



**UN Development Programme**  
Trinidad & Tobago - Port of Spain



**Project No.** 53674

**Project Title:** Institutional Strengthening and Support to the Ministry of Local Government

**Start Year:** 2006

**End Year:** 2009

**Executing Agency:** Ministry of Local Government

**Cooperating Agency:**

**Implementing Agency:** UNDP T&T

**Revision Type:**

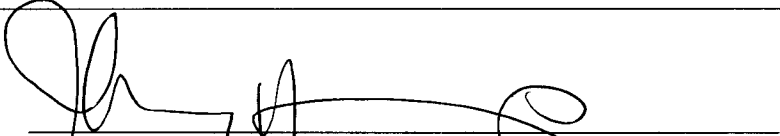
<b>Budget as of October 31, 2006</b> (UN exchange rate: US\$1.00 = TT\$6.30)			
<b>Item</b>	<b>Fund</b>	<b>Amount (TT\$)</b>	<b>Amount (US\$)</b>
<b>Budget</b>		4,295,081.70	681,759.00
<b>GMS Fee</b>		275,412.94	43,716.34
<b>Total Budget</b>		4,570,494.64	725,475.34
<b>Allocated Resources</b>	Government	4,512,534.64	716,275.34
	UNDP	57,960.00	9,200.00
<b>Unprogrammed/Unfunded</b>			

**Brief Description:**

Recent economic growth and resulting urban and rural development have placed new demands on the existing Local Government systems. These demands dictate that the local system must now operate at a higher level of efficiency in what can be considered to be a fast paced and results oriented environment. Institutional Strengthening of the MOLG will facilitate the improvement of its operations and the resulting delivery of services by municipalities to communities thereby enhancing the quality of life of the citizenry. To support this initiative the UNDP will provide technical expertise to assist the MOLG in the strengthening of its management systems, human resource capacity and funding mechanisms, areas which are critical to the creation of an enabling environment for the attainment of effective decentralization, local governance and urban/rural development. This is necessary for meeting the current demands of society and is in keeping with the Government's National Strategic Development Plan, Vision 2020.

**Agreed by:**

**United Nations Development Programme**

  
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**Dr. Inyang Ebong-Harstrup**  
Resident Representative

24 Nov.2006

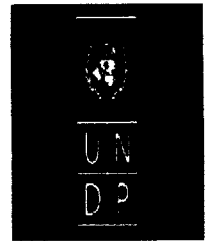
**Executing Agency**

  
\_\_\_\_\_  
**Senator, The Hon. Rennie Dumas**  
Minister of Local Government

24 Nov.2006

  
\_\_\_\_\_  
**Mrs. Indra Furlong-Kelly, Permanent Secretary,**  
Ministry of Local Government

24 Nov.2006



**Government of the Republic of Trinidad and Tobago**

**and**

**United Nations Development Programme**

**Project Title: Institutional Strengthening and Support to the Ministry of  
Local Government**

Current demands of society dictate that Local Government systems must be able to operate effectively in a fast paced and results oriented environment. In this regard, the existing system in Trinidad must be modified to meet these demands. Institutional strengthening of the MOLG will facilitate improvement in the delivery of services by municipalities to communities thereby enhancing the quality of life of the citizenry. UNDP will support this initiative by providing technical expertise to assist the MOLG in the strengthening of its management systems, human resource capacity and funding mechanisms, areas which are critical to the creation of an enabling environment for the attainment of effective decentralization, local governance and urban/rural development. This is necessary for meeting the current demands of society and is in keeping with the Government's National Strategic Development Plan, Vision 2020.



**olunteers**

# Section 1

## Part I Situation Analysis

The Trinidad and Tobago Local Government system consists of the Ministry of Local Government (MOLG) and fourteen (14) Municipal Corporations: (2 Cities, 3 Boroughs and 9 Regions). The MOLG is the Central Government agency responsible for monitoring and coordinating the delivery of services by Municipal Corporations to their constituents, conveying policy directives from Central Government, issuing administrative guidelines and disbursing funding from the Ministry of Finance. It is headed by the Minister who is assisted by the head of administrative duties in the Ministry, the Permanent Secretary. Each of the fourteen Municipal Corporations is managed by a council and administrative arm. The Mayor/Chairman is responsible for presiding over the council whilst the administrative arm is managed by a Chief Executive Officer

The Local Government system has undergone many evolutionary changes within its 400 years old history and to this end, Local Government Reform and Decentralization has been one of the major issues discussed. This issue has been reflected in various policy documents namely the Draft Policy Paper on Community Development and Local Government of 1983, the Municipal Corporations Act #21 of 1990 and its attendant amendment of Act #8 of 1992. The Central Government has recognized that despite this focus on decentralization little has been achieved and as such a greater effort is required. In this regard Local Government Reform and decentralization form an integral part of Trinidad and Tobago's National Strategic Development Initiative – Vision 2020 – to attain developed country status by the year 2020. This has been articulated most recently through the development of a draft White Paper on Local Government Reform.

The Draft White Paper has espoused that Local Government Bodies will help achieve the aims and objectives of Vision 2020 through the improvement of infrastructure, preservation of the environment, increasing access to basic amenities and delivery of social services with particular emphasis on the provision of preventative health care in the various Municipalities. This can only be effectively achieved by the decentralization of the system of Local Government and effective Governance.

Reforming the system of Local Government is congruent with the overall plans to strengthen the governance mechanisms within the national community. However, the issues specific to the MOLG, restructuring the Municipal Corporations and expanding its functional base are in keeping with the Government's commitment to decentralize its functions and responsibilities. Successful decentralization will result in good democratic governance through which the goals of human development, clearly articulated through the Millennium Development Goals (MDGs), can be achieved. Further, the decentralization process will facilitate greater participation by individuals at the local level, including the poor. This will ensure minimization of lack of access to facilities and the promotion of general human rights principles of equality and non-discrimination.

It has been the experience of the United Nations Development Programme, that the key to effective decentralization is the strengthening of an enabling environment and institutional capacity. These have been identified to be critical challenges in the local system which is plagued by (i) a lack of modernized and effective management systems, (ii) inadequate capacity and deficiencies within the staffing system, and (iii) an inadequate and lack of clearly defined funding mechanisms. Summarily, the aforementioned challenges which exist in the local system cause the Local Government Bodies to perform below an acceptable standard, which result in unsatisfactory service delivery and a minimal level of citizen participation and involvement in Local Government affairs. Current demands dictate that the Local Government system must be able to operate effectively in a fast paced and results oriented environment and it is therefore imperative that the identified challenges be addressed to meet the demands of the population and by extension the Strategic Goals as identified in Vision 2020.

UNDP is well positioned to facilitate the reform of the Local Government System, given its commitment to and experience in the achievement of decentralization of governance. UNDP's involvement in over 100 countries has focused on strengthening local systems by i) the creation of an enabling environment and institutional framework at national and sub-national levels through participatory approaches; ii) development of capacities of local democratic institutions and the national agencies tasked with supporting them; iii) strengthening of citizen participation and community empowerment; iv) facilitating partnerships and v) achieving sustainable financial base for local governance. Some key elements which are necessary for successful decentralization in the current local environment.

The UNDP can therefore provide solid support to the planned institutional strengthening programme which is a component of the core service line of Democratic Governance. This initiative will therefore inevitably contribute to the achievement of human development and the Millennium Development Goals (MDGs) and keep with the Government's National Strategic Development Plan, Vision 2020.

## **Part II Strategy**

The Draft White Paper on Local Government Reform, 2006, has indicated that the Vision for the Ministry of Local Government will be achieved through institutional redesign and restructuring such as the introduction of Executive Councils, the decentralization of functions and responsibilities from central Ministries to Local Government Bodies, new legislation, boundary review, new funding arrangements, accounting and budgetary practices. In this regard, this project will seek to fulfill this vision.

### ***Objective***

The main objective of this project is to facilitate Institutional Strengthening of the Ministry of Local Government and in so doing enable the Ministry to contribute to the achievement of Vision 2020. Attainment of this objective will also facilitate the

achievement of UNDP's strategic goal to create an enabling environment for sustainable human development with focus on the strategic areas of supporting decentralized development and local governance for the local good.

The UNDP has a service line on local governance to provide the requisite support to its client countries. Therefore as a key partner, the UNDP, through decentralization for development, wishes to engender an enabling environment for local Government institutions to craft a framework whereby individuals at the sub national level, within communities and municipalities, can engage, participate and widen their choices and capabilities for human development. In so doing, the process of decentralization and urban/rural development forces the governance institutions to ensure more effective policy formulation, service delivery and financial and human resource management.

In this regard, UNDP, as a collaborative partner will provide the technical expertise as well as the international best practices to support the MOLG by facilitating:

1. *The creation of a functional and legal framework for effective and efficient local governance structure and systems. This will be achieved by:*
  - a. The identification of current roles, functions and responsibilities of Local Government Bodies
  - b. Determining which Central Government functions and responsibilities will be decentralized to Local Government Bodies within the scope of the Draft White Paper of 2006
  - c. Effecting corporate restructuring of the Ministry and Municipal Corporations
  - d. Establishment of new governance structures and systems
  - e. The development of legislative framework and the drafting of both primary and secondary legislation
  - f. Development of strategies to increase participation at the community level
  - g. Development of an implementation strategy including time table and contingency plans

Local and/or international experts will be recruited to facilitate this outcome (see Annex I).

2. *The strengthening of the technical efficiency within the Ministry of Local Government through the provision of United Nations Volunteers (UNVs) and other technical experts as change agents.*

In the identification of the challenges faced by the MOLG, it was clearly stated that human resource capacity and the existing management systems were inadequate and to some extent antiquated. Funding was another challenge identified and it was recognized that there was a need to address this issue by improving the arrangements between the Central Government and the MOLG as well as by instituting and

improving where necessary, arrangements for the collection of Rates and Property Taxes by the Municipal and Regional bodies.

It is therefore necessary to facilitate the strengthening of the MOLG with the injection of quality personnel in the form of UNVs. The use of UNVs will provide the essential human resource components for effective capacity development and knowledge transfer. This will ensure swift and cost-efficient implementation without compromising national ownership and absorptive capacity. In this regard UNVs will be utilized in the following areas:

- a. Project Management
- b. Property Taxation Administration and Assessment
- c. Information Technology

The UNVs will serve to ensure a smooth transitory process into the newly established framework whilst transferring to the existing staff the knowledge and skills required to function effectively in the new environment.

Within six months of the placing of UNV personnel, the UNDP will collaborate with the MOLG to craft an iterative Exit Strategy for the UNV assistance after a period of two years. Future six-monthly meetings of the Project Steering Committee will monitor the progress of this Exit Strategy.

Generally the programme implementation strategy will include:

- i Reinforcement of knowledge/best practice exchanges at all levels
- ii Up streaming of local level policies, practices and lessons for replication at the national level
- iii Strong linkages between local governments and communities through local ownership and partnership with NGOs and CBOs. It is important that these linkages be established to facilitate greater participation at the grassroots level and facilitate greater accountability and transparency of the Local Government bodies
- iv Institutional set-up at local government level
- v. South-South learning and co-operation

The expected outcome is to create a Local Government Ministry and Local Government Bodies with the institutional capacity to develop the political, social, cultural and economic life of its citizenry in their communities throughout Trinidad.

## **Part III MANAGEMENT ARRANGEMENTS**

In line with the UNDP's policy of promoting national ownership, leadership and accountability, the project will be executed by the Ministry of Local Government (MOLG) utilising the national execution modality (NEX). A Project Steering Committee (PSC) will be established to oversee all execution, reporting, monitoring and evaluation activities of the project.

The roles and responsibilities of all related parties are as follows:

### ***Executing Agency – Ministry of Local Government***

- 1) Obtain and allocate resources for the implementation of the project in a timely manner
- 2) Certification of all deposits
- 3) Certification of annual expenditure reports prepared by UNDP
- 4) Organisation of and participation in the biannual Project Steering Committee Meetings
- 5) Reporting to the UNDP and the Project Steering Committee
- 6) Preparation of the Annual Project Report (APR)
- 7) Participation in Monitoring and Evaluation of the Project activities and outcomes
- 8) Participate with the UNDP in the joint supervision of appointed experts
- 9) Prepare the Terms of Reference for any expert and advisors to be recruited against this project
- 10) Prepare the Terms of Reference for the UNV Professionals
- 11) Technical Supervision and oversight of the UNV Professionals and preparation of associated reports

### ***UNDP***

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

- 1) Identification and recruitment of both national and international experts with the prior agreement of the MOLG. The MOLG will liaise with the UNDP on any matter of concern;
- 2) Identification and recruitment of three (3) UNV Specialists to be deployed in the Ministry of Local Government. Annex II provides details for the recruitment, deployment and management of the UNVs.
- 3) Participate on the Project Steering Committee
- 4) Providing guidance to the MOLG in the execution of monitoring and evaluation activities
- 5) Participate with the MOLG in the joint supervision of appointed experts
- 6) Payment of appointed experts upon certification by MOLG and confirmation that resources are available to facilitate disbursements

- 7) Regularly review the status of project objectives, activities, outputs and emerging issues
- 8) Financial management of the project and the preparation of financial reports

UNDP will process payment after confirming the following:

- Activities financed are within the scope of the project
- The Executing Agency has certified payment within an appropriate time frame
- Project funds are available to facilitate disbursements

In accordance with the decisions and directives of UNDP's Executive Board, reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery by UNDP for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. GMS encompasses general oversight and management functions of UNDP HQ and CO units, and include the following specific services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

To cover these GMS costs, the contribution shall be charged a fee equal to 6.5%

## Part IV MONITORING AND EVALUATION

### *Responsibility*

The executing agency bears primary responsibility for monitoring and evaluation.

### *Monitoring Framework*

The UNDP will work with the MOLG to put measures in place to ensure appropriate monitoring and evaluation utilizing the UNDP's existing Monitoring and Evaluation Framework. Under this framework, the MOLG and UNDP will regularly review the status of project objectives, outputs, activities and emerging issues.

The project will be monitored through the following mechanisms:

1. **Monthly Meetings.** A project committee comprising representatives from the UNDP and the MOLG will meet monthly to monitor project activities to ensure that the implementation process is progressing efficiently.
2. **Field Visits.** Quarterly visits will be conducted by UNDP to monitor the implementation of this project, and to assess the performance of the consultants and UNVs provided under this project. The UNDP will prepare regular reports, and MOLG and other stakeholders, particularly through assessments during meetings and workshops, will make feedback on the reports.
3. **Annual Programme/Project Report.** The Executing Agency will be responsible for the preparation of the Annual Project Report (APR), in consultation with the stakeholders
4. **Financial Reports.** Quarterly financial reports will be prepared by the UNDP. These reports will indicate the project expenditure to date in relation to the expected expenditure and will thereby provide an assessment of project progress.
5. **Interim Reports.** In addition, the Executing Agency should also prepare interim reports for the Project Steering Committee, accompanied by the quarterly financial reports. The interim progress report may consist of a brief summary of progress in relation to the work plan and an update on the financial situation. This summary can also be used for feedback to the MOLG for making decisions and introducing corrective measures
6. **Project Steering Committee Meetings.** The Ministry of Local Government will be responsible for organizing these meetings and for follow-up on the recommendations and decisions taken in the meetings. The Committee will function in accordance with established guidelines. The Committee will report on their findings and assessments to the UNDP Resident Representative and the Minister of Local Government for decision in effecting changes and/or modifications to the project.

7. **Evaluation.** Due to the scale of the project a mandatory evaluation will be conducted at the end of the project period. The evaluation will serve to ensure (a) that there is documentation of lessons learnt from which future projects in organisational change can draw upon and (b) that there is significant financial coverage (i.e., the magnitude of financial resources represented by programmes and projects evaluated) to support the accountability of the executing agency. A mandatory evaluation may be deferred as a result of security risks and volatile situations arising from complex development situations and sudden crises. The following reasons may be accepted as justifications for not conducting an evaluation that should be mandatory:

- a. cancellation of the programme or project
- b. the programme or project has been evaluated by a development partner and the substantive concerns of UNDP have been adequately assessed by that evaluation.

The outcomes and outputs of this project will form part of the UNDP's corporate programme monitoring, reporting and oversight mechanisms. These will therefore be incorporated into UNDP's Strategic Results Framework (SRF) and its Results Oriented Annual Report (ROAR).

Mid-term and final evaluation meetings will be conducted mid-way and prior to closure of the project respectively. The project will be audited in accordance with the provisions of UNDP internal audit.

## **Part V      LEGAL CONTEXT**

The Project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the GORTT and the United Nations Development Programme, signed on 20 May 1976.

The following type of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

- a) Revisions in , or addition of any of the Annexes of the Project Document;
- b) Revisions that do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions, which re-phase the delivery of agreed project inputs, or increased expert, or other costs due to inflation, or take into account agency expenditure flexibility.

As stated in the SBAA, the cost of items constituting the Government's contribution to the project and any sums payable by the Government in pursuance of this article, as detailed in Project Budgets, shall be considered as estimates based on the best information available at the time of preparation of such budgets. Such sums shall be subject to adjustments whenever necessary to reflect the actual cost of any such items purchased thereafter. Further to this provision, any such changes in costs, particularly in the case of overruns, must be discussed and agreed to by both parties, after which time the Ministry of Local Government will be responsible for meeting these costs under this project.

## Section II

### Project Results and Resources Framework.

#### Intended outcome as stated in Country Results Framework:

- Promotion of good governance through institutional strengthening and capacity building in the Ministry of Local Government for the provision of goods and services.
- Improved efficiency and equity in the delivery of public services.
- Promotion of Volunteerism to encourage community service, outreach and committed actions for the public good.

#### Outcome Indicators:

- Improved service delivery by Local Government Bodies.
- Increased community involvement, participation and awareness within municipalities through the development of a clear vision and strategic direction based on community needs.
- Strengthened institutional structures, mechanisms and systems within Local Government agencies through, for example, the improvement of project management systems, accounting and auditing systems, manpower planning and human resource management and the creation of asset management systems .

**Baseline:** Poor institutional capacity within the system of Local Government as reflected through staffing deficiencies, weak human resource planning, weak accounting and auditing systems; lack of proper project management and asset management systems. Unsatisfactory service delivery by Local Government Bodies. Low level of citizens' participation in Local Government affairs reflected by lack of clear vision and strategic direction based on community needs.

**Target:** Provide technical support toward the strengthening of governance and corporate structures and systems and management capacity Local Government Bodies in order to ensure a more decentralized governance system geared towards the empowerment of citizens at every level of society and greater effectiveness in the Local Government sector.

Intended Outputs	Indicative Activities	Inputs (US\$)
1.0 A functional and legal framework for effective and efficient local governance structure and the identification of current roles, functions and responsibilities of Local Government Bodies	1.1 Selection and recruitment of Consultants (local and/or international) to conduct activities as stated in the Terms of Reference attached as Annex I.	National and/or International Consultants \$400,000.00  Travel Costs
2.0 The strengthening of the technical efficiency within the Ministry of Local Government	2.1 Finalize TOR and scope of work for 3 UNV candidates in the areas of: a. Project Management b. Property Taxation Administration and Assessment c. Information Technology 2.2 Selection and recruitment of	Technical Expertise (UNVs) 242,559.00  Technical Expertise (other) 5,800.00 Orientation 2,000.00 Workshop and Communications

	UNVs 2.3 Deployment and Management of UNVs and other technical experts in the MOLG	
<b>3.0 Monitoring and Evaluation</b>	3.1 Establishment of a Project Steering Committee and conduct of 2 meetings/year	Meetings 2,500.00 Reports 3,000.00 Final Evaluation 10,000.00 Financial Auditing 10,000.00
	3.2 Monthly and Quarterly monitoring and evaluation meetings/visits	Equipment 3,400.00 Misc M&E 2,500.00 Expenses
	3.3 Mid-term Review and Terminal Review meetings	
	3.4 Development of an exit strategy	
	3.5 Final Project Evaluation and Report	
	3.6 Financial Auditing	
	3.7 Equipment	
	3.8 Misc. M&E Expenses	
<b>Sub Total</b>		<b>\$681,759.00</b>
<b>5.0 UNDP Country Office Administration</b>	General Management Services (6.5% of total project cost, exclusive of UNDP's contribution)	\$43,716.34
<b>TOTAL</b>		<b>\$725,475.34</b>

**Section III -**

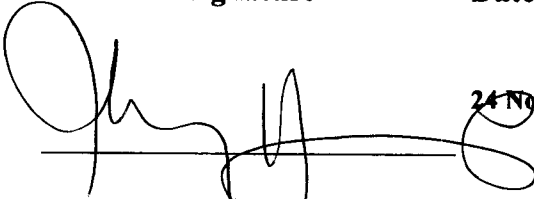

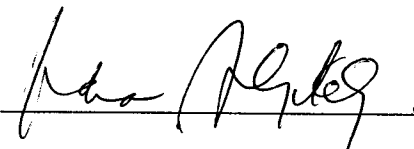
**Budget and Annual Work Plan**

**Budget**

The total project budget is **\$US 725,475.34**

The funding for this initiative will come from the following sources:

**Cost sharing from the Government of Trinidad and Tobago: \$US 716,275.34**  
**Cost sharing from the United Nations Development Programme: \$US 9,200.00**

<b>On behalf of:</b>	<b>Signature</b>	<b>Date</b>	<b>Name/Title</b>
<b>United Nations Development Programme</b>		<b>24 Nov.2006</b>	<b>Dr. Inyang Ebong-Harstrup Resident Representative</b>
<b>Executing Agency</b>		<b>24 Nov.2006</b>	<b>The Hon. Rennie Dumas Minister of Local Government</b>
		<b>24 Nov.2006</b>	<b>Mrs. Indra Furlonge-Kelly, Permanent Secretary, Ministry of Local Government</b>

### Annual Work Plan

Expected Output	Key Activities	Timeframe	Responsible Partner	Budget Allocation(US\$)	
				Year 1	Year 2
1.0 A functional and legal framework for effective and efficient local governance structure an the identification of current roles, functions and responsibilities of Local Government Bodies)	Identify and Recruit Consultants	Dec 2006	UNDP	225,000	175,000
	Associated Travel Costs				
	Conduct assignment as outlined in TOR attached as Annex II	Jan – Dec 2007	UNDP/MOLG		
2.0 The strengthening of the technical efficiency within the Ministry of Local Government	Draft TORs; Identify and recruit 3 UNVs	Dec 2006	UNDP/MOLG	2,000.00	
	Orientation Workshop and Communications	Jan. 2007	UNDP		
	Recruit other Technical Expertise	Dec. 2006	UNDP	5,800.00	
	Management in-service phase of UNVs (UNV Allowances) see Annex I	Jan 2007 – December 2008	UNDP	141,927.00	100,632.00
	Meetings	Dec 2006 – Mar 2009	UNDP/MOLG	1250.00	1250.00
3.0 Monitoring and Evaluation	Project Reporting	Jan 2007 – Mar 2009	UNDP/MOLG	1,000.00	2,000.00
	Final Evaluation	Mar 2009	UNDP		10,000.00
	Financial Auditing	Mar 2009	UNDP		10,000.00
	Equipment	Dec 2006	UNDP	3,400.00	

	Misc. M&E Expenses (30071)	Dec 2006 – Mar 2009	UNDP		
<b>Sub Total</b>				1,000.00	1,500.00
				\$381,377.00	\$300,382.00
4.0 UNDP Country Office Administration (6.5% total budget cost exclusive of UNDP's contribution))				24,191.51	19,524.83
<b>Total</b>				\$405,568.51	\$319,906.83

# Signature Page

Country: Trinidad and Tobago

UNDAP Outcome(s)/Indicator(s):

(Link to UNDAF OUTCOME. If no UNDAF, leave blank)

Expected Output(s) /Indicator(s):

(Those that are linked to the project and are linked to the SRF/MYFF goal and Service Line)

Implementing Partner:

(Designated Institution)

Ministry of Local Government

Other Partners:

(Formerly Implementing Agencies)

**Programme Period: December 1<sup>st</sup> 2006  
-30 March 2009**

**Programme Component:**

**Project Title: Institutional Strengthening  
and Support to the Ministry of Local  
Government**

**Project Code:**

**Project Duration: 2 years 4 months**

**Budget: US\$ 681,759.00**

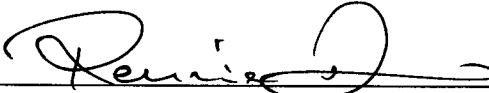
**General Management Support Fee  
US\$ 43,716.34**

**Total Budget: US\$ 725,475.34**

**Allocated resources:**

- **Government US\$716,275.34**
- **Regular**
- **Other (including in kind contributions)**
  - **Donor (UNDP) US\$ 9,200.00**
  - **Donor**
- **Unfunded Budget**

Agreed by (Government):



**Senator The Hon. Rennie Dumas  
Minister of Local Government**

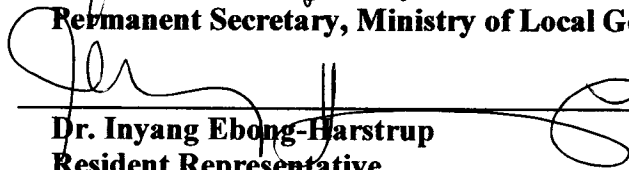
Agreed by

(Implementing Partner):



**Mrs. Indra Furlonge-Kelly  
Permanent Secretary, Ministry of Local Government**

Agreed by (UNDP):



**Dr. Inyang Ebong-Harstrup  
Resident Representative**

Date: 24 November 2006

# ANNEX I

## GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO

### MINISTRY OF LOCAL GOVERNMENT

#### TERMS OF REFERENCE

#### THE PROVISION OF CONSULTANCY SERVICES TO ASSIST THE GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO IN DETERMINING THE FUNCTIONS AND RESPONSIBILITIES OF LOCAL GOVERNMENT BODIES/MUNICIPAL CORPORATIONS, DESIGNING APPROPRIATE MINISTRY AND LOCAL GOVERNMENT INSTITUTIONAL STRUCTURES, DRAFTING APPROPRIATE LEGISLATION AND DEVELOPING AN IMPLEMENTATION STRATEGY

#### 1.0 BACKGROUND

- 1.1 The Municipal Corporations Act No. 21 of 1990 and its attendant amendment Act No. 8 of 1992, established the Legislative Framework for sweeping Local Government Reform and the decentralization of the system of Local Government in Trinidad and Tobago. The Municipal Corporations Act No. 21 of 1990 consolidated all the Local Government Laws and in particular the County Councils Act, 1967 and the Ordinances/Laws governing the then existing Cities and Boroughs (the Port of Spain and San Fernando City Corporations and the Arima and Point Fortin Borough Corporations).
- 1.2 This Act was envisaged as a catalyst for transforming the Local Government System into a relatively autonomous, financially self-sufficient, efficient and effective corporate entity providing quality public services within a participatory management and local democratic framework through, inter alia:
- the establishment of a corporate structure and a core cadre of Chief Officers;
  - the granting of additional functions and responsibilities to Local Government Bodies;
  - the enhancement of local self-financing capacity;
  - increased responsibilities and recognition of Council Members and a reconfiguration of the Councils' Committee System;
  - the establishment of a regional co-ordination mechanism;
  - the establishment of mechanisms for increased citizens participation and involvement in Local Government policy and decision-making processes; and
  - the redefinition of the Local Government Boundaries

#### 1.3 The Local Government Reform Policy Objectives

The Government of the Republic of Trinidad and Tobago (GORTT), having reviewed or undertaken a situation analysis of the Local Government System since the enactment of the Municipal Corporations Act No. 21 of 1990 developed in 2004, a **Draft Policy Paper on Local Government Reform (Green Paper)**. It essentially contains proposals for the continuation of

Local Government Reform with emphasis on decentralization of the Local Government System making the system more efficient and effective and promoting greater citizen participation in the affairs of Local Government.

This Draft Policy Paper was subjected to widespread public consultations between August and September, 2004 and laid in Parliament in October, 2004.

In August 2005, Cabinet agreed that the emerging consensual positions/issues emanating from the public consultations as well as the findings and recommendations of the Local Government Interministerial Transitional Task Force and functions and responsibilities to be decentralized to Local Government Bodies/Municipal Corporations be incorporated into a Revised Green Paper on Local Government Reform.

On April 12th, 2006, a presentation on the Revised Green Paper was made to Cabinet by a Management Team of the Ministry of Local Government and the proposals were endorsed. Subsequently, Cabinet agreed to a Draft White Paper on Local Government Reform, 2006, which was laid in the House of Representatives on May 26<sup>th</sup>, 2006 accompanied by a statement by the Honourable Prime Minister at the time of its laying. The Draft White Paper was laid in the Senate by Senator the Honourable Rennie Dumas, Minister of Local Government on June 6<sup>th</sup>, 2006.

The main policy positions of the Draft White Paper on Local Government Reform, 2006 are:

- (i) An arrangement for the sharing of power between Central and Local Government in Trinidad and Tobago. Under this system the Central Government will formulate policies, whilst Local Government will be the principal executing arm of the state with respect to such policies. This arrangement will not apply to some portfolios like national defence, foreign affairs, foreign trade and the energy sector, all of which must remain under the purview of the Central Government;
- (ii) An enlarged Senate of Trinidad and Tobago to include all Mayors and Chairmen of Municipal Corporations. Though without a vote, they will have the additional opportunity to speak on matters specifically affecting their cities, boroughs and regions. Community concerns and issues would be vigorously aired in the nation's highest forum, providing the opportunity for much greater influence on national legislation, policies and programmes;
- (iii) The introduction of Executive Councils in the Local Government system in Trinidad and Tobago similar to the Tobago House of Assembly model. These Executive Councils shall constitute the leadership of the Local Government Bodies, with the elected and nominated officials performing assigned roles and functions, and being responsible to the Local Government body for management of particular departments or portfolios. The Executive Council shall take collective responsibility for management of Local Government Body as it implements the policies of the Central Government;
- (iv) A review of Local Government Boundaries to ensure that they are functional, rational and user friendly as well as coterminous with Central Administrative districts arrangements. They must facilitate regional identification and

mobilization, programme co-ordination and administration among the various agencies as well as efficient and effective service delivery to our communities. The intention is to ensure more effective national and regional planning as well as the growth of sustainable communities.

- (v) A degree of self-financing for Local Government Bodies. The expectation is that through the collection of appropriate rates and taxes, all Local Government Bodies should be able to finance a greater part of their annual budgets than currently obtains. The necessary administrative and legal requirements would be put in place to establish Property Taxation/House Rate Collection Units and Systems where they do not now exist. A realistic formula will also be developed for allocations from the Central Government based on demographics and social and infrastructural needs.

**The key objectives of the Draft White Paper proposals are:**

- Reform in line with the imperatives of Vision 2020;
- **Establish a Legislative Framework that is clear, unambiguous, user friendly and one that facilitates decision making, dispute resolution and policy formulation.;**
- **Redesign the system with emphasis on the Decentralization of functions and responsibilities from Central Government to Local Government Bodies and reconstitution of the Ministry and Local Government Institutional Profiles;**
- Improve management and operational efficiency and effectiveness;
- Promote greater citizen involvement and participation in the affairs of Local Government Bodies;
- Ensure that there is transparency, good governance and accountability;
- Encourage more entrepreneurial, productive and responsive Local Government institutions;
- Enhance self-financing capacity and review the method of financing;
- **Restructure the Local Government Institutional Framework including the Councils, its Committees and the Corporate Structure (mainly through the establishment of Executive Councils);**
- Develop and improve the Human Resource capabilities and capacity of Municipal Corporations thus enabling a highly skilled, productive and motivated work force;
- **Enhance Corporations' ability to deliver quality services promptly and ensure easy community access and wider service delivery coverage;**

- Improve, review and develop the physical and social infrastructure;
- Promote a healthy, safe and clean environment;
- Establish Local Government Boundaries that are consistent with natural geographical configuration, development focus and community integration. This will facilitate administrative co-ordination and effective service delivery.

#### 1.4 **The Transition Phase**

A transition period of five (5) years is envisaged during which the following activities would be undertaken:

- Legislative Review and Review of Bye-laws and Regulations;
- Review of Local Government Boundaries;
- Re-definition of the Roles of the Ministry of Local Government and Municipal Corporations;
- A degree of self-financing for Local Government Bodies through the collection of appropriate rates and taxes by all Municipal Corporations and the development of a realistic formula for allocations from Central Government based on demographics and infrastructural needs;
- Determination of the Functions and Responsibilities of Municipal Corporations;
- The establishment of Executive Councils similar to the Tobago House of Assembly model;
- Amend the Constitution of Trinidad and Tobago to allow Mayors and Chairmen of Municipal Corporations to be members of the Senate (though without a vote);
- Corporate restructuring of the Ministry of Local Government and Municipal Corporations;
- Institutional strengthening and capacity building;
- Determination of the Human Resource/Technical and key funding requirements;
- Delegation of operational activities from the Ministry of Local Government to the Municipal Corporations;
- De-linking of the Regional Corporations from the Administrative Structure of the Ministry of Local Government;
- Transfer of functions and responsibilities from Ministries and Departments to Local Government Bodies;

- Determination of an Agency, which will be responsible for certain Human Resource Management Functions (e.g. appointments, promotions; transfer, discipline) for Local Government Bodies

However, in the immediate short term run (i.e. one (1) year time-frame), the following focal areas of the programme will be given priority:

- (i) The determination of the functions and responsibilities of Local Government Bodies;
- (ii) The determination of the structure of Local Government Bodies (both corporate and governance) to execute the Local Government Reform programme;
- (iii) The determination of appropriate boundary demarcations in the context of the number and types of Local Government Bodies;
- (iv) The formulation and drafting of the appropriate legislative framework and provisions to give effect to the Local Government Reform policy prescriptions and programme.

#### 1.5 **The Decentralization Unit**

The Government established a Decentralization Unit in the Ministry of Local Government with effect from April 1, 2004. This Unit is responsible for the co-ordination and management of the decentralization programme initiatives.

#### 1.6 **The Local Government Inter-Ministerial Transitional Task Force**

The Government appointed an Inter-ministerial Transitional Task Force in September, 2004 with the following terms of reference.

- (i) To review and advise on functions and responsibilities to be decentralized to Local Government Bodies/Municipal Corporations;
- (ii) To co-ordinate and manage the Local Government Reform transition process.

The Task Force has already produced a report outlining its findings and recommendations on functions and responsibilities to be decentralized to Local Government Bodies, which have been incorporated into the Draft White Paper on Local Government Reform, 2006. It has also produced a report on the transferring of Property Taxation from the Inland Revenue Department to Regional Corporations and the modernization of Property Taxation in Trinidad and Tobago.

The Task Force is under the chairmanship of the Decentralization Co-ordinator and comprise representatives from the Ministries of Local Government, Public Administration and Information, Planning and Development, Social Development, the Office of the Prime Minister, Health, Works and Transport, Sport and Youth Affairs, Community Development, Culture and Gender Affairs, Public Utilities and the Environment, Education and representatives of the recognized majority Trade Unions (Public Service Association {PSA}, National Union of Government and Federated

Workers {NUGFW}, Contractors and General Workers Trade Union {CGWTU} and Amalgamated Workers Trade Union {AWTU}) have also been co-opted on the Task Force.

## **2.0 OBJECTIVES**

**The main objective of the Consultancy is to develop a functional and legal framework which will facilitate the effective and efficient operations of the Local Government Structure and Systems in Trinidad. The assignment is to be executed in line with the Draft White Paper on Local Government Reform which has indicated that the vision for the Ministry of Local Government will be achieved through institutional redesign and restructuring.**

**The intended outcome is to promote good governance and improved efficiency and equity in the delivery of public services.**

2.1 The Specific Objectives of the assignment are as follows:

- (i) To evaluate the current capacity of Local Government Bodies/Municipal Corporations for enhanced functions and responsibilities proposed, and, the existing institutional profile of the Ministry of Local Government;
- (ii) To explicitly outline the roles, functions and responsibilities of Local Government Bodies/Municipal Corporations in order to effectively operationalize the new Local Government Reform System as articulated in the draft White Paper
- (iii) To develop a new organizational structure for Local Government Bodies (both Corporate and Governance) to execute the Local Government Reform programme, as well as a new structure of the Ministry of Local Government;
- (iv) To formulate and draft the appropriate legislative framework (both primary and secondary) and provisions to give effect to the Local Government Reform policy prescriptions and programmes;
- (v) To develop an implementation plan which includes a change management strategy, including time table and contingency plans.

## **3.0 SCOPE OF WORK**

3.1 The Consultants are expected to undertake the following tasks:

- (a) Analyze and determine the institutional capacity of Local Government Bodies for enhanced functions and responsibilities. The decentralization of additional functions to Municipal Corporations/Local Government Bodies must be based on sound understanding and knowledge of the current and potential institutional arrangement to discharge additional responsibilities efficiently and effectively. It is therefore necessary for the Consultants to develop a more detailed understanding of the dynamics of the local institutional capacity in

relation to the Government policy prescription contained in the Draft White Paper.

- (b) The Consultants should identify Central Government (i.e. Central agencies and departments) functions by customer type (citizens, households, CBOs, NGOs, institutions and other community groups), by service types or groups and quantify them in terms such as volume, quality, customer demand and institutional support system for delivery. This must be done in relation to customer demand and needs including the needs of Community Based Organizations (CBOs), Non-Governmental Organizations (NGOs) and the Local Private Sector.
- (c) Having regard to (a) and (b) above, the Consultants will clearly identify the existing functions and responsibilities of Local Government Bodies and the additional functions and responsibilities to be decentralized within the framework of the Draft White Paper and clearly determine and demarcate the functions and responsibilities of Local Government Bodies as well as the role of the Ministry of Local Government.
- (d) Determine the structure of Local Government Bodies (both Corporate and Governance) to efficiently and effectively execute these functions and responsibilities, this must be presented within the framework of the proposed Executive Council structure as well as institutional structure of the Ministry of Local Government as espoused in the White Paper on Local Government Reform.
- (e) Review the current legislation and draft an appropriate legislative framework and relevant provisions to give effect to the proposed functions and responsibilities and proposed new structure as well as the Local Government Reform policy prescriptions and programmes.
- (f) Having regard to the foregoing, the Consultants will develop an implementation plan including a change management strategy, outlining clearly objectives, responsibilities, activities, resources and timeframes. The timetable should be clear and unambiguous and must include contingency plans. Further, Monitoring and Evaluation Systems must be developed and this will include but not be limited to monitoring and evaluation tools, performance measurement standards, monitoring indicators and designated reporting systems in order to ensure that effective reviews and assessments can be undertaken. The Consultants will also be expected to facilitate the operationalisation of the implementation plan by providing advisory and monitoring support, once the plan is finalized.
- (g) In addition to the above, the Consultants are expected to participate in workshops and public Consultations related to the reform process and perform functions as presenters, participants and/or facilitators

### 3.2 Sources of Information

The Consultants will be provided with or should source data pertaining to the operations and activities of Local Government Corporations, the Ministry of Local Government and other Ministries and Departments. The following database is instructive:

- The Municipal Corporations Act No. 21 of 1990 and its attendant amendment Act No. 8 of 1992.
- The Public Health Ordinance / Act Chapter 12:04
- The Exchequer and Audit Act
- The Public and Civil Service Act and Regulations
- The Statutory Authorities Service Commission Act and Regulations
- The Highways Act Chapter 48:01
- The Town and Country Planning Act Chapter 35:01
- The Minutes of Council Meetings
- The Yearly Administrative Report on the operations of Municipal Corporations and the Ministry's Administrative Reports
- The Draft White Paper on Local Government Reform, 2006
- Reports of the Auditor General on the Audited Accounts and Financial Statements of Municipal Corporations
- Project Management Reports
- The Tobago House of Assembly Act

### 4.0 DURATION OF THE CONSULTANCY

- 4.1 The duration of the consultancy is expected to be for an initial period of approximately four (4) months. A field trip to Port of Spain will be required. The Consultants are further required to provide support to the Ministry of Local Government for an additional 8 months to facilitate the efficient operationalization of the implementation plan developed. The Consultants are required to submit a proposed time schedule based on the Terms of Reference.
- 4.2 Upon completion of or during the initial engagement of Consultants, a further extension may be negotiated to facilitate the continued monitoring of the implementation of the recommended framework for a period not exceeding 1 calendar year from the end of the initial engagement.

### 5.0 FUNDING, MANAGEMENT, GOVERNMENT SUPPORT AND LIAISON

- 5.1 The Consultancy is to be financed under the Ministry of Local Government with assistance from Grant Funding under the United Nations Development Programme (UNDP) as the case may be.
- 5.2 The UNDP will:

- (a) In accordance with international and national tender rules, select and in consultation with the Ministry of Local Government if applicable, recruit the Consultants. A contract would be entered into between UNDP and the Consultants;

5.3 The Ministry of Local Government will:

- (a) Undertake the appointment of personnel to assist/manage the consultancy on behalf of the Ministry of Local Government and in particular to:
  - i. guide the Consultants in establishing contact and securing cooperation of the Agencies and individuals concerned with Local Government and related services;
  - ii. Work with the UNDP in progressively monitoring the Consultants' progress.
- (b) Provide the Consultants with access to all relevant reports and data and assist in seeking / obtaining information not immediately available at the Ministry
- (c) Provide basic office facilities
- (d) Assist the Consultants in arranging focus groups and other discussions/ consultations;

5.4 Consultants are encouraged to propose improvements or pertinent amendments to this Terms of Reference in their proposals including scope of work, execution, methods of reporting and payment and bring to bear their full experience in formulating their proposals for the conduct of this Technical Assistance.

## **6.0 DELIVERABLES**

6.1 The Consultants are expected to furnish the Ministry of Local Government with the following signed reports in accordance with the tasks identified in the scope of work:

- An inception report summarizing the Consultants understanding of the terms of reference, a description of the planned activities and schedule of deliverables
- Report 1 – an evaluation of the Local Government capacity for enhanced functions and responsibilities
- Report 2 – Determination of functions and responsibilities of Local Government Bodies and the role of the Ministry of Local Government
- Report 3 – Design of the structure of Local Government Bodies (both Corporate and Governance) and the institutional structure of the Ministry of Local Government to facilitate the Local Government policy prescriptions and programmes

- Report 4 – Draft legislative framework and provisions to give effect to the Local Government Reform policy prescriptions and programmes
- Report 5 – Local Government Reform implementation strategy, timetable, contingency plans, monitoring and evaluation tools, performance measurement standards, monitoring indicators and designated reporting systems.
- Report 6 - First Monitoring Report on the operationalisation of the recommended implementation plan
- Report 7 - Final Monitoring Report on the operationalisation of the recommended implementation plan

6.2 In the context of the above deliverables, the Consultants must ensure that they are designed in such a manner that would ensure the achievement of the outcome indicators and in particular:

- Improvements in the quality, access to and the coverage of services delivered by Local Government Bodies.
- Appropriate mechanisms to increase Community involvement, participation and awareness within the Municipalities including input in policy formulation, decision making and development planning as well as Community evaluation and assessment of service delivery.
- Appropriate institutional structures, mechanisms, systems and processes within Local Government Bodies that promote the Local Government Reform and policy prescriptions.

## **7.0 TIMING AND REPORTING REQUIREMENTS**

7.1 The timetable for reporting would be as follows:

Week 2	-	Inception Report
Week 4	-	Report 1- evaluation report re local capacity for enhanced functions and responsibilities
Week 8	-	Report 2 – determination of functions and responsibilities of Local Government Bodies and role of the Ministry of Local Government
Week 12	-	Report 3 – design of structure of Local Government Bodies and Institutional structure of MOLG
Week 14	-	Report 4 – Draft legislative framework and provisions to give Effect to the Local Government Reform policy prescriptions and programmes

- |         |   |  |
|---------|---|--|
| Week 16 | - | Final Report 5 - implementation plan, including a change management strategy, timetable, contingency plans and monitoring and evaluation tools |
| Week 32 |   | First Monitoring Report on the operationalisation of the recommended implementation plan   |
| Week 48 |   | Final Monitoring Report on the operationalisation of the recommended implementation plan.  |

- 7.2 The Consultants will report to the Ministry of Local Government, through the Permanent Secretary or the designated client representative (Decentralization co-ordinator) in compliance with the above timetable deadlines.
- 7.3 The Consultants will be required to present seven (7) copies of each report in printed form and also a soft copy on CD, in MS Word Format. Any tables should be presented in Excel Format.
- 7.4 The Consultants will be required to deliver presentation of their reports to institutional Stakeholders and the Monitoring Team at workshops/seminars organized in collaboration with the Executing Agency.

## **9.0 QUALIFICATION AND EXPERIENCE**

- 9.1 The Consultants will be selected based on his/her qualifications, demonstrated experience and capacity to execute the type of work. A sound knowledge of Local Government, best practices associated therewith and International experience in designing Local Government Reform programmes are essential
- 9.2 In addition:
- Knowledge of Trinidad and Tobago's Vision 2020 Strategy and the development priorities especially in the area of public administration reform and decentralized governance
  - Substantive experience in democratic governance (local experience desirable)
  - Relevant experience in capacity building and institutional strengthening
  - Proven success in working collaboratively with a number of different stakeholders
  - Sound judgment, flexibility, adaptability and cultural sensitivity
  - Strong reporting and communication skills, in the English language, and a high degree of credibility in dealing with senior ministerial level authorities
  - Excellent change management experience, expertise and knowledge sharing skills to facilitate the development of counterparts
  - a solid Management background and experience in designing evaluation processes, performance indicators measurement surveys as well as institutional capacity assessment, would be an advantage.
- 9.3 The Consultants will provide a personal history or appropriate bio-data of personnel to be engaged in the exercise including qualifications, training, work experience and any special knowledge.

## **ANNEX II - United Nations Volunteers (UNV)**

The UNV Programme operates under the guiding principles of the UN System and functions through the United Nations Development Programme (UNDP) Country Office in each country of operation. As the Volunteer arm of the United Nations System, UNVs have a mandate to provide qualified human resources to their clients within the context of sustainable human development. In Trinidad & Tobago UNVs are integral components of the UNDP programme. In its work, UNVs are guided by the UN's Millennium Declaration of 2000 that promotes the Millennium Development Goals (MDGs) to which the GoRTT is committed.

UNVs work with a wide spectrum of partner governments, bilateral volunteer organizations, the UN System, Non Governmental Organizations (NGO) and Civil Society Organizations (CSO). Their proactive approach to programming efforts demands a clear determination of their comparative advantages when identifying the types of contributions that are best suited in the delivery of social projects. The UNV Annual Report 2001 shows that some 5,432 volunteers from 160 different countries served in 140 countries. These UNVs on average have 10 years working experience. Moreover, there are 70 UNV Programme Officers in 162 countries dedicated to managing and coordinating the work of the volunteers in each of the countries. UNDP/UNV's attributes of neutrality, transparency and impartiality make them trusted partners for governments and civil society organizations worldwide.

The UNV Programme has almost 30 years experience in managing volunteers. It can transfer valuable information to other organisations regarding the complex process of volunteer identification, placement, contracts, conditions of services and monitoring of volunteers globally. In the Caribbean, the Programme provided the Government of Guyana with personnel to address acute shortages of hydraulic engineers and has also supplied Physiotherapists, Occupational Therapists, Psychologists, Nurses, Dentists and Doctors to other Caribbean countries including Trinidad and Tobago.

### ***Benefits of the UNV Approach***

The spirit of solidarity, cultural sensitivity, and capacity building embodied in a volunteer ethic characterises assignments, and the volunteers are driven by their desire to serve a global society. They bring their expertise to teach others but also to learn from their experiences. In situations such as that of Trinidad and Tobago where the division between rich and poor is wide and access to adequate land issues is inequitable, UNV assignments strategically aim to foster programmes of community outreach, promote the volunteer ethic as well as improve the skills of counterparts to ensure UNV inputs are sustainable in the long term.

UNVs receive modest monthly living allowances, called a Volunteer Living Allowance (VLA), to cover living expenses and therefore do not receive wages. The VLA is established through structured cost of living surveys as well as sampling salary rates of the Government, NGO and private sector. The VLA is a set rate remaining constant for

all UNV posts. For example, an engineer, a teacher, a surveyor and a public health specialist will all receive the same VLA under the UNV programme. A UNV's 'Conditions of Service' include health and life insurance, vacation entitlements, travel to, and from their country of origin, as well as support for spouse and dependents.

### ***UNV Support for the Ministry of Local Government***

UNV has sought to define the role of its volunteers in programmes such as this where the objectives are institutional strengthening and capacity-building of staff of the Ministry of Local Government, as:

*"Volunteering takes many shapes and forms. From one-on-one support at a personal level to community service, from mutual support in self-help groups to participation in broad-based movements and campaigns, voluntary action is as varied as the creativity of the volunteers, the nature of national settings and the breadth of problems. The common thread in this diversity is the fact that, in a world threatened by uncertainty and risk, volunteering provides a strong platform for reconnecting people who have become increasingly divided by gulfs of wealth, culture, religion, ethnicity, age and gender. In an age of instantaneous communication and global awareness, society's reliance on the healing power of inspiring, committed action for the public good is undiminished".*

Throughout its implementation, projects will be carefully monitored and evaluated for its effectiveness in promoting community service and its other intended outcomes.

UNDP and its UNV Programme have been selected as the preferred UN agency for assisting in institutional strengthening of the Ministry of Local Government as their programme promotes global volunteer contributions and mobilises volunteers in support of activities of UN agencies, governments, NGOs and other partners in development. Typically, UN Volunteers bring dedication, commitment and engagement combined with skills and experience.

In the short term, UNDP will, through this programme of assistance, address the immediate shortage of personnel as identified by the Ministry of Local Government (MOLG). These professionals, who will be contracted for periods of up to three years, will be deployed to complement the existing core of professionals throughout the country. Provision of goods and services to the MOLG will, in general address MDG 1 that addresses the halving of poverty by the year 2015. More specifically, it would facilitate progress in achieving MDG 7 (ensuring environmental sustainability) as well as MDG 8 (formation of partnerships in development).

Target beneficiaries from this assistance to the MOLG will be the people of Trinidad and Tobago who will benefit from a more efficient service. More specifically, junior professionals and technicians who will form part of the teams of professionals serving as under-studies to the UNV personnel will be the direct beneficiaries. To ensure quality of personnel, all selected UNV specialists will be graduates of schools accredited by the Government of Trinidad and Tobago.

In the short term, UNDP will, through this programme of assistance, address the immediate shortage of personnel as identified by the MOLG. These professionals, who will be contracted for periods of up to two years, will be deployed to complement the existing core of professionals throughout the country.

Professionals will be recruited from a global roster and made available to the MOLG. These individuals will fill the following positions:

- Project Management Specialist (1)
- Property Taxation Administration and Assessment Specialist (1)
- Information Technologist (1)

The MOLG is committed to building local capacity for the sustainability of its operations once the UNDP/UNV programme terminates. In this regard, the MOLG proposes to utilise the services of the UNVs in a capacity building programme that would involve a formal mentoring component to be supervised by the Permanent Secretary MOLG. This mentorship programme will involve UNV professionals who are recruited to function both at the local and community level in the delivery of basic services. The strategy would involve both on the job training as well as formal sessions that would be participatory and interactive. This will complement the present capacity building programme that the MOLG has been attempting to implement.

Also the MOLG is proposing firstly, to accelerate the training of local professionals utilizing the already trained personnel; secondly to revise the compensatory package for staff of the MOLG; and thirdly to utilize the services of experienced but retired returning nationals in building capacity.

Within six months of the placing of UNV personnel, and as a condition for ensuring that the shortage of professionals is systematically addressed, UNDP will collaborate with the MOLG to develop an iterative Exit Strategy for the UNV assistance programme after a period of two years. Meetings of the Project Steering Committee (PSC) to monitor the progress of this Exit Strategy will occur every six (6) months.

### **Management of the UNV Specialists**

UNV assignments are administered according to the 'Conditions of Service' for International UN Volunteer Specialists. In brief, the 'Conditions of Service' outlines processes such as:

Recruitment phase:

- Drafting post descriptions for UNV assignments in consultation with the Government;
- Lead recruitment processes; such as: advertisement of UNV assignments; identification of candidates; interviews;

medical examinations; offer to candidates and arrange travel to duty stations.

In-Service phase:

- Organize induction programme;
- Administer UN Volunteers' entitlements/obligations: such as VLA, Settling-in-Grant (SIG), security allowance and personal effects insurance payments; dependents' travel to duty stations; medical and life insurance coverage; attendance and annual leave records and contract extensions;
- Monitor UN Volunteer performance.

Repatriation Phase:

- Travel arrangements to home countries and payment of Resettlement Allowance (RSA) on completion of service;
- Conduct final checklist including financial obligations and certificate of service.

The Executing Agency for the project shall be the MOLG. Full UNDP Country Office support will be provided to the MOLG for the recruitment and management of the UNV professionals. This will include the maintenance of leave, medical and performance records support during the settling-in period and arrangements for contract termination and repatriation. The MOLG will be responsible for technical supervision and oversight of the UNV professionals and shall provide six monthly reports on the performance of each UNV.

### UNV Total Work Plan on Recruitment and Placement Process

Process	Responsible Party	Time Frame
<b>Identification Phase</b>		
Draft Post descriptions	UNDP/MOLG	Upon approval of project documents by UNDP T&T and MOLG
Advertisement of UN Volunteers assignments	UNV Hqs.	Upon receipt of post descriptions, signed project document and authorization to proceed with recruitment
Pre-selection of candidates and submission of candidates to UNDP T&T/AWDF	UNV Hqs.	Two weeks
Selection/acceptance of candidates	UNDP/MOLG	One week
<b>Recruitment Phase</b>		
Offer to candidates	UNV Hqs	One week
Interviews, medical examinations, visas, security clearances and travel arrangements	UNDP offices in home country in coordination with UNV Hqs/UNDP T&T	Five weeks
<b>In-Service Phase</b>		
Arrival formalities: such as temporary accommodation; country briefing, signature of contracts/code of rules; bank arrangements; initial payments; legal status arrangement; issuance of ID Cards	UNDP/MOLG	Upon arrival
Administration of UN Volunteers' entitlements/obligations: such as Volunteer Living Allowance (VLA), Settling-in-Grant (SIG), security allowance and personal effects insurance payments; medical and life insurance	UNV Hqs./UNDP T&T	Throughout the assignment

coverage; attendance and annual leave records and contract extensions			
Travel, visas and security clearance for dependants	UNDP offices in home country in coordination with UNV/UNDP T&T	Three weeks after permanent accommodation is secured	
Work plan	Respective Division in coordination with UNV-PO	Throughout the assignment	
Monitor UN Volunteers' performance	UNDP/UNV Hqs.	Throughout the assignment	
<b>End-of-assignment Phase</b>			
Submission of end-of-assignment report and final checklist	UN Volunteers	One month before expiration of contract	
Travel arrangements to home countries and payment of Re-Settlement Allowance (RSA)	UNDP/UNV	Upon submission of end-of-assignment report and final checklist	

**COST SHARING AGREEMENT BETWEEN THE  
UNITED NATIONS DEVELOPMENT PROGRAMME  
AND  
THE MINISTRY OF LOCAL GOVERNMENT**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the Ministry of Local Government (hereinafter referred to as the "Donor") have agreed to co-operate in the implementation of the project # 53674 "Institutional Strengthening and Support to the Ministry of Local Government" in Trinidad (hereinafter referred to as "the Project ")

WHEREAS the Donor has informed UNDP of its willingness to contribute funds (hereinafter referred to as "the contribution") to the UNDP on a cost-sharing basis to increase the resources available for the Project;

WHEREAS the UNDP is prepared to receive and administer the contribution for the implementation of the project,

WHEREAS the Government of Trinidad and Tobago has been duly informed of the contribution of the Donor to the project;

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

**Article I**

1. The Donor shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of (TT equivalent) US\$ 716,275.34 payable over the period of 2 years
2. The Donor shall, in accordance with the schedule of payments set out below, deposit the contribution in UNDP's local account:

The Republic Bank,  
Independence Square, Port-of-Spain  
Account #:150285260601

(In making the deposit please identify the project number: 53674).

	<b><u>Date payment due</u></b>	<b><u>Amount(US\$)</u></b>
a)	December 1, 2006	<b>\$396,368.51 (TT\$ Equivalent)</b>
b)	November 30, 2007	<b>\$319,906.83 (TT\$ Equivalent)</b>

The above schedule of payments takes into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

3. The UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
4. All financial accounts and statements shall be expressed in United States dollars.
5. The value of a contribution-payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by UNDP of the contribution-payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.
6. Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

## Article II

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely:

(a) Indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 6.5%

(b) Direct costs incurred for implementation support services (ISS) provided by UNDP and/or an executing entity or implementing partner. As long as they are unequivocally linked to the specific project, these costs are built into the project budget against a relevant budget line and, in the case of clearly identifiable transactional services, charged to the project according to standard service rates.

2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

### **Article III**

1. The contribution shall be administered by the UNDP in accordance with UNDP regulations, rules and directives, applying its normal procedures for the execution of its projects.
2. Project management and expenditures shall be governed by the regulations, rules and directives of UNDP and, where applicable, the regulations, rules and directives of the Executing Entity/Implementing Partner.

### **Article IV**

1. The implementation of the responsibilities of the UNDP and of the Donor pursuant to this Agreement and the relevant project document shall be dependent on receipt by the UNDP of the contribution in accordance with the schedule of payments set out in Article I, paragraph 2, above and to be in line with the attached Project Document.
2. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavors to obtain the additional funds required.
3. If the contribution-payments referred to in Article I, paragraph 2, above, are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2, above, is not forthcoming from the Donor or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

### **Article V**

Ownership of equipment, supplies and other property financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

### **Article VI**

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

### **Article VII**

UNDP shall provide the Donor on request with financial and other reports prepared in accordance with UNDP reporting procedures.

### Article VIII

1. UNDP shall notify the Donor when all activities relating to the contribution have been completed.
2. Notwithstanding the completion of all activities relating to the contribution, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
3. If the unutilized contribution-payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

### Article IX

1. After consultations have taken place between the two Parties to this Agreement and provided that the contribution-payments already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project, this Agreement may be terminated by UNDP or by the Donor. The Agreement shall cease to be in force thirty (30) days after either of the Parties may have given notice in writing to the other Party of its decision to terminate the Agreement.
2. If the unutilized contribution-payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

**Article X**

This Agreement shall enter into force upon signature and deposit by the Donor of the first contribution-payment to be made in accordance with the schedule of payments set out in Article I, paragraph 2 of this Agreement.

This Agreement shall be valid from the date it enters into force through 30 March 2009.

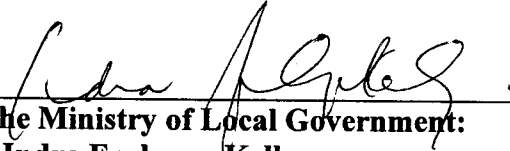
IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.



**For the Government:  
Senator The Hon. Rennie Dumas  
Minister of Local Government**

24 November 2006

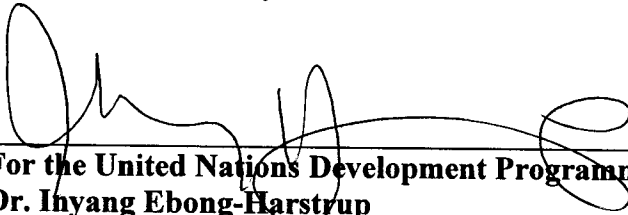
**Date**



**For the Ministry of Local Government:  
Mrs. Indra Furlonge-Kelly  
Permanent Secretary**

24 November 2006

**Date**



**For the United Nations Development Programme  
Dr. Inyang Ebong-Harstrup  
Resident Representative**

24 November 2006

**Date**