' professional experience any of the following: sustainable development, crime and violence prevention, management, administration or project management;
- Demonstrable experience in report writing, preparation of minutes, organizing meetings and consultations;
- Knowledge of UNDP or other development agency's project implementation procedures, including procurement, disbursements and reporting and monitoring would be an asset;
- Relevant experience working with non-State actors would be an asset;
- Good interpersonal and communication skills;
- Good organizational skills;
- Strong computer skills especially for Word Processing and Spreadsheets;
- Strong oral and written communication skills in English.

**Duration:** One Year

# SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

Document. Please refer to the <u>Social and Environmental Screening Procedure</u> and <u>Toolkit</u> for guidance on how to answer the 6 questions. The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project

# Project Information

i mormatio

	yect information.	
ij	Project Title	Trinidad and Tobago Resilience and Inclusive Peace (TRIP) Project
2.	Project Number	T.B.C.
3,	Location (Global/Region/Country)	) Trinidad and Tobago

# Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

# QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

or he in the space below how the dialog and mains hearins the himan dahly based approach

surrounding violence prevention and extremism. It also focuses on strengthening the capacity of institutions to better respond to citizen needs in a cohesive and impactful This project is fully grounded on a human rights based approach as it empowers citizens to be at the centre of creating solutions to address the pressing challenges of issues

The project strengthens institutional responses to violence against women and girls. It also focuses on women as a key contributor to determining solutions to violence prevention and extremism.

Pythsorine in the space Lelow how the Project mainstreams environmental sustainability

Not applicable

# Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?  Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses), If no risks have been identified in Attachment 1 then right "No Risks Identified" and skip to Quieston 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.	QUESTION 3: What is the level of significance of the potential social and environmental risks? Note: Respond to Questions 4 and 5 below before proceeding to Question 6	QUESTION 6: What social and environmental assessment and management measures have been conducted and or are required to address potential risks (for Risks with Moderage and High Significance)?
Misk Description	Unpace and Significance Comments Archaelilly from. (1-5) Moderate. High:	Description of assessment ampathagement measures as reflected in the Project design. I Esta of 35.5438 applied note took the assessment should consider all posertion imparts and insec-
Risk 1: 'No Risks Identified'	l = Not applicable P =	No potential risks have been identified in the project to warrant any social and environmental assessment.
Risk 2	d	
Risk 3:		
Risk 4:	= d	
[add additional rows as needed]		
	QUESTION 4: What is the overall Project risk categorization?	
	Select one (see SESP for guidance)	Comments
	Low Risk X	
	Moderate Risk	
	High Risk	
, , , , , , , , , , , , , , , , , , ,	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?	
in the second se	Check all that apply	Comments
	Principle 1: Human Rights	Not applicable (N/A)
		N/A
	1. Biodiversity Conservation and Natural Resource Management	N/A
	2. Climate Change Mitigation and Adaptation	N/A

3. Community Health, Safety and Working Conditions	N/A
4. Cultural Heritage	N/A
5. Displacement and Resettlement	N/A
6. Indigenous Peoples	N/A
7. Pollution Prevention and Resource Efficiency	N/A

# Final Sign Off

Signature	Dote	Societion
QA Assessor	17	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature
and from ,	6100/4/02	confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy
C	20/01/20	Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA
- the factorities to 1/1/26	5/14/2011	Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PÁC Chàir		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms
		that the SESP was considered as part of the project appraisal and considered in recommendations of the
		PAC.
		The second secon

# Social and Environmental Risk Screening Checklist

i ela a	plès 1: Human Rights	Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? 12	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Princ	ple 2: Gender Equality and Women's Empowerment 🤏	
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N/A
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No
	For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being	-
AND AND ADDRESS.	iple 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by pecific Standard-related questions below	

<sup>&</sup>lt;sup>2</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

habitats) and/or ecosystems and ecosy  For example, through habitat loss, conv.  1.2 Are any Project activities proposed with areas, including legally protected areas or recognized as such by authoritative:  1.3 Does the Project involve changes to the habitats, ecosystems, and/or livelihood apply, refer to Standard 5)  1.4 Would Project activities pose risks to example to the Project pose a risk of introduction of the Does the Project involve harvesting of the Does the Project involve the production	verse impacts to habitats (e.g. modified, natural, and critical stem services?  version or degradation, fragmentation, hydrological changes  nin or adjacent to critical habitats and/or environmentally sensitive (e.g. nature reserve, national park), areas proposed for protection, sources and/or indigenous peoples or local communities?  e use of lands and resources that may have adverse impacts on is? (Note: if restrictions and/or limitations of access to lands would indangered species?  Note: if restrictions and/or limitations of access to lands would indangered species?  Note: if restrictions and/or limitations of access to lands would indangered species?	No N
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<ul> <li>1.2 Are any Project activities proposed with areas, including legally protected areas or recognized as such by authoritative states.</li> <li>1.3 Does the Project involve changes to the habitats, ecosystems, and/or livelihood apply, refer to Standard 5)</li> <li>1.4 Would Project activities pose risks to end.</li> <li>1.5 Would the Project pose a risk of introduction.</li> <li>1.6 Does the Project involve harvesting of the project involve the production.</li> </ul>	nin or adjacent to critical habitats and/or environmentally sensitive (e.g. nature reserve, national park), areas proposed for protection, sources and/or indigenous peoples or local communities?  e use of lands and resources that may have adverse impacts on ls? (Note: if restrictions and/or limitations of access to lands would indangered species?  Addinguished a lien species?  Note: if restrictions and/or limitations of access to lands would indangered species?  Note: if restrictions and/or limitations of access to lands would indangered species?	No No No
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habitats, ecosystems, and/or livelihood apply, refer to Standard 5)  1.4 Would Project activities pose risks to et 1.5 Would the Project pose a risk of introdu 1.6 Does the Project involve harvesting of 1 1.7 Does the Project involve the production	Is? (Note: if restrictions and/or limitations of access to lands would indangered species?  Note: if restrictions and/or limitations of access to lands would indangered species?  Note: if restrictions and/or limitations of access to lands would indangered species?	No No
<ul> <li>1.5 Would the Project pose a risk of introde</li> <li>1.6 Does the Project involve harvesting of one</li> <li>1.7 Does the Project involve the production</li> </ul>	ucing invasive alien species?  Natural forests, plantation development, or reforestation?	No No
<ul><li>1.6 Does the Project involve harvesting of one</li><li>1.7 Does the Project involve the production</li></ul>	natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production	latural forests, plantation development, or reforestation:	
	n and/or harvesting of fish populations or other aquatic species?	NI_
		No
1.8 Does the Project involve significant ext	raction, diversion or containment of surface or ground water?	No
For example, construction of dams, rese	ervoirs, river basin developments, groundwater extraction	
1.9 Does the Project involve utilization of g development)	enetic resources? (e.g. collection and/or harvesting, commercial	No
1.10 Would the Project generate potential a	dverse transboundary or global environmental concerns?	No
	or consequential development activities which could lead to adverse Nould it generate cumulative impacts with other known existing or	No
felling of trees, earthworks, potential re encroachment on lands by illegal settle potentially in sensitive areas. These are	ted lands will generate direct environmental and social impacts (e.g. elocation of inhabitants). The new road may also facilitate are or generate unplanned commercial development along the route, indirect, secondary, or induced impacts that need to be considered. The forested area are planned, then cumulative impacts of multiple Project) need to be considered.	
Standard 2) Climate Change Mitigation and Ac	aptation :: '	
2.1 Will the proposed Project result in sign change?	ificant <sup>13</sup> greenhouse gas emissions or may exacerbate climate	No
2.2 Would the potential outcomes of the P change?	roject be sensitive or vulnerable to potential impacts of climate	No
2.3 Is the proposed Project likely to directly climate change now or in the future (al	· · · · · · · · · · · · · · · · · · ·	No

<sup>&</sup>lt;sup>13</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding	
Stand	lard 3 -Community Health, Safety and Working Conditions	
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Stanc	iard 4: Cultural Heritage	
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect, and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
	dard 5: Displacement and Resettlement	
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	is there a risk that the Project would lead to forced evictions? <sup>14</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No

<sup>14</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Stand	ord 6: Indigenous Peoples	
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	No
	If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.	
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Stand	ard 7: Pollution Prevention and Resource Efficiency	
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No
	For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol	
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No